



**COUNT ME IN**  
STRATEGIC DIRECTION 2013 - 2018



Good Shepherd  
Microfinance



## COUNT ME IN

These are important days for microfinance. Today in Australia one in eight people are officially classed as poor. The number of Australians who have no access to basic financial services - a bank account, credit or insurance - is around three million and growing.



The need for microfinance is as great today as it was over 30 years ago when the Sisters of the Good Shepherd had the foresight to establish the No Interest Loan Scheme, known as NILS.

Good Shepherd Microfinance was set up in 2012 to consolidate and extend appropriate sustainable programs to include new products, locations and markets.

As Australia's largest microfinance organisation, our programs have already reached over 100,000 people and families through 579 sites in partnership with 258 accredited community organisations. Though there is growing recognition that people on low incomes want to - and do - use financial services, there is much to be done to ensure that the right services are reaching them at the right time and in the right way.

This Strategic Directions booklet outlines the work that we will do together with our partners and others over the next five years.

Our goals are audacious and are framed by our commitment to five objectives: our work will be community-led; we will provide alternative people-centered financial services to reach at least one million people; we will measure the impact of our work

helping people out of poverty and towards economic independence; we will inform the public, the financial institutions and governments about what economic inclusion is and how each can contribute to enabling this for all people; all of this will be achieved by a strong organisation which is well governed, financially sustainable and with partners who are able to contribute to this vision.

Without your generosity, we could not have made the strides that we have. For that, we thank you. Without your support, we will not be able to respond to the many opportunities that exist to reach out to and work with people on low incomes.

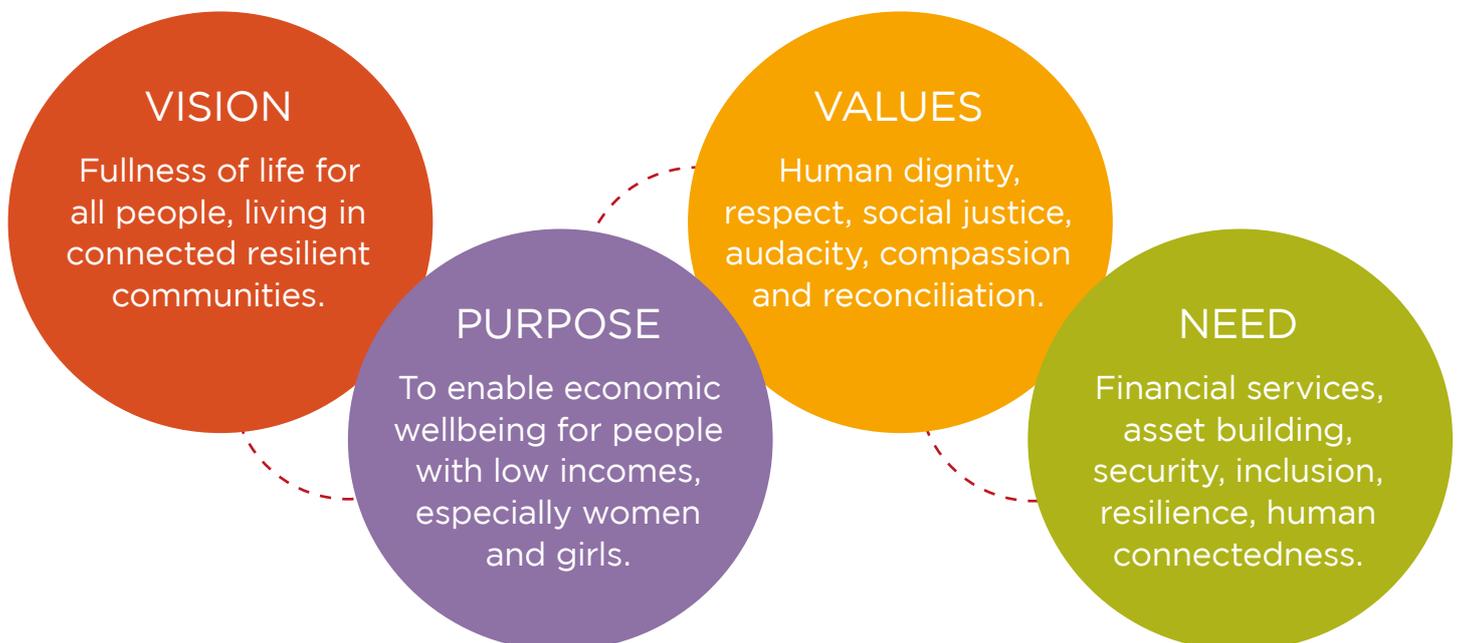
With your support, we will find new ways to build on our strengths to achieve our purpose of enabling economic wellbeing and resilience for people with low incomes.

