



Assessment of the Impact of Digital Frontiers Institute (DFI) Online Courses on Practitioners in the Digital Financial Services (DFS) Sector

Draft Report
20 December 2018



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Acronyms

AMIR	Association of Microfinance Rwanda
CDFP	Chartered Digital Financial Practitioner
CIDM	Certificate in Digital Money
CoP	Community of Practice
DFA	Digital Frontiers Association
DFI	Digital Frontiers Institute
DFS	Digital Financial Services
DWC	Development Works Changers
FGD	Focus Group Discussion
FSD	Financial Sector Deepening
HR	Human Resource
M&E	Monitoring and Evaluation
NCM	Instituto Nacional das Comunicacoes de Mozambique
RFP	Request for Proposals
SSA	Sub-Saharan Africa
ToC	Theory of Change
TNM	Telkom Networks Malawi



Acknowledgements

The Development Works Changemakers (DWC) Research and Evaluation team would like to express sincere thanks to the Digital Frontiers Institute (DFI) team, namely the Chief Financial Officer, Community of Practice (CoP) Manager, and Research Associate for their assistance, guidance and support throughout this assessment process. Thanks is also extended to the in-country CoP facilitators for assisting in coordinating participants to be involved in interviews and Focus Group Discussions (FGDs).

Thank you to all who shared their personal experiences and reflections with us.

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Executive Summary

From October to December 2018, Development Works Changemakers (DWC) in partnership with Digital Frontiers Institute (DFI) conducted a rapid assessment and collected in-country data from five markets within Sub-Saharan Africa (SSA). The five markets visited were Mozambique (Maputo), Malawi (Blantyre), Zambia (Lusaka), Rwanda (Kigali), and Uganda (Kampala), the latter three of which were visited in 2017 (findings reported in the DFI Focus Group Report, August 2017). The purpose of these assessments was to assess the extent to which six of FSD's SSA indicators are being met, and to assess the impact DFI training courses have had on the practitioners, their organisations and their country market to date.

A mixed-method approach was utilised, incorporating both qualitative and quantitative data collection and analysis methods. Primary data was collected from practitioners, line managers and/or human resource (HR) managers, community of practice (CoP) facilitators, and institution representatives using a combination of online surveys, interviews and focus group discussions (FGDs). Secondary data was collected via a document review and analysis of programme monitoring data.

Summary of CIDM Follow-Up Survey Data

Six Month Follow-Up on CIDM Impact

The large majority of participants agreed that their capacity had increased in several ways including approaching work with a better understanding, feeling more focussed and productive, being able to join in conversations and being more confident about DFS. Most participants thought that a colleague would agree their capacity has improved, especially in terms of more confidence and participating more regularly. Most participants indicated that they were now able to understand the DFS ecosystem much better, so expected to make more contributions as a result in the future. An overwhelming majority indicated that they had already applied certificate in digital money (CIDM) knowledge in their work, with most indicating it was being applied on a daily basis or at least once a month. The majority of practitioners indicated that their work situation had not changed in the six months since having completed CIDM, however many practitioner indicated that they experienced an increase in job satisfaction. Most practitioners noted that they stayed in touch with colleagues they met at the CoP meetings, and that they had gained various benefits as a result of attending the CoP meeting, including new skills and knowledge, motivation, and cross-sector collaboration.

18 Month Follow-Up on CIDM Impact

The 18 month follow-up survey was only responded to by participants from the first two cohorts. The majority indicated that they are using the knowledge that they gained during the CIDM course in their workplace, with most indicating that they apply this knowledge on a daily basis. Most participants thought that a colleague would agree that their capacity has improved. Participants



reported that they have been able to help their organisations in a number of ways. Areas noted included problem-solving, understanding and sales of digital finance products, developing new partnerships, and providing more cost-effective services. CIDM made an impact on them personally, particularly in terms of confidence. Again, the majority of practitioners indicated that their work situation had not changed in the 18 months since having completed CIDM. Of the respondents who cited that their work situation had changed, the majority indicated that they were in a different job since completing the course. Of those practitioners who attended their CoP, most noted that they stayed in touch with colleagues they met at the CoP meetings, and that they had gained various benefits as a result of attending the CoP meeting, particularly feeling more confident and effective in their role, and collaborating across sectors. The majority of participants indicated that they have used or implemented what they gained through attending the CoP to make an impact or change in their own role.

Institutional Capacity for DFS Regulation

While few practitioners surveyed and interviewed worked in the public sector / regulatory field and were able to influence regulation, most reported that their institutional capacity for DFS regulation had improved. Across all five markets, most practitioners were not regulators or in a position where their core business was DFS regulation. However, they still reported an increase in capacity for DFS regulation. They reported being more capable and confident in contributing to discussions, inputting on proposals or research papers on to develop new or amend DFS regulations within their markets, and being more aware to comply with regulations when developing new products for the market. In Mozambique, Malawi, and Uganda, capacity for DFS regulation was identified as a gap for both organisations involved directly in regulation and those organisation's whose core mandate is not regulation, given the role some play in commenting or inputting on regulation.

DFS Regulations, Policies and Directives Developed or Adapted

Across all markets, at least one example of new or amended DFS regulations being initiated were provided. In Mozambique, two new / amended regulations being initiated: 1) the in-country CoP meeting played a role in providing feedback to the Telecom regulator, which has now become more proactive in reducing the risks related to financial transaction; and 2) FSD Moz approached the Central Bank, who are now developing a regulation to accommodate fintechs, and in so doing, a regulatory sandbox has been developed. In Malawi, only one practitioner during interviews and FGDs indicated being involved in initiating DFS regulations, policies and / or directives, and two survey respondents indicated that they had developed new policies or regulations, namely: 1) payments of all taxes through electronic platforms, thereby phasing out cheque payments; and 2) drafting of a regulation on mandatory deployment and usage of DFS by businesses in Malawi in order to increase access points and usage of DFS channels in the country. In Zambia, some participants were part of working groups which influenced policy, directives and regulation, and three survey respondents referred to being involved in the facilitation on the implementation of the policy on the national financial switch. In Rwanda, seven regulations / policies had been initiated (e.g. I&M Bank's digital strategy, consumer protection act; and Central Bank sandbox, three were



fully developed (PSP regulation, e-money wallet regulation, and agency bank regulation). Finally, in Uganda, five regulations / policies / directives have been initiated and one fully developed, which emerged in-part as a result of the in-country CoP's advocacy.

Cross-Sector Collaboration

Across all five markets practitioners confidently indicated that their networks expanded as a result of participating in the DFI course/s and/or CoPs, and they felt better able to collaborate across sectors. Several practitioners reported engaging directly in collaborations with DFI alumni they met through the course, particularly in Uganda. In Mozambique however, there was little evidence to indicate that the relationships formed during the courses translated outside the course into project collaborations in practitioners' everyday work.

CoP Country-Based Initiatives

All markets had at minimum a Whatsapp group where alumni could share information, news and resources. In addition, the Mozambique CoP's feedback to a telecom regulator contributed to amending a mobile transaction regulation. Both Malawi's and Zambia's CoP alumni are in the process of formalising an association of DFS practitioners. Zambia's CoP has also had involvement in contributing to and commenting on a position paper relevant to the DFS private sector regarding a fourth MNO entering the market. Rwanda are in the process of working to develop Rwanda financial diaries, which are expected to inform policies in the country. Uganda may be considered the most advanced market in terms of its CoP country-based initiatives. In total, the Uganda market was implementing four private CoP initiatives and three policy-related initiatives. Through the CoP, an association of digital finance professionals of Uganda was formed, known as the Digital Frontiers Association (DFA). The DFA have been actively involved in multiple private and policy initiatives, including advocating to have the 1% mobile money tax removed, which was later decreased to 0.5%.

Capacity Development

Within all markets, practitioners and managers reported an increase in DFS capacity in terms of enhanced knowledge base and skills. For some practitioners, the courses closed knowledge gaps and for others knowledge and skills gained were directly applied in their workplace, including day-to-day tasks, implementing projects and initiatives, improving or developing new products, and participating in significant conversations in the sector. In several instances the increased performance of practitioners has resulted in job promotions, expanded scopes of work, finding new opportunities at other organisations, or practitioners' starting their own businesses.

Certification of DFI Courses

Overwhelming across all markets visited, the certification of the DFI courses with an academic institution is considered important. The importance is noted through the weight the certification



carries, to be certified by a respected and acclaimed international university. The certification aids in motivating employers to sponsor employees' enrolment; and in turn, the employees' motivation to complete the course. Although the DFI brand awareness is growing within each market visited, the kudos associated with an internationally recognised university providing a "stamp of approval" is highly valued.

Impact

Value of DFI

Alumni and managers speak highly of the DFI courses - both in terms of the course quality and the uniqueness of the course offering. Many practitioners have directly recommended the courses to their colleagues, and some institutions like Bank of Kigali, Equity Bank and FSD continue to sponsor and send numerous employees on DFI courses.

Employability

Participants from across markets largely agreed that completing the DFI courses would add an advantage to a candidates' employability and likelihood of a job promotion. Participants in Rwanda surmised that this was primarily linked to the fact that the courses indicate that a practitioner possess up-to-date, relevant knowledge for the sector.

Market Changes

Markets reported that over the past two years that they have become increasingly digital, and there has been a rise in financial inclusion initiatives. However, practitioners and managers did not necessarily attribute market changes to the DFI courses. At this stage of the grant, changes have been primarily at an individual level, and where changes have occurred at an organisational level, these have primarily been instances where companies send numerous employees on DFI courses or employees are particularly influential within the company. Impact at a market / industry level would require 1) each market to be saturated with practitioners, who are in influential positions, to have completed DFI courses, and 2) sufficient time to have passed to allow for changes to occur.



1. Introduction

Digital Frontiers Institute (DFI) aims to develop the capacity and enhance professional development of digital financial service (DFS) professionals working in the private, public or development sectors. By closing the DFS capacity gaps currently experienced in developing markets, the organisation, in the long term, aims to accelerate financial inclusion. To achieve this DFI provides online training and education courses (consisting of seminars through a built-for-purpose online campus), which primarily focus on foundational DFS knowledge and skills, but also include areas of leadership development and change management. Additionally, DFI facilitates a network of professionals, or communities of practice (CoP) which include in-country face-to-face meetings of DFI students and DFI-affiliated professionals, as well as the moderation of online meetings through DFI's built-for-purpose digital network and series of global seminars. DFI's first full year of courses was in 2016.

In 2017, DFI undertook focus group research to understand the impact one of its foundational training courses, the certificate in digital money (CIDM), was having on alumni and their organisations. Data was collected from Zambia, Rwanda and Uganda. In 2018, Development Works Changemakers (DWC) was commissioned to undertake follow-up data collection. Unlike the 2017 data collection, this assessment considers the impact of all DFI's online training courses, and specifically focuses on the extent to which indicators assigned by Financial Sector Deepening (FSD) Africa (one of DFI's key funders) were being achieved.

2. Methodology

2.1. Purpose and Scope of Assessment

The primary purpose of this assessment was to:

1. Assess the extent to which FSD's Sub-Saharan Africa (SSA) indicators are being met; and
2. Assess the impact DFI training courses have had on participants, their organisations and the industry to date.

The scope of the assessment was limited to primary data collection from five DFI markets in Sub-Saharan Africa (SSA), namely:

1. Mozambique (Maputo)
2. Malawi (Blantyre)
3. Zambia (Lusaka)
4. Rwanda (Kigali)
5. Uganda (Kampala)

The assessment was conducted over a three month period, from October 2018 to December 2018.

2.2. Indicators

The assessment responded to a select list of key indicators of interest shown in Table 1 below. These indicators were selected by DFI from the FSD Africa MRM Plan. The extent to which these indicators are being achieved in the five markets was explored by a combination of cross-cutting data sources and data collection instruments. The combination of data collection sources and tools aided methodological and data triangulation, which further allowed for the verification of data and a more textured, comprehensive account of DFI’s impact.

Table 1. Indicators Required for the Assessment

FSD Africa Indicators
2.1.1. % increase in degree of institutional capacity for DFS regulation in SAA.
2.3.1. # new DFS regulations / policies / directives developed or existing ones adapted for the financial market by DFI students in SSA. Disaggregated by: Stage of regulation (initiated / fully developed).
2.5.1.a. % of DFS providers who report an increase in cross-sector collaboration as a result of the DFI training and other services (CoP, SWITCH) in SSA.
2.5.2.a. # CoPs implementing country-based initiatives in SSA. Disaggregated by: Type of initiative (policy, private sector).
2.6.1. % of DFS providers and other DFS market actors who perceive they have enhanced DFS capacity (better networked, skilled and informed) as a result of DFI training in SSA.
3.3.4. % DFS service providers reporting increased DFS capacity as a result of DFI training in SSA.

2.3. Data Collection

A **mixed-method approach** was utilised. This incorporated both qualitative and quantitative data collection and analysis methods that were inclusive and complementary. This approach allowed for data gathering in multiple ways and the team was able to elicit a variety of perspectives on DFI courses and impact.

2.3.1. Primary Data Collection

Primary qualitative data was collected from evaluation participants from four target groups as shown in Table 2 below.

Table 2. Targeted Participants for 2018 Data Collection

In-Country FGD and Interview Participants	
Practitioners	Individuals who have completed DFI training courses or are in the process of completing a course.
Line Managers / HR Managers	Individuals who oversee / manage the work of above-mentioned practitioners and would have an understanding of

	their employees' DFS capacity, or individuals involved in recruitment and capacity development of employees.
CoP Facilitators	Individuals who facilitate the in-country CoP meetings.
Institution Representatives	Individuals who work for key institutions within the DFS sector and could provide broad insight into the DFS market /sector within their country.

In some instances, participants spanned more than one identified target group, for example a participant could be both a *practitioner* and *line manager*. In these instances, and where possible, participants were interviewed from both target group perspectives.

Data was collected from these participants using the key tools presented in Table 3 below.

Table 3. Data Collection Tools

Data Collection Tools
<ol style="list-style-type: none"> 1. Practitioner Online Survey; 2. Line Manager / HR Manager Online Survey; 3. Practitioner FGD / Interview Guide; 4. Line Manager / HR Manager Interview Guide; 5. CoP Facilitator Interview Guide; and 6. Institution Representatives Interview Guide.

FGDs and interviews were conducted primarily face-to-face in-country, while the surveys were posted online using Survey Monkey. While online surveys allowed for the collection of primarily quantitative data from a large number of individuals, FGDs and interviews allowed for the collection of more qualitative data. The qualitative methods sparked both conversation and exchange, which enabled far more rich and textured insights into the DFI courses.

All data collection tools were developed to align with the above indicators and were informed by the six month and 18 month ex-post surveys that have previously been administered by DFI. The tools were presented in English as the DFI courses are presented in English for the countries of interest. All tools were developed in consultation with DFI and approved by DFI prior to use.

Participants were invited to participate in the survey, interviews and FGDs in the following ways:

1. The DFI team circulated an email to DFI course alumni and current participants per country, informing them that DFI would be visiting their country in November 2018. Alumni were invited to either participate in interviews or an alumni meeting / FGD.
2. Alumni and current participants were also sent the link to the online survey.
3. Online survey respondents were asked to provide their line manager's and/or HR manager's contact details. An email was then sent to these line managers and/or HR managers inviting them to participate in interviews in-country, or to complete the online survey.

4. CoP facilitators also assisted in arranging for alumni to participate and helped identify and contact institutional representatives suitable for the institution interview.
5. All CoP facilitators were contacted directly to participate in an interview.
6. A DWC team member followed-up twice with unresponsive in-country participants in an effort to increase the number of participants.

Primary data collection took place from 15 November to 30 December 2018. Data was collected over approximately a two day period in each country. Mozambique, from which data was collected first, served as the pilot market. This pilot allowed the team to garner an understanding of the data collection process and to ascertain whether data collection tools needed any adjustment.

2.3.2. Secondary Data Collection

Secondary data was collected via the following means:

1. Document review of previous DFI reports, including the Focus Group Report 2017, and CoP reports; and
2. Analysis of programme monitoring data, namely the six month and 18 month ex-post survey which were administered to CIDM graduates only.

2.4. Data Analysis

The evaluation team analysed both primary and secondary data that was collected using:

- ATLAS.ti for thematic analysis of the qualitative data; and
- Microsoft Excel for descriptive statistical analysis of quantitative data.

Data has been organised here around each country, with the key indicators addressed for each country. Furthermore, data triangulation¹ between various sources and kinds of data has been undertaken to enhance the confidence and reliability of the findings. Triangulated data has been consolidated in the findings presented below.

2.5. Limitations

Both quantitative and qualitative data indicated limitations which may have affected the quality of the data. Limitations are provided in Table 4 below.

Table 4. Assessment Limitations

Limitation	Causes	Mitigation
A small sample of in-country participants was included in this assessment and therefore	This was due to time and budget constraints. Requests to interview participants /	<ul style="list-style-type: none"> • Survey data supplemented interview / FGD data

¹ Triangulation is a process of incorporating several viewpoints (i.e. data is collected from various stakeholders) and methods (i.e. quantitative and qualitative methods) in order to verify data and increase the validity of findings.

<p>is not representative.</p>	<p>conduct FGDs in-country were sent out close to the meeting date, leaving a limited time for participants to arrange time to attend an interview / FGD. This particularly hampered the number of interviews that could be scheduled with line managers and HR managers, limiting the data collected from this participants group. Time constraints also only allowed for a maximum of two days per country for data collection.</p>	<p>and was collected from a wider in-country audience.</p> <ul style="list-style-type: none"> • Where interviews / FGDs could not be conducted in person, particularly for line managers / HR managers and institution representatives, attempts were made to follow-up to schedule Skype / Zoom interviews.
<p>Data collection tools were presented in English only, and interviews and FGDs were conducted in English only. In some instances, participants struggled to express themselves fully.</p>	<p>Due to budget constraints, data collection tools could not be translated into each local languages.</p>	<ul style="list-style-type: none"> • It was an assumption that as DFI courses are presented in English within these five countries, participants should be sufficiently proficient in English to participate. • In some instances other FGD participants assisted with the translation of FGD questions and participant responses.
<p>Six month and 18 month ex-post surveys were limited to CIDM alumni only.</p>	<p>DFI only collects six month and 18 month ex-post data from CIDM alumni and not from alumni from other DFI courses.</p>	<ul style="list-style-type: none"> • This data is still presented in this report to indicate impact. However findings must be interpreted in light of the fact that these represent the impact and perspectives of one DFI course only.
<p>Limited number of public sector participants / participants involved in regulatory work.</p>	<p>Only a small proportion of DFI graduates are involved in the public sector and regulatory work. Due to time constraints, few participants were able to participate during the in-country data collection period.</p>	<ul style="list-style-type: none"> • The team attempted to conduct Skype / Zoom interviews with those not available for face-to-face interviews in-country.

Presence of potential bias.	Given time and budget constraints, DFI staff members formed part of the data collection team. Given their presence during interviews and FGDs, participants may have been influenced to positively skew their feedback on the courses.	<ul style="list-style-type: none"> Where possible interviews were undertaken by the DWC team members.
Any changes reported cannot be wholly and definitively attributed to the DFI courses.	Baseline qualitative data was not collected for the participants, nor did the budget make provision for a control group by which to compare any changes.	<ul style="list-style-type: none"> Developing a control group was not within the scope of this assessment.
Encouraging all participants to contribute to the FGDs.	Given the limited time available in each market, FGDs typically consisted of high numbers of alumni, and therefore individual input was challenging	<ul style="list-style-type: none"> Data collectors were encouraged to probe participants when they did not participate fully, or when some participants dominated the group.
The quality of some transcriptions was not at the typical standard where participants' accents were strong.	All transcribers were South African. Some experienced challenges understanding the various accents of the in-country participants.	<ul style="list-style-type: none"> All transcriptions went through a quality assurance process.
While most indicators required a report on percentage increase or numeric values this was not always possible.	Reporting data in this quantitative manner was not always possible due to the small sample size that was not representative, as well as the qualitative nature of data collected.	<ul style="list-style-type: none"> All indicators were addressed by qualitative data, and where relevant, complemented by quantitative data collected from surveys.

3. Summary of CIDM Follow-Up Survey Data

As previously described, electronic surveys were administered by DFI to CIDM graduates at six month and 18 month intervals. The surveys collected primarily quantitative follow-up data from



CIDM graduates to find out how the course has impacted their work, organisation and the sector over time. The survey data was analysed for the following five cohorts²:

1. CIDM-1: February 2016 - April 2016;
2. CIDM-2: July 2016 - September 2016;
3. CIDM-3: January 2017 - April 2017;
4. CIDM-4: May 2017 - August 2017; and
5. CIDM-5: September 2017 - December 2017.

Data that was relevant to impact or indications of change was extracted from the surveys³. To present an overall depiction of CIDM's impact across all of its alumni, the findings below present data from all CIDM markets, including both SSA and non-SSA markets.

4.1. Six Month Follow-Up on CIDM Impact

At the time of this assessment, CIDMs-1 to 5 had completed a six month follow-up survey⁴. The survey data of 120 practitioners was analysed for this assessment (N=120)⁵. 39 participants were from CIDM-1, 16 were from CIDM-2, 35 were from CIDM-3, 9 were from CIDM-4, and 21 were from CIDM-5. The findings below must be interpreted with cognisance that the perspectives of CIDM-4 practitioners are particularly underrepresented, as for CIDM-2.

4.1.1. Capacity Development

Practitioners were asked to reflect on some of the changes and capacity developments that have occurred since having completed the course. See Table 5 below. **The large majority of participants agreed that their capacity had increased in all four capacity domains.** As such, most felt that since the course they approach their work with a better understanding, they are more focused and productive, they have the ability to join conversations and they have improved confidence.

Table 5. Practitioners' Capacity Improvements since Having Completed CIDM

(N=120)	Agree	Disagree	No Opinion
CIDM has opened my mind and I approach my work with a better understanding	93% (n=112)	1% (n=1)	6% (n=7)
My knowledge gaps have been filled and as a result I am more focussed and productive	88% (n=106)	5% (n=6)	7% (n=8)

² CIDM-6 completed the course from April 2018 - July 2018 and therefore have not completed a six month follow-up survey as of yet. Additionally CIDM-7 is currently underway and therefore have not completed the course.

³ I.e. Demographic information, suggestions for course improvement etc. is not reported herein.

⁴ The survey administered to CIDM-4 and -5 was different in some respects to the survey administered to CIDM-1 and -2. As such, some survey questions were posed to some cohorts only and not to others. Thus some findings presented above are not answered from the full perspective of Cohorts-1 to -5.

⁵ Six CIDM-1 alumni completed two six month follow-up surveys; one for CIDM-1 six-month follow-up and one for the CIDM-2 six month follow-up. For these participants, survey responses were removed from the CIDM-2 six month analysis in order to remove duplication of responses which may have biased the data. One participant's data was triplicated, and therefore two of his responses were removed.

I am now able to join conversations which I previously either avoided, or had very little to say	76% (n=91)	13% (n=15)	12% (n=14)
I am more confident about the topic, I readily contribute the knowledge I gained to work projects	92% (n=110)	4% (n=5)	4% (n=5)

Practitioners were also asked to reflect on and share how they think their line manager, team member or colleague would rate them on particular capacities since having completed the course. See Table 6 below. In line with the above, **most participants thought that their line manager, team member or colleague would say that to a large extent their given capacity areas have manifested or improved.** The domain for which most participants believed had improved *a lot* was that they have shown more confidence in the subject matter and participate more regularly. Just over half of practitioners believed a colleague would say that to a large extent they have come up with new ideas/concepts, have been able to suggest new products or participate in the design, or been able to improve processes. The domain for which most practitioners thought they had not achieved/improved at all, was being able to suggest new products or participate in the design.

Table 6. Practitioners' Perspective of How They Expected Their Line Manager, Team Member or Colleague to Rate the Extent to Which Their Capacity Has Increased

(N=120)	A Lot	Somewhat	Not At All
I have shown greater knowledge about DFS	62% (n=74)	36% (n=44)	2% (n=2)
I have come up with new ideas and concepts	53% (n=64)	42% (n=50)	5% (n=6)
I have been able to either suggest new products or participate in the design	51% (n=61)	35% (n=42)	14% (n=17)
I have been able to improve processes	52% (n=62)	36% (n=44)	12% (n=14)
I have shown more confidence in the subject matter and participate more readily	73% (n=88)	23% (n=28)	3% (n=4)

Participants were asked to indicate from a select list how they have used the knowledge they had gained from completing the CIDM (and could select multiple options)⁶. **Most participants indicated that they were now able to understand the DFS ecosystem much better, so expected to make more contributions as a result in the future (n=91).** Many also cited that the course had already enabled them to make value adding contributions to their team and their organisation (n=86). A

⁶ Percentages are not calculated for this analysis as respondents could select more than one option from the presented list of potential areas of where they used the knowledge gained from CIDM. As such, percentages are irrelevant here.



minority of participants indicated that they had not used the knowledge as much as they had hoped for, but still found some learnings useful and applied it from time to time ($n=14$). Few also noted that the content had taken time to digest, but they had started to make the relevant connections and apply the knowledge ($n=13$).

An overwhelming majority of participants indicated that they had already applied CIDM knowledge in their work ($n=105$; 87.5%). A few participants indicated that they had not applied CIDM knowledge yet, but expected to at some point ($n=15$; 12.5%). Of the participants who responded to the question ($n=111$), **most indicated they were applying CIDM knowledge on a daily basis ($n=36$; 30%) or at least once a month ($n=36$; 30%).** Several participants also noted that they apply the knowledge at least once a week ($n=31$; 25.8%). A minority noted that they seldom apply the knowledge in their work ($n=8$; 6.7%). The quotes below describe how some of the practitioners are using CIDM knowledge in their workplace.

“As the Head of Electronic Banking Services in my workplace, I have revised the business approach to 2 EBanking initiatives that the Bank had commenced with external system developers to allow better user experiences that are aimed at increasing the level of user trust in our channels.” - Faith Kobusingye (CIDM-4), I&M Bank Rwanda, Rwanda

“At NIFT we are launching the first domestic E-Payment Gateway at a National level connecting banks and merchants. The principles learned in the course have helped us tremendously on making the right Design element of our service.” - Fahad Shahab (CIDM-3), NIFT, Pakistan

“Digital Financial Services are the basis of my new startup company that is developing new solutions in this area.” - Jaoa Gasper (CIDM-5), Self Employed, Mozambique

“In implementing projects within the DFS industry in Ghana for example the Mobile Money Interoperability Project in Ghana.” - Carl Pomeyie (CIDM-3), Allied Exchange Africa Ltd, Ghana

CIDM-1 and CIDM-2 practitioners were asked to compare their current situation from when they started the CIDM course. Responses are summarised in Table 7 below. **The large majority of practitioners agreed that they had gained confidence in their ability to engage on DFS, had joined in new conversations about DFS or existing conversations in a new way, felt better able to understand reports in and news in the field, and been able to see their specific context in a wider comparative perspective.** Although to a lesser extent than the former three capacity areas, the majority also indicated, that they had started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion.

Table 7. Participants’ Beliefs that Capacity Has Improved since CIDM

($n=55$)	Yes	No	No Opinion
Gained confidence in ability to engage on DFS	95% ($n=52$)	2% ($n=1$)	3% ($n=2$)

Joined in new conversations about DFS or existing conversations in a new way	82% (n=45)	11% (n=6)	7% (n=4)
Felt better able to understand reports and news in the field	86% (n=47)	7% (n=4)	7% (n=4)
Been able to see your specific context in a wider comparative perspective	80% (n=44)	7% (n=4)	13% (n=7)
Have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in their home country or elsewhere?	64% (n=35)	29% (n=16)	7% (n=4)

Table 8 below indicates that half of practitioners (n=60; 50%) only sometimes directly applied and/or referred to knowledge that they gained through CIDM in their everyday work. The majority (n=50; 42%) also had only sometimes had further contact with an individual/s or organisation/s who they met during the course. Furthermore, most participants did not participate in a DFI CoP (n=31; 57%).

Table 8: Participants' Application of Knowledge Gained Through CIDM Course in Their Workplace

	Often	Sometimes	Never
Directly applied and/or referred to knowledge you gained through CIDM in your work (n=120)	46% (n=55)	50% (n=60)	4% (n=5)
Had further contact with an individual/s or organization/s whom you met during the CIDM (n=119)	35% (n=42)	42% (n=50)	23% (n=27)
Participated in a DFI CoP (n=54)	19% (n=10)	24% (n=13)	57% (n=31)

Participants briefly described the impact the CIDM course is having on them as digital financial professionals within their work context. The practitioners primarily spoke to **enhanced knowledge of and insights into DFS and its ecosystem**. Many also spoke to **increased confidence** to participate in and contribute to the DFS sector, and participate in conversations with colleagues. Some spoke to directly applying the learnings to lead or contribute to specific projects and initiatives, feeling more comfortable and effective in executing their work tasks and professional growth. The course also sparked a greater interest in the sector for some, and made others feel empowered. Some examples of impact stories are presented below.

“As one in charge of Malawi’s NPS, the course has increased my knowledge and confidence in handling DFS across different market players.” - Fraser Mdwazika (CIDM-2), Reserve Bank of Malawi, Malawi

“It has helped me contribute significantly as a member of the Task Force for implementing the bank-led digital financial services platform.” - Gideon Gabriel (CIDM-2), CRDB Bank Plc, Tanzania

“It helps me to expand the mobile money financial service. And as core banking implementation project manager I got more knowledge on how to make connect the system to mobile money services.” - Tsige Kahsay (CIDM-5), Dedebit Microfinance, Ethiopia

“My job involves supporting financial Institution players in the Ugandan market to increase access to finance specifically agricultural & rural finance to value chain actors. The course has enabled me to focus more on alternative delivery mechanisms in enhancing access to finance than the traditional brick and mortar.” - Kusolo Kutosi (CIDM-2), Agricultural Business Initiative Trust, Uganda

4.1.2. Work Changes

The majority of practitioners indicated that their work situation had not changed in the six months since having completed CIDM ($n=78$; 65%). Of the respondents who cited that their work situation had changed ($n=42$; 35%), the majority indicated that their work had changed in other ways than that listed in the survey ($n=10$; 23.8%). Changes noted included taking on different responsibilities, thinking differently in project execution, explicitly focusing on DFS, and awaiting to take on a new job the following month. Several participants indicated that they had a different job ($n=9$; 21.4%) and that they are a consultant and have been able to secure more/different projects as a result ($n=9$; 21.4%). Some participants also indicated that they were now with a different employer ($n=7$; 16.7%), while a minority had started their own business ($n=4$; 9.5%) or were working in a different sector ($n=3$; 7.1%).

Relative to their work circumstances before CIDM⁷, most participants who cited that their situation had changed, indicated that they experienced an increase in job satisfaction ($n=24$). Several also indicated that they received a promotion in job scope and seniority ($n=16$). Only a few practitioners noted that they experienced an increase in total remuneration since having completed the course ($n=11$). The quotes below describe some of the work changes that practitioners experienced in the first six months post-course.

“I was transferred to a project on implementing a pilot program on Fintech Regulatory Sandbox base on my knowledge in DFI. The project is a new concept in our regulatory system. The Sandbox tests new and innovative financial ideas in a controlled live environment. With knowledge from the CIDM, we have concluded the application stage and have moved on to the testing phase of four products that were accepted in the Sandbox.” - Catherine Kangbai (CIDM-5), Bank of Sierra Leone, USA

⁷ Percentages are not calculated for this analysis as respondents could select more than one option from the presented list of potential areas job change. As such, percentages are irrelevant here.

“My greatest achievement was being assigned the task to develop the Bank's DFS strategy for the next 5 years.” - Faith Kobusingye (CIDM-4), I&M Bank Rwanda, Rwanda

“I was promoted to [a] supervisory role [in] digital banking and now lead a team in regards to digital services and business process engineering in the organisation.” - Joyce Nambasa (CIDM-3), Equity Bank, Uganda

4.1.3. Benefits of CoP

Practitioners were asked questions relating specifically to the impact that the CoP meetings had had on them. Most of the practitioners indicated that they had attended a CoP during CIDM ($n=79$; 65.8%). Participants who did not attend provided reasons including not having time to attend, the distance of the venue, and having little information of the CoP. Of those who attended, **most noted that they stayed in touch with colleagues they met at the CoP meetings**. Most had met with some of them given that they have common interest and challenges and they try solve them together ($n=37$; 46.8%), and some have stayed in touch socially with some of them, but not necessarily professionally ($n=10$; 12.6%). Several participants noted that they do not stay in touch with many of these colleagues, but their paths cross in business from time to time ($n=19$; 24%).

Practitioners from CIDM-3, -4, and -5 indicated the extent to which they agreed that certain benefits were garnered as a result of attending the CoP. **For almost the benefits (as listed in Figure 1 below), most practitioners agreed that these were achieved as a result of attending the CoP.** This includes feeling part of a professional network, career development, cross-sector collaboration, more confidence in one's role, feeling inspired/motivated and having new skills and knowledge. **The only exception was increased remuneration, for which most participants disagreed that this had occurred for them.** As such, although practitioners' job scope or title may have changed, their salary did not necessarily rise. A lack of a pay increase is not unreasonable given that there had only been a six month gap since having completed the course. Extended time may be required for practitioners to put the knowledge into practice, and for the project/initiatives to prove effective or successful.

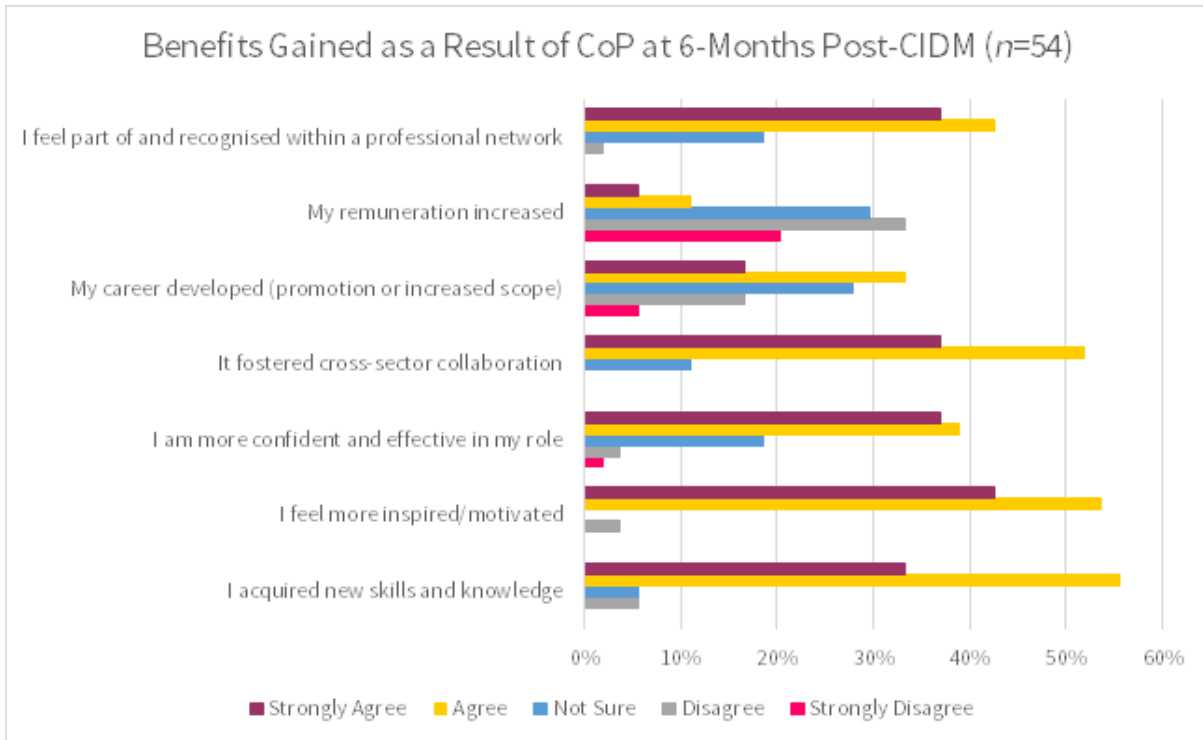


Figure 1. The Extent to Which Practitioners Believe That The CoP Provided Them With Particular Benefits At Six Months Post-CIDM

These quotes indicate the ways in which participants experienced CoP benefits and made an impact or change, as a result.

“From the COP I got to learn more about Crypto currencies and their use and applicability in Uganda. I also grew my network of peers in the industry.” - Francis Matete (CIDM-3), KCB Bank, Uganda

“I am constantly in correspondence with some of the colleagues from the DFI exchanging material and knowledge.” - Gabriel Kamuge (CIDM-4), Tropical Bank Limited, Uganda

“Meeting helped meet other like-minded people and we still have a Whatsapp Group we share digital material up to date.” - Chipiliro Katundu (CIDM-4), Letshego Holding Limited, Mozambique

Participants were asked to indicate how they used/implemented what they gained through attending the CoP from a given list (where they could select multiple options). Most practitioners indicated that they collaborated with others to implement what they gained ($n=24$) and/or had undertaken other initiatives and development ($n=23$). Many also noted that they revised policy or strategy ($n=20$) and/or implemented a project within their organisation ($n=17$). Examples of these are presented below.

“I am developing a project on e-voucher system for agro-dealers and smallholders farmers.” - Ercilio Zimba (CIDM-5), Ministry of Land, Environment and Rural Development, Mozambique

“I am involved in the team of revision of National Strategy of Financial inclusion.” - Leya Bila (CIDM-5), Ministry of Land, Environment and Rural Development, Mozambique

“I have introduced biometric based withdrawal mechanisms for bisp project.” - Qazi Furgan (CIDM-4), United Bank Limited, Pakistan

“[I’m] working on a project to develop DFS products for Zambian mothers.” - Uloma Ogba, UNCDF, Zambia

Practitioners indicated the value their attendance at the COP had given their organisation, industry or country. Most agreed that they made a contribution at a wider industry level with digital finance / financial inclusion, and that their organisation’s performance has improved from their contributions. On the other hand, almost as many participants were not sure or disagreed that they contributed towards change in their country in relation to digital finance / financial inclusion. This finding suggests that within the six months post-course, change was unlikely to have an effect at a country-level, and influence was contained within one’s organisation and/or the wider industry.

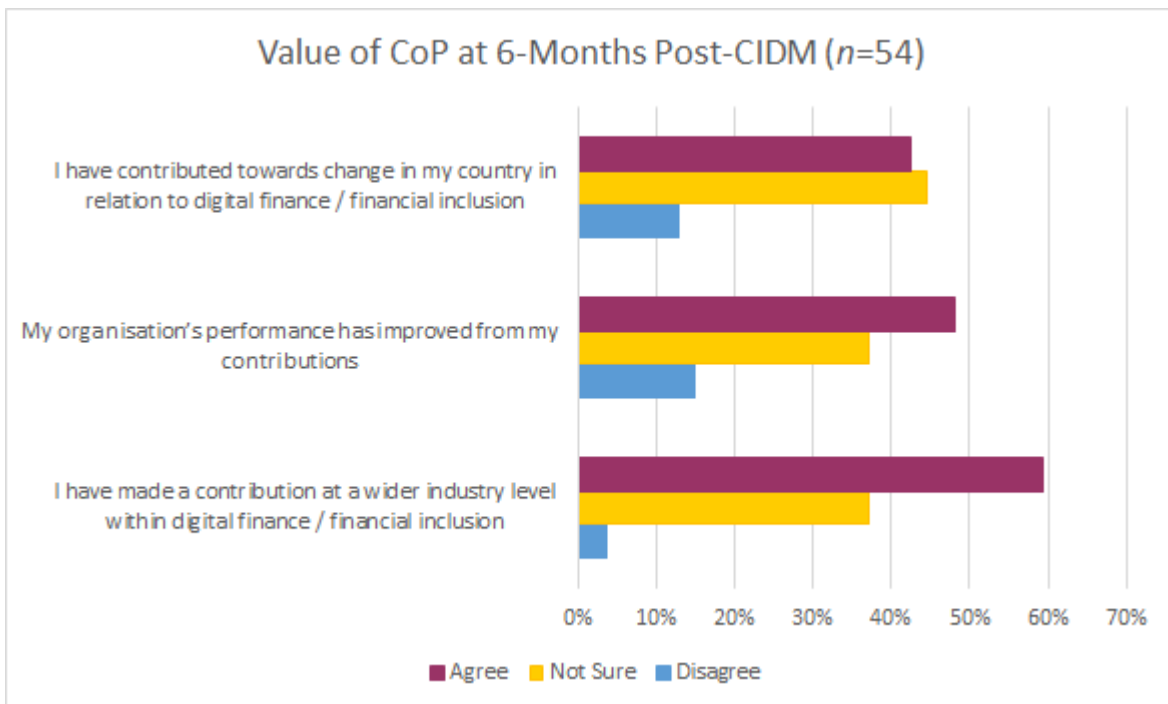


Figure 2. CIDM Alumni’s Perceived Value of CoP Attendance

Below are more detailed examples of the value of CoPs to participants.

“I am a member of the DFS coordinated group and my organization now sends me with confidence as the only representative to contribute and influence on national policy and strategy on DFS.” - Ernest Kalomba (CIDM-4), Standard Bank, Malawi

“I have been able to have more engaging and insightful discussions with policy makers and

regulators on digital financial services. To this end I was able to organise a digital financial inclusion roundtable that brought together close to 30 policy makers and regulators in my country to better understand how digital financial services are driving financial inclusion.” - Joseph Lutwama (CIDM-3), FSD Uganda, Uganda

“I represented my employer at the National interoperability consultative discussions. I drew from lessons in the CIDM and examples shared in the CoP to submit input to the discussions. I was able to draw from the context I picked up during the CoP discussions to enrich my arguments during the National interoperability debates.” - Faith Kobusingye (CIDM-4), I&M Bank Rwanda, Rwanda

4.2. 18 Month Follow-Up on CIDM Impact

At the time of this assessment, only CIDM-1 and -2 had completed an 18 month follow-up survey⁸. The survey data of 14 practitioners were analysed for this assessment (N=14). Four participants were from CIDM-1, and 10 participants were from CIDM-2. As such, the findings below must be interpreted with cognisance that the perspectives of CIDM-1 practitioners are particularly underrepresented.

4.2.1. Capacity Development

Of the responding participants, **85.7% (n=12) indicated that they are using the knowledge that they gained during the CIDM course in their workplace**. Only 14.3% (n=2) indicated that they are not yet applying their knowledge in the workplace but they expect to in the future. However it is inferred that if these participants have not yet applied the knowledge at this stage post-course, it is likely that the CIDM content is not relevant to their current position or organisation. Furthermore, of the 12 participants who responded to the survey question, **83.3% (n=10) indicated that they apply this knowledge on a daily basis**, while 8.3% (n=1) respectively indicated that they apply this knowledge once a week, or seldomly. Participants described **various ways in which they are putting the knowledge they gained into practice within their workplace** as shown by the quotes presented below. These include designing and delivering DFS courses, informing digital strategy, developing new products and innovations, understanding payment systems, understanding the environment, designing and implementing programmes for partners and colleagues, and generally integrating the course content throughout day-to-day work.

“I am currently working on a project with the central bank of Kenya and FSD Kenya to design the next NPS vision and strategy for Kenya. I would not understand much if I did not take part in the CIDM course. It is a great foundation.” - Shirley Mburu (CIDM-1), Bankable Frontier Associates (BFA), Kenya

“Using CIDM knowledge in my current advisory role to support colleagues from humanitarian

⁸ Although CIDM-3 had reached 18-months post-course, an 18 month follow-up survey had not been administered to them and therefore data at this stage post-course is not available for this cohort.

programmes on design and implementation of digital cash transfer programmes and other digital finance related innovative projects.” - Anna Kondakhchyan (CIDM-2), Oxfam GB, United Kingdom

Participants were asked to share examples of how completing the **CIDM has made an impact on their organisation**. Participants primarily reported that because the CIDM improved their own skill set, they have been able to help their organisations in a number of ways. Areas noted included problem-solving, understanding and sales of digital finance products, developing new partnerships, and providing more cost-effective services.

“My organisation has benefited from a number of new partnerships I've been able to develop with financial service providers which offer more streamlined and more cost effective service to programmes that my organisation implements.” - Anna Kondakhchyan (CIDM-2), Oxfam GB, United Kingdom

“Through knowledge gained from CIDM I could promote myself and my section to have for the first time MFS section in the company.” - Manal Mubarak Yassin (CIDM-2), Sudatel Telecommunications Group, Sudan

Participants briefly shared examples of how completing the **CIDM has made an impact on them personally**. Several participants spoke to improved confidence and becoming more involved with relevant stakeholders and associations; participating in public events, presentations and webinars; and discussing and sharing knowledge with individuals in the industry. Participants also indicated that their knowledge on digital money, DFS, regulation and their community context had improved, and that their professional network had expanded. Some participants indicated that there were **factors that prevented them from utilising what they gained from CIDM**. One participants indicated that there is a gap in China local DFS industry development, another noted that the model in Sudan was a hindrance, and a third expressed difficulty in raising investment for a fintech start-up in Pakistan.

“Expanded my professional network and allowed me to contribute in a new way to initiatives that help put users’ needs first in this field.” - Anna Kondakhchyan (CIDM-2), Oxfam GB, United Kingdom

“More aware of DFS language, concepts and frameworks” - Charity Chikumbi (CIDM-2), FSD Zambia, Zambia

“Booste[d] my confidence. I have [become] more involved with my country mobile money association as well as with the regulators.” - Munir Bello (CIDM-2), Teasy Mobile Money, Nigeria

The practitioners were asked to rate their capacity and actions from the perspective of their line manager, team member or colleague. Findings are presented in Figure 3 below. As depicted, the majority of practitioners expected that their co-workers would have rated their capacity to have increased in the six capacity areas. These capacity areas include coming up with new ideas,

suggesting new products or participating in the design, improving processes, joining and contributing well to conversations, contributing knowledge gained to work projects, and showing confidence in DFS projects. Only a few participants thought that their co-workers would have rated their capacity as staying the same in terms of coming up with new ideas, suggesting new products or participating in the design, and improving processes.

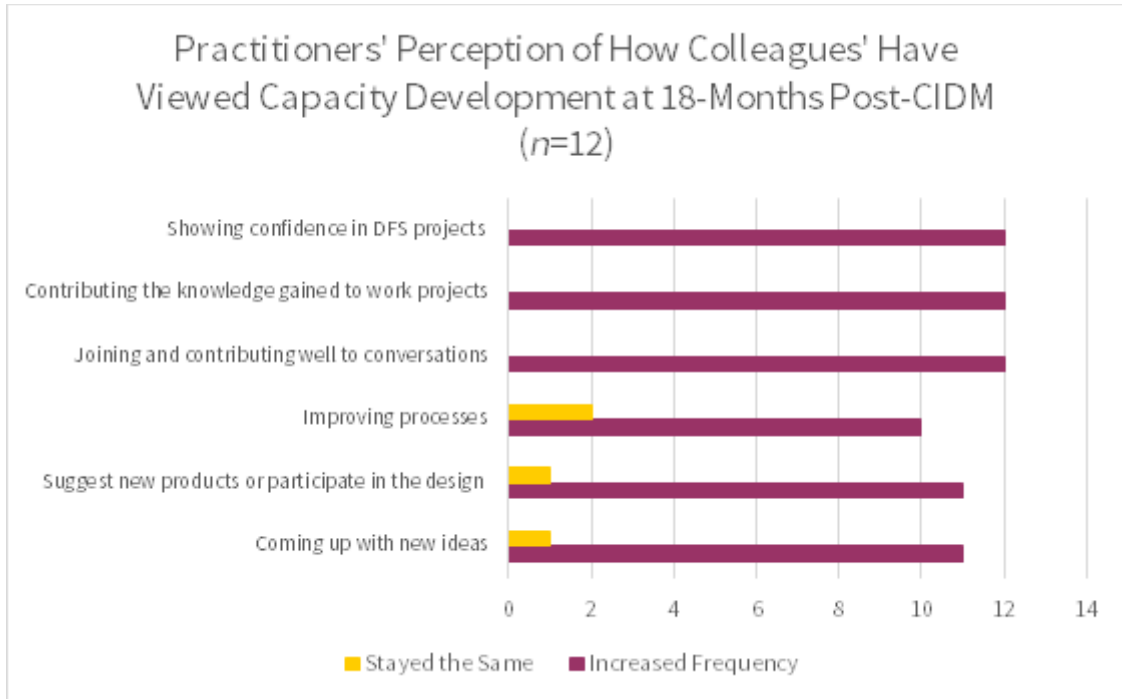


Figure 3. Practitioners' Perspective of How They Expected Their Line Manager, Team Member or Colleague to Rate the Extent to Which Their Capacity Has Increased

4.2.2. Work Changes

The majority of practitioners indicated that their work situation had not changed in the 18 months since having completed CIDM (n=8; 57.1%). Of the respondents who cited that their work situation had changed⁹ (n=6), the majority indicated that they were in a different job since completing the course (n=4), and/or that they are a consultant and have been able to secure more/different projects as a result of the course (n=3). Only one participant indicated that they had started their own business subsequent to completing the course. Relative to their work situation before CIDM, most participants who cited that their circumstances had changed indicated that their new work situation was a promotion in job scope and seniority (n=4), and/or an increase in job satisfaction (n=3). A minority indicated that they had experience an increase in total remuneration (n=2). The quotes below describe some of the work situation changes that occurred for participants.

“Established my own Fintech, JaldPay PVT Limited (<http://JaldPay.com>). Recently my article was published in Efma and also shortlisted in a local fintech disrupt challenge. Things have moved

⁹ Percentages are not calculated for this analysis as respondents could select more than one option from the presented list of potential work changes. As such, percentages are irrelevant here.

quickly for me post DFI studies.” - Talha Leghari (CIDM-2), JaldPay PVT Limited, Pakistan

“Increase my service subscribers from 0.1m (when I joined the company) to 1.7m” - Manal Mubarak Yassin (CIDM-2), Sudatel Telecommunications Group, Sudan

4.2.3. Benefits of CoP

Practitioners were also asked questions relating specifically to the impact that the CoP meetings had had on them. Most of the practitioners indicated that they had attended a CoP during CIDM (57.1%; $n=8$). Of those who attended, **most noted that they stayed in touch with colleagues they met at the CoP meetings**. Most had met with some of them given that they have common interest and challenges and they try solve them together ($n=4$; 50%), and some have stayed in touch socially with some of them, but not necessarily professionally ($n=2$; 25%). This supports the finding that CIDM graduates have developed an expanded network of colleagues since having completed the course.

The practitioners were asked whether the **CoP provided them with particular benefits**, indicated in Figure 4 below. **For six of the seven listed benefits, the majority of practitioners either strongly agreed or agreed that they acquired these benefits**. The benefits for which the majority of participants strongly agreed with, and therefore emerged as the strongest benefits gained were 1) feeling part of and recognised within a professional community; 2) career development; 3) cross-sector collaboration; 4) feeling confident and effective in their role; and 5) feeling more inspired/motivated. The majority agreed that they had acquired new skills and knowledge. The **majority of participants were unsure of whether their remuneration had increased or not, and several disagreed and strongly disagreed that this benefit had been achieved**, and as such emerged as the weakest benefit gained by practitioners.

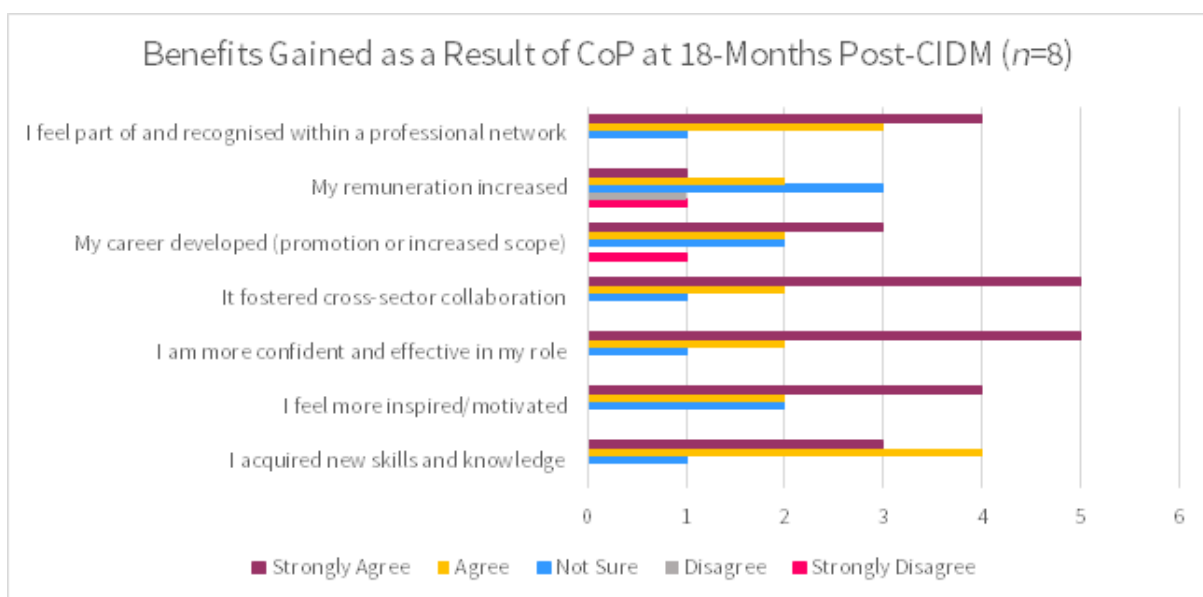


Figure 4. The Extent to Which Practitioners Believe that the CoP provided them with Particular Benefits at 18 Months Post-CIDM

The majority of participants indicated that they have used or implemented what they gained through attending the CoP to make an impact or change in their own role¹⁰ (n=6). Several also indicated that they had made a change within the wider industry (n=5) and within their organisation (n=4), with a minority indicating they had made an impact within their country (n=3). This indicates that the extent of impact within the 18 month period is still likely limited to the confines of an individual practitioner, and in some cases their organisation and industry. The ways in which participants experienced CoP benefits and made an impact or change as a result are represented below.

“The primary benefit for me was getting contacts across the DFS industry.” - Kathryn Grace (CIDM-2), GLU Global, South Africa

“Got promoted, got exposure with senior audiences, speaking opportunities as an expert in local digital banking and payments conferences to name a few.” - Talha Leghari (CIDM-2), JaldPay PVT Limited, Pakistan

“It has made it easier for me to navigate the payments space in Kenya especially when I need 'inside information' required for my projects. I now have people in different institutions I can call upon and they can call upon me.” - Shirley Mburu (CIDM-1), BFA, Kenya

“I have made contact who have provided leads in consultancy.” - Gift Mahubo (CIDM-1), Accion International, Nigeria

4. Profile of Survey Respondents

Two online survey questionnaires were distributed to practitioners, and line managers / HR managers in November 2018. The response rate for practitioners was satisfactory with a total of 71 responses (N=71). However, the response rate for the line managers' / HR managers' questionnaires was poor, with only four responses. Given the low response rate on the managers' survey, a complete analysis is presented only for the practitioners' survey. Relevant qualitative data from the managers' survey is included where appropriate. The analysis of the practitioners' survey data is disaggregated by country, and incorporated in the country-level sections below (sections 5 to 9).

4.1. Practitioners' Survey Demographics

Mozambique had the highest number of responses (n=17), followed by Zambia (n=14), Malawi and Uganda and Rwanda (with n=13 each) and Rwanda (n=12). (See Figure 5 below). Only one (n=1) response was received for Kenya and Zimbabwe respectively, and therefore only relevant qualitative data from these responses was incorporated in the analysis below.

¹⁰ Percentages were not calculated for this analysis as respondents could select more than one option from the presented list of potential areas of where they have used/implemented what they gained through attending the CoP. As such, percentages were irrelevant here.

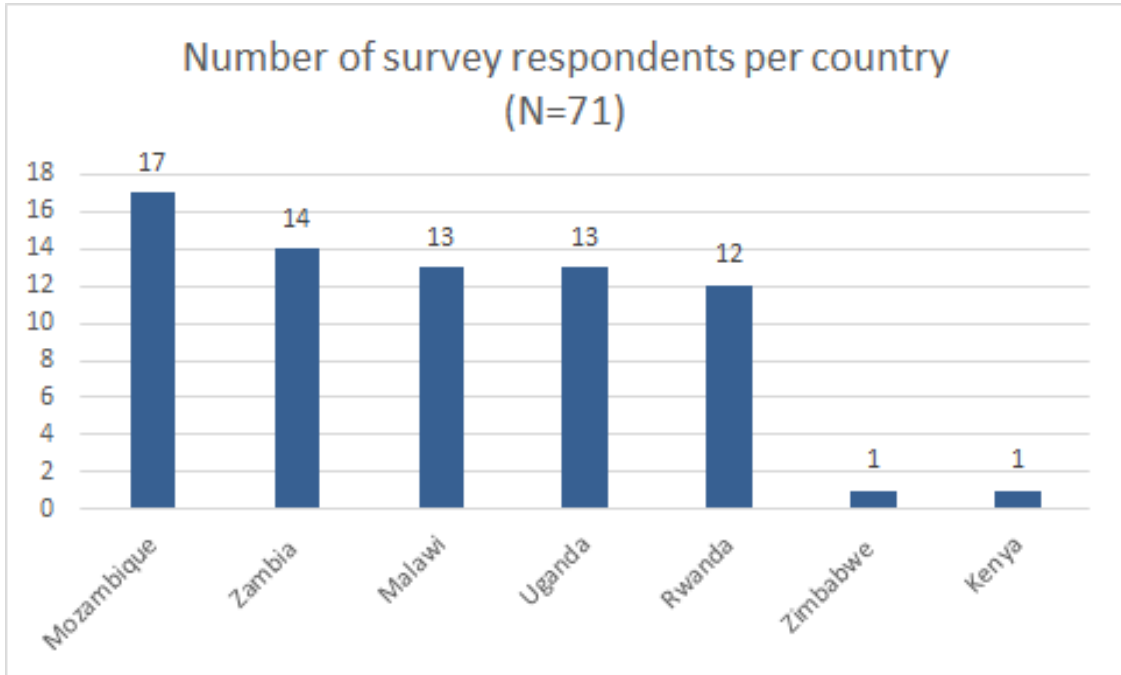


Figure 5. Distribution of Practitioner Respondents per Country

59% ($n=42$) of respondents overall were male (see Figure 6), and disaggregation per country shows that Mozambique, Uganda and Rwanda had a more equal split of male and female respondents (see Figure 7).

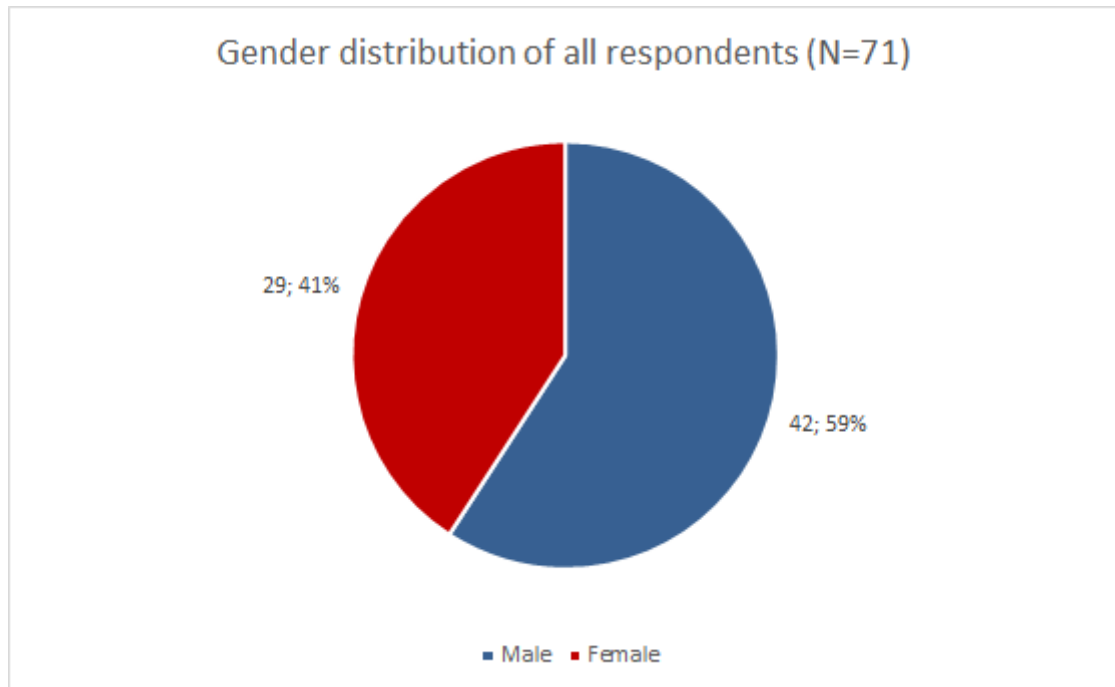


Figure 6. Distribution of Practitioner Respondents' Gender

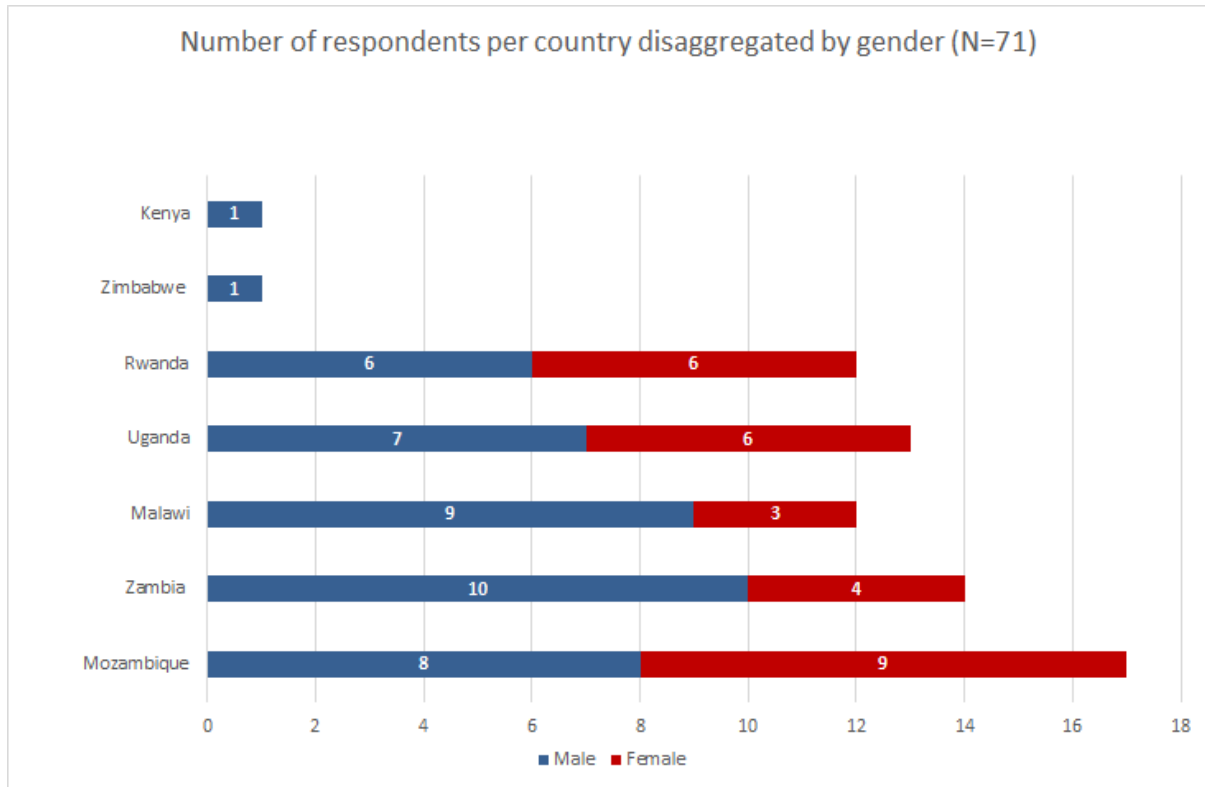


Figure 7. Distribution of Practitioner Respondents' Gender Per Country

The vast majority of practitioners who responded to the survey were from the private sector ($n=50$; 70%); with 16% ($n=11$) from the public sector, and 14% ($n=10$) from the development sector (see Figure 8). It should be noted that all three groups are not represented for all participating countries, and Mozambique, Uganda and Zambia are the only countries with respondents from all three sectors. Rwanda has no public sector participation, and Malawi has no development sector participation, while Kenya and Zimbabwe has neither development nor public sector respondents (see Figure 9).

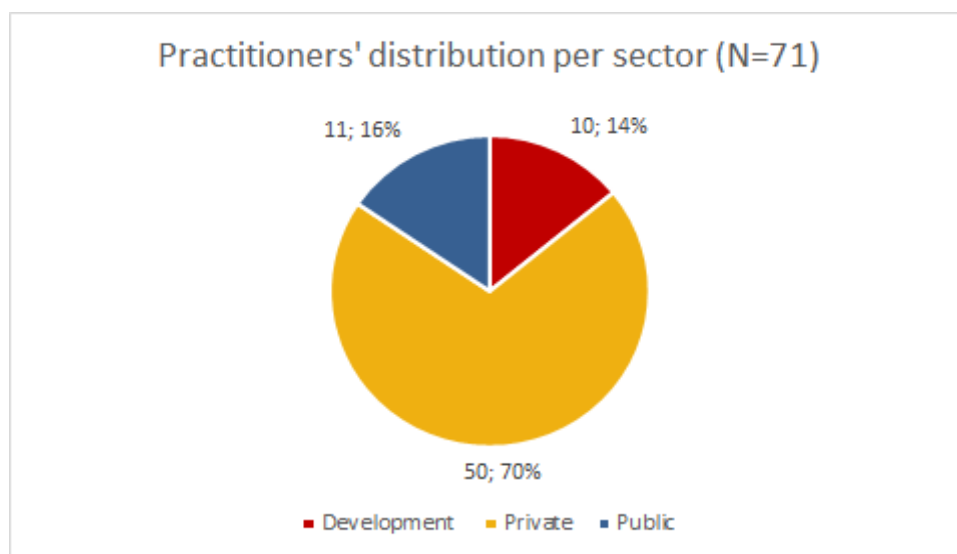


Figure 8. Distribution of Practitioner Respondents per Sector

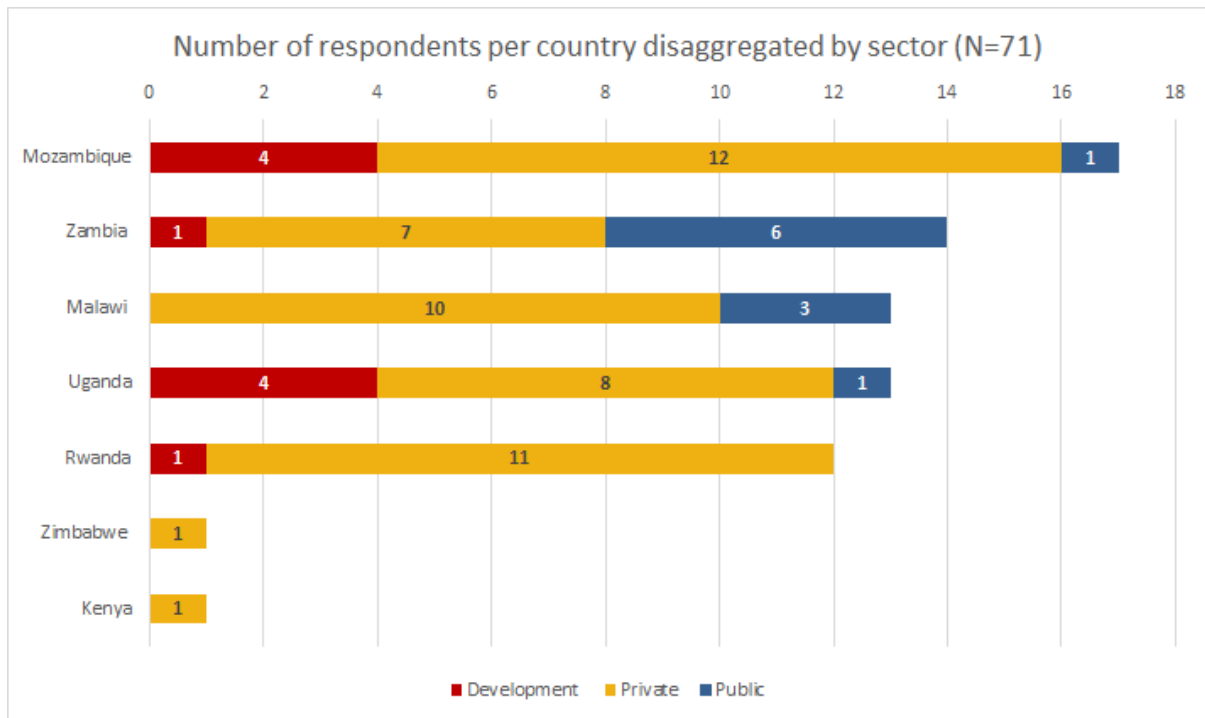


Figure 9. Distribution of Practitioner Respondents' Per Country Disaggregated by Sector

A complete list of respondents' companies and job titles, disaggregated per country, is attached as Annexure A).

A significant portion ($n=58$; 82%) of the practitioners confirmed that they completed the CIDM course, while 10% ($n=7$) indicated that they did not complete the course. 8% ($n=6$) of respondents did not provide a response, which may indicate that they have not (yet) completed the course (see Figure 10).

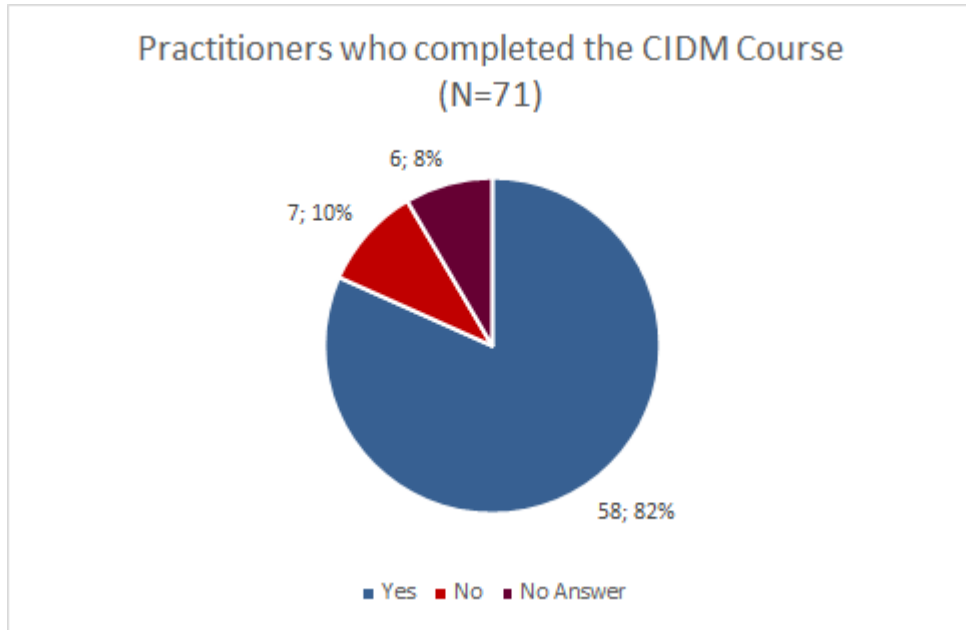


Figure 10. Proportion of Survey Respondents Who Completed the CIDM Course.

Almost half of the respondents ($n=36$; 51%) attended courses during 2017 (respectively $n=6$ or 9% from January to April - Cohort 3; $n=12$ or 17% from May to August - Cohort 4; and $n=18$ or 25% from September to December - Cohort 5), while 25% ($n=18$) attended from April to July 2018 - Cohort 6, and 14% ($n=10$) from July to September 2016 Cohort 2. 7% ($n=5$) indicated that they were currently enrolled (Cohort 7) and 3% ($n=2$) did not complete their courses (see Figure 11).

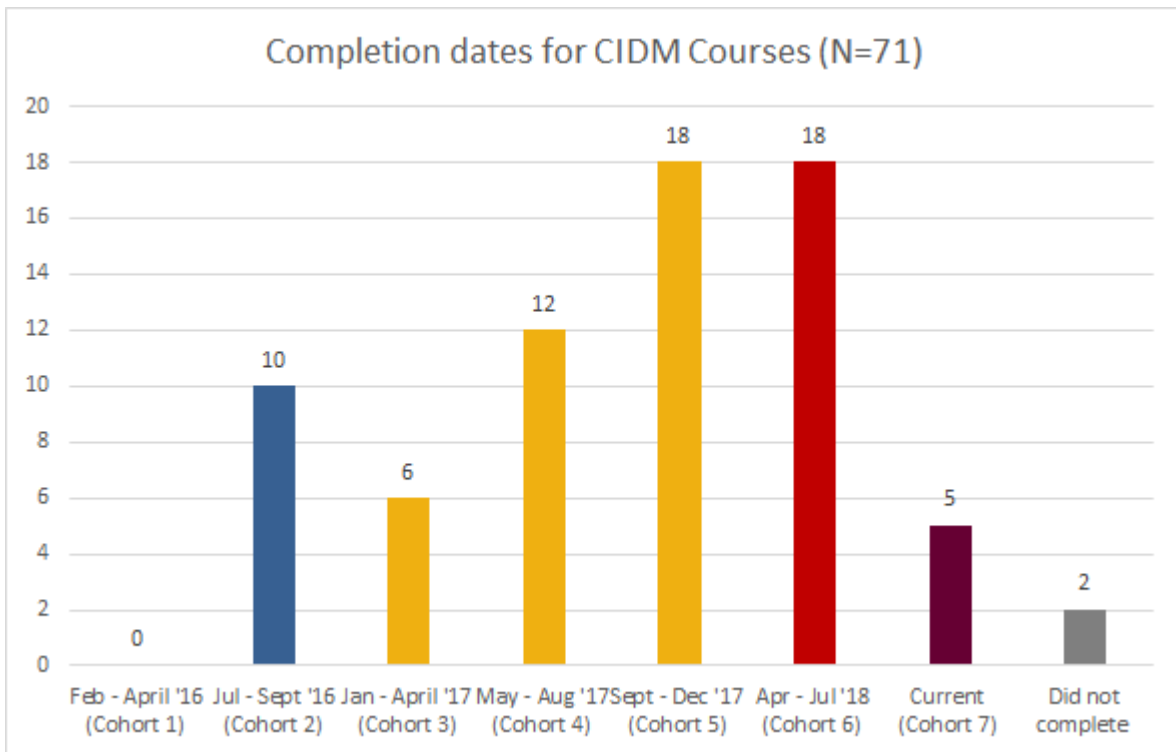


Figure 11. Distribution of Practitioners per CIDM Cohort (2016-Current)

51% of respondents ($n=36$) completed one or more other DFI courses (Figure 12), and the courses they completed are presented in Figure 13. The two most popular courses were *Operationalising*

Mobile Money (with 20 participants); and *Leading Digital Money Markets: A Global Tour* (with 19 participants). Eight participants *Bitcoin: Back to the Future* and seven completed *Digital Identity*. The least popular courses were *Digital Humanitarian Cash*; and *Blind Spots: Gender & Digital Financial* which were completed by respectively two and one participants.

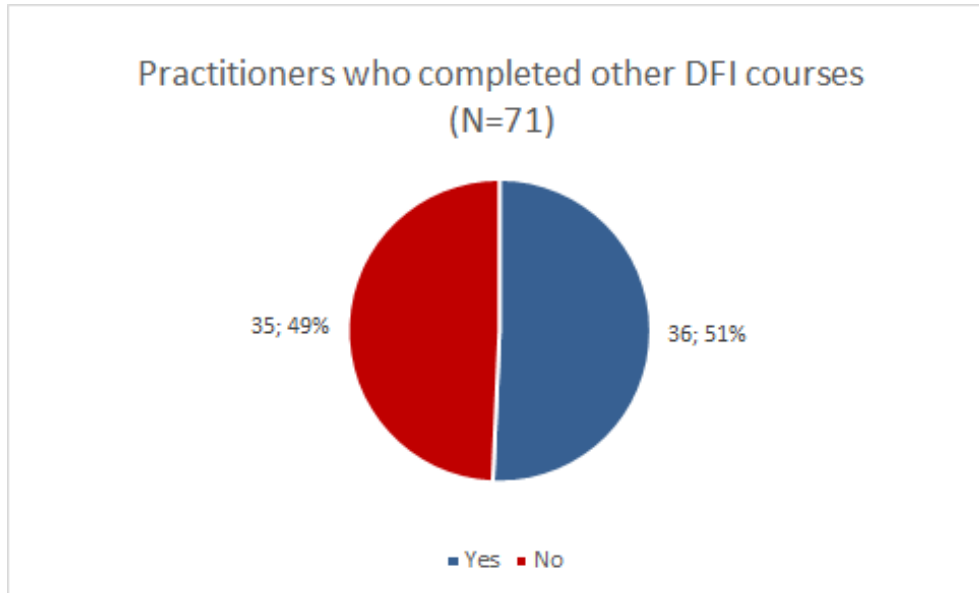


Figure 12. Proportion of Survey Respondents Who Completed Other DFI Training Courses

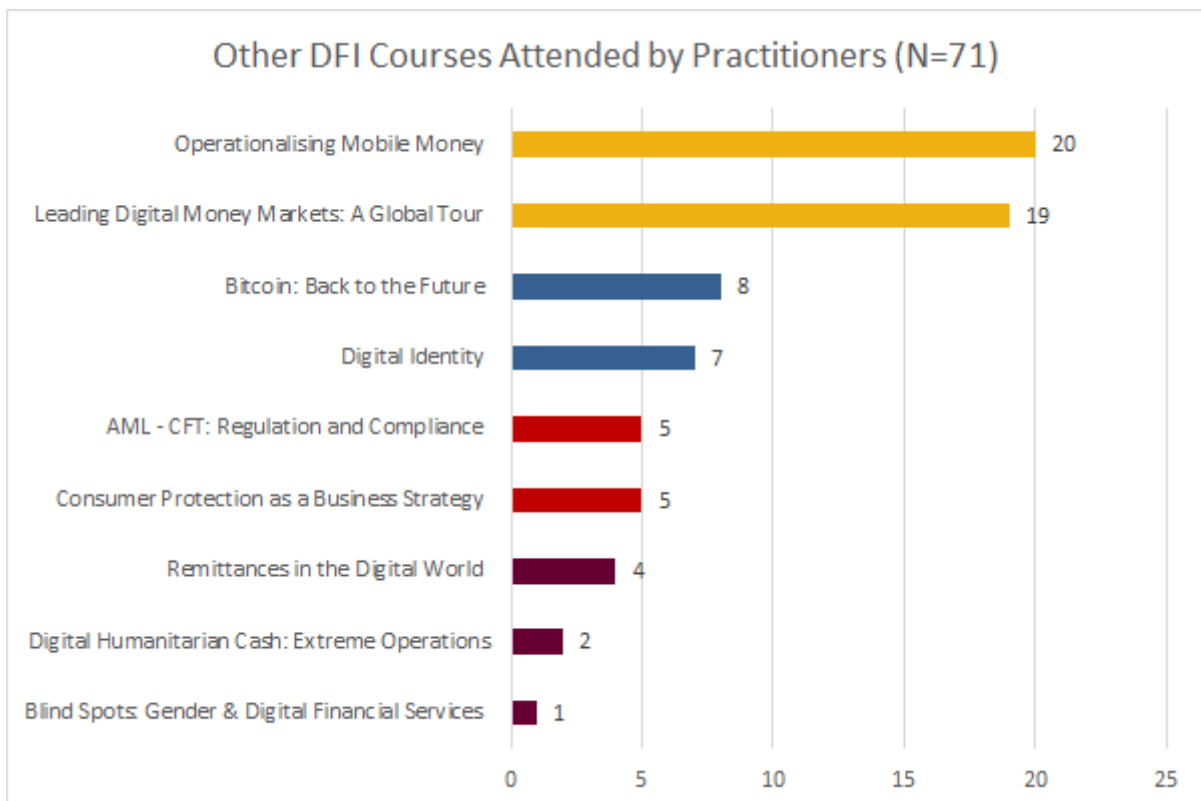


Figure 13. Distribution of Survey Respondents Who Completed Other DFI Training Courses

While the 36 respondents who completed additional courses, managed to complete a total of 71 additional courses between them; and some respondents completed as many as six of the nine additional DFI courses, it should be noted that the percentage of respondents who completed the respective courses, are very low in relation to the total number of respondents ($n=71$), with the exception of the two most popular courses. Out of all respondents:

- 28% ($n=20$) completed *Operationalising Mobile Money*
- 27% ($n=19$) completed *Leading Digital Money Markets: A Global Tour*
- 10% ($n=7$) completed *Digital Identity*
- 11% ($n=8$) completed *Bitcoin: Back to the Future*
- 7% ($n=5$) completed *AML - DFT: Regulation and Compliance*
- 7% ($n=5$) completed *Consumer Protection as a Business Strategy*
- 6% ($n=4$) completed *Remittances in the Digital World*
- 3% ($n=2$) completed *Digital Humanitarian Cash: Extreme Operations*
- 1% ($n=1$) completed *Blind Spots: Gender & Digital Financial Services*

Additionally, more than half ($n=40$; 56%) of respondents indicated that they are enrolled in the Chartered Digital Financial Practitioner (CDFP) Journey (see Figure 14), which includes several courses over a longer-term for professional development.

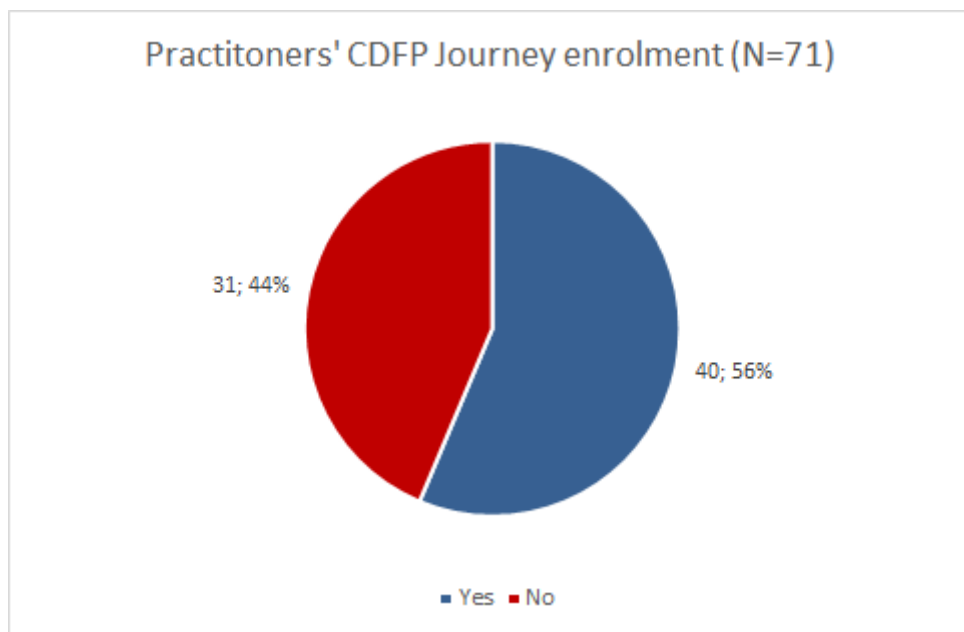


Figure 14. Proportion of Survey Respondents Enrolled in the CDFP Journey

5. Mozambique

Please see Table 9 below for the participants who participated in FGDs or interviews during the in-country visit in Maputo, Mozambique. This was the first time that DFI collected in-country data from Mozambique, which served as the pilot site for this assessment. 16 in-country respondents were from the private sector (Banco Unico, Vodacom, Paytek, BCI, ICC, Robobo, SIMO, Zoono, and independent consultants), three were from the development sector (FSD Moz), and no respondents were from the public sector. It should be noted that given the lack of participation of the public sector in the Mozambique interviews and FGDs, there was little evidence to support findings for indicators related to DFS regulations in this market.

Table 9. FGD/Interview Participants in Mozambique

Mozambique In-Country Participants	
Practitioner Interviews	
Moises Inguana	FSD Moz (development sector)
Silvio Chiau	FSD Moz (development sector)
Practitioner FGD 1	
Olga Fulane	Banco Unico (private sector)
Igor Salvador	Banco Unico (private sector)
Wilson Ramuge	Vodacom (private sector)
Rodrigues Mafumo	Paytek (private sector)
Latoya Adrian	Zoono (private sector)
Efigenia Alfinete	BCI (private sector)
Paolo Ribeiro	ICC (private sector)
Practitioner FGD 2	
Amilcar Aguiar	BCI (private sector)
Miguel Macamo	Paytek (private sector)
Fei Manheche	Robobo (private sector)

Kathryn Larcombe	Independent Consultant (private sector)
Manuela Simoes	SIMO (private sector)
Line Manager / HR Manager Interviews	
Esselina Macome	FSD Moz (development sector)
Jaoa Gasper	FSD Moz Consultant / Paytek (private sector)
Henriqueta Hunguana	ICC (private sector)
CoP Facilitator Interviews	
Esselina Macome	FSD Moz (development sector)
Jaoa Gasper	FSD Moz Consultant / Paytek (private sector)
Institution Representative Interviews	
Raimundo Matuassa	SIMO (private sector)
Fatima da Conceicao	

Survey respondents were mostly from the private sector ($n=12$; 71%) with smaller representation from the development sector four ($n=4$; 23%) and one ($n=1$; 6%) was from the public sector.

A large number of survey participants ($n=13$; 76%) indicated that they had completed the CIDM course, with only three ($n=3$; 18%) indicating that they did not complete the course. One ($n=1$) respondent did not complete the question.

Most ($n=12$; 71%) of Mozambican respondents had completed the CIDM course by the end of 2017, two ($n=2$; 12%) completed by July 2018, and three were currently enrolled ($n=3$; 18%). Mozambican participation in the respective cohorts is reflected in Figure 15 below.

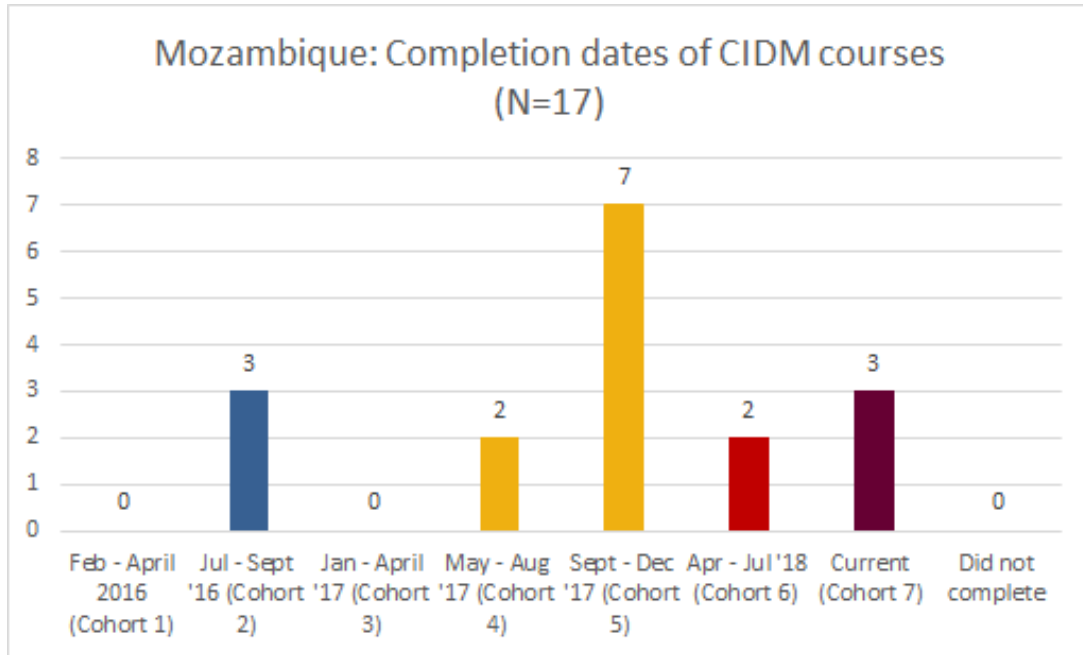


Figure 15. Distribution of Mozambique Survey Respondents per CIDM Cohort

Seven ($n=7$; 41%) of Mozambican respondents also completed one or more other DFI courses. Between them, these seven ($n=7$) participants, completed 15 courses, with five ($n=5$) of them (71%) completing *Leading Digital Markets: A Global Tour* and four ($n=4$) of them (57%) completing *Operationalising Global Money*. Other courses completed were *Bitcoin: Back to the Future* ($n=2$; 29%) and one ($n=1$) or 14% completing each of the following courses: *Digital Identity*; *Consumer Protection as a Business Strategy*; *Blind Spots: Gender & Digital Services*; *AML - CFT: Regulation and Compliance*.

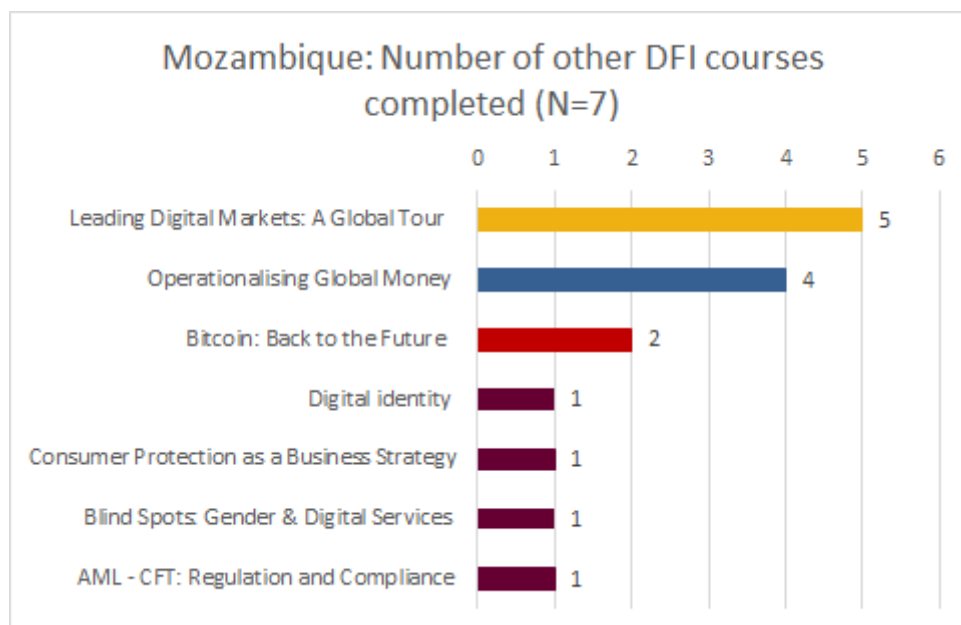


Figure 16. Number of Mozambique Survey Respondents who Completed Other DFI Course

Just more than half ($n=9$; 53%) of respondents confirmed that they were enrolled for the CDFP Journey (see Figure 17).

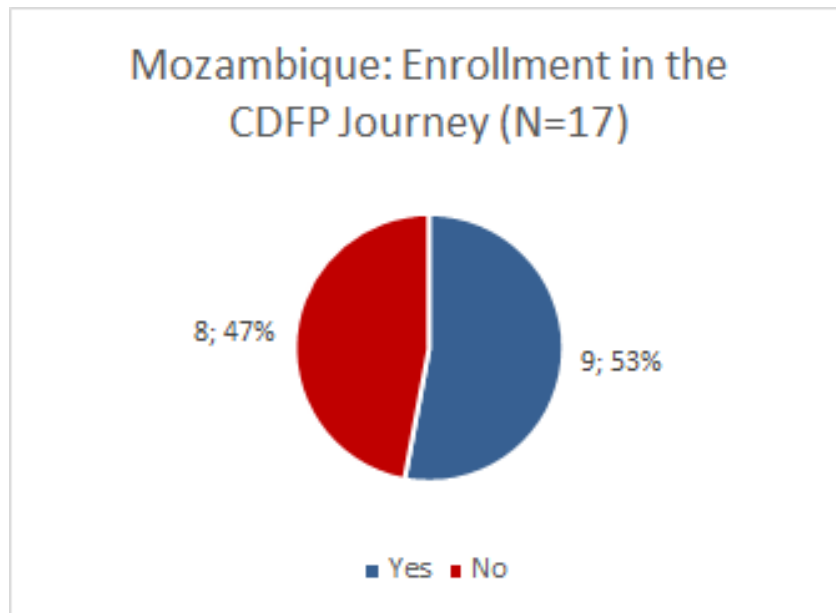


Figure 17. Proportion of Mozambique Survey Respondents Enrolled in the CDFP Journey

5.1. Institutional Capacity for DFS Regulation

Most participants who participated in interviews and FGDs were not in a position where their core business focused on DFS regulation directly. Only FSD Moz were in a position to influence regulations. **FSD Moz indicated that the organisation’s capacity for DFS regulation had improved in the last two years.** This is likely due to the fact that the organisation sponsors numerous employees to complete the DFI course/s and therefore the potential for change within the organisation is greater. Although the organisation is not a regulator, FSD works with regulators during the process of drafting regulations to advise on how regulations could be adjusted to enhance financial inclusion. FSD Moz also helps regulators identify technical assistance, and helped identify a champion in the Mozambique market who will take the lead in changing the regulations. Congruent with this, only three survey respondents ($n=3$; 23%) were positioned in the regulatory or policy environment, and able to make an impact on it. Of these three, **two practitioners ($n=2$; 67%), one from FSD Moz and one from SIMO, felt that their organisation had more skills and knowledge in DFS regulation** since they and their colleagues undertook DFI courses.

Some organisations indicated that although they themselves were not regulators nor in a position to directly influence regulations and policies, there is a need for enhanced capacity in this area given the indirect role they play. For example, SIMO indicated that they require DFS regulation knowledge in order to contribute to discussions on regulations - in some instances regulators send SIMO proposals for their input. ICC, who have made recommendations on various levels for regulation, also noted that their capacity in this area is fair (rating themselves three or four on a five point scale), but it is not at a level that they would like it to be. As such, capacity for DFS regulation was identified as a gap even for those organisation’s whose core mandate is not regulation.

“[...] we did a study [where] we engaged as well with the players, we identified a champion who will be leading in terms of changing the regulations and Ministry of Finance is the one who will be leading this of course, leading, connecting the chain with the Central