We have five years and five goals to deliver on these aims.

Count me in.

I know I can count you in too.

Christine Nixon, APM  
Chair, Good Shepherd Microfinance



## STRATEGIC PRIORITIES

OBJECTIVES	KEY STRATEGIES	2013 - 2018 GOAL
1. COMMUNITY-LED	<ul style="list-style-type: none"> <li>a) Client driven – Support clients to define their own economic wellbeing and then apply individual and community strengths to realise that wellbeing</li> <li>b) Develop, value and grow provider network – Consult and support to deliver products, services and resources that are effective, efficient and in demand</li> <li>c) Voice – Positively influence financial system reform enabling equity, access and economic inclusion (as defined by clients and provider network)</li> </ul>	Satisfied network: Over 80 per cent say ' <i>client expectation was exceeded or met</i> '
2. REACH	<ul style="list-style-type: none"> <li>a) Client focus – Provide alternative people-centred financial services to large numbers of people</li> <li>b) Strong footprint – Increase physical locations (our own and providers) and virtual footprint (awareness) through marketing and communications</li> <li>c) Sustainable offerings – Provide a range of no-cost, break even and self-sustaining programs and clearly define target market criteria and channels</li> <li>d) Consolidate and grow product range – Source and deliver essential products and programs - lending, saving, transacting, insurance, microenterprise, asset building</li> <li>e) Innovate, especially through technology – Appropriately tailor delivery, marketing and referrals, by leveraging digital and financial inclusion strategies with partners</li> </ul>	Programs reach over 1 million people
3. IMPACT	<ul style="list-style-type: none"> <li>a) Measure and communicate how activities contribute to client economic mobility and wellbeing</li> <li>b) Partner with research centres to jointly undertake impact assessment enabling learning, continual improvement and shared knowledge</li> <li>c) Examine and share impact with reference to health, employment, income generation and family wellbeing</li> <li>d) Evaluate programs – Against intended outcomes and considering most significant changes related with inclusion</li> </ul>	Increased economic mobility (in 2 years)
4. INFORM	<ul style="list-style-type: none"> <li>a) Understand financial inclusion – Define financial inclusion continuum from financial crisis to financial resilience, clear pathways and programs</li> <li>b) Shared learning - Partner with others to establish economic inclusion cooperative research</li> <li>c) Understand and share drivers of social inclusion, and interrelationships with economic inclusion</li> <li>d) Engage and influence key actors from all sectors to enable economic inclusion – Targeted messaging, media, campaigns, seminars, financial inclusion action plans</li> </ul>	' <i>Economic inclusion</i> ' – Term is understood and key actors play their role
5. STRENGTH	<ul style="list-style-type: none"> <li>a) People – Attract, develop and retain talented team with high capacity in social justice, economic development and creative community engagement</li> <li>b) Financial – Expand funding through partnerships, donations, sponsorship and self-sustaining programs – Partners are diverse, engaged and value-aligned</li> <li>c) Governance – Board, executive and staff focused on operational program excellence, financial stewardship, ethics, social policy, accountability and organisational development</li> <li>d) Relationships – Build and maintain relationships that are mutually beneficial and significantly contribute to our vision and purpose and are aligned with our values</li> </ul>	Broad funding base – Sustainable and growing

## STRATEGIC PRIORITIES

### GLOSSARY

#### Social inclusion

All people feel valued, their differences are respected, and their basic needs are met so they live with dignity.

#### Social exclusion

Where people are shut out from social, economic, political and cultural systems which contribute to integration and wellbeing.

#### Economic inclusion

Where people on low incomes use financial resources and education to optimise income, contributing to social inclusion and wellbeing.

#### Financial inclusion

The process of delivering affordable financial services to people on low incomes.

#### Financial inclusion continuum

Where a person moves from financial crisis to resilience and inclusion, through observable steps and using services, with clear outcomes. Typical stages along a continuum include: crisis, financial hardship, hardship transition, stable - asset building, stable - wellbeing, income generation, growth and consolidation, wealth creation, independence and resilience.

#### Economic mobility

Movement along stages of a financial inclusion continuum.

#### Key actors

Organisations, people and groups with a high capability and interest in realising economic inclusion.

## OUR JOURNEY

**1835** Sisters of the Good Shepherd established in Angers, France

**1981** First no-interest loan scheme (NILS) established in Collingwood

**1997** National conference held - 'In Whose Interest'

**2003** NAB partner Good Shepherd in financial inclusion

**2004** StepUP low interest loan program launched

**2006** National NILS forum held in Sydney

**2009** AddsUP matched saving program launched

**2009** Federal Government invests to extend NILS and StepUP

**2011** NILS celebrates 30 years

**2012** Good Shepherd Microfinance established

**2012** Good Money, energy inclusion and Aboriginal financial inclusion started

## OUR PROGRAMS

The role of Good Shepherd Microfinance is to offer people on low incomes access to people-centred, affordable financial programs at different stages of their lives. We provide support and programs that enable individuals to define their own economic wellbeing, so that they feel valued and in control of their own finances and lives.

### NO INTEREST LOAN SCHEME (NILS)

NILS is a national community based program that enables people living on low incomes to access fair and safe credit (up to \$1,200) to buy essential goods and services. Known as circular community credit, NILS is a demonstration of communities taking action to address their own needs. NILS is delivered through accredited community partners across Australia.

### STEPUP

StepUP provides low interest loans to people on low incomes through community providers across Australia. StepUp is delivered in partnership with NAB and provides loans of between \$800 and \$3,000 for personal or household purposes to individuals or families on a benefit. Interest is charged at a fixed low rate of 3.99% and loans can be repaid over three years.

### ADDSUP

AddsUP is delivered in partnership with NAB and focuses on helping people on low incomes to develop financial independence through savings. The program does not impose restrictions on the object of savings, nor does it set a regular payment amount. Recipients gain basic financial literacy throughout the AddsUP program and individual savings are matched dollar for dollar as an incentive to develop savings behaviours that last well beyond the program period.

### RESEARCH

Good Shepherd Microfinance is building an evidence-base of rigorous and innovative research that will inform the impact and reach of its programs and services. Importantly, the research findings will help guide and shape the future development of activities that better support the economic and social inclusion of people on low income.

### ENERGY INCLUSION

The Home Energy Saver Scheme (HESS) provides assistance to low income households concerned about energy use and costs. HESS will provide no interest loans on selected energy efficient goods as well as information about easy and affordable ways to use less energy, rebates and assistance. A program has also been designed by Good Shepherd Microfinance to enable people on low incomes to buy subsidised energy efficient appliances and finance these purchases through a NILS loan, with the assistance of an online buying service.

### GOOD MONEY

Good Money is a pilot program of three community finance stores in Victoria that offer new ways of delivering financial services to people currently experiencing financial exclusion. In partnership with the Victorian Government, NAB and Good Shepherd Microfinance, Good Money is a one-stop shop providing a more distinct safe alternative to the growing fringe lending sector.

### DEBT DEDUCT

Debt Deduct is a pilot program that provides access to affordable and safe credit for people who need to break cycles of unaffordable credit. It is a 'circuit breaker' addressing the immediate need for debt relief while also building in ongoing financial capacity and resilience.

### ABORIGINAL FINANCIAL INCLUSION

Good Shepherd Microfinance is building on its experience and knowledge of NILS into remote Indigenous communities, funded through FaHCSIA. In partnership with Indigenous communities, Good Shepherd Microfinance is supporting the delivering of microfinance into Far North Queensland; Rockhampton; Darwin/Kimberley; and Alice Springs/APY Lands.

## HOW YOU CAN HELP MAKE A DIFFERENCE

There are many ways that you can get involved and support the work of Good Shepherd Microfinance and make a difference for many Australians.

### DONATIONS

Your generous donations enable us to continue to support our clients to realise their financial independence.

Help us to better enable people on low incomes to save, repay debt, and have access to interest free or low interest loans.

All donations over \$2 are tax deductible.

To make a donation, contact us on 03 9495 9600, or email: [donate@gsmicrofinance.org.au](mailto:donate@gsmicrofinance.org.au)

### WORK WITH US

Opportunities to work for Good Shepherd Microfinance arise from time to time. If you are interested, please go to our website [www.goodshepherdmicrofinance.org.au](http://www.goodshepherdmicrofinance.org.au) or email: [info@gsmicrofinance.org.au](mailto:info@gsmicrofinance.org.au)

### VOLUNTEER WITH US

Volunteering your time to support the work of Good Shepherd is a valuable contribution and a hands on way you can get involved.

To find out more about volunteering with the Good Shepherd Network, please contact our Volunteer Coordinator on 03 9270 9738 or email: [info@goodshep.com.au](mailto:info@goodshep.com.au)

### SIGN UP FOR ACTION!

Good Shepherd Microfinance welcomes people to join the network of Good Shepherd people already staying informed about social justice and microfinance issues and what is happening around the network through regular e-newsletters. If you would like to sign up to receive the e-news, please subscribe on [www.goodshepherdmicrofinance.org.au](http://www.goodshepherdmicrofinance.org.au)

“Be absolutely fair in your dealings.”

- St. Mary Euphrasia

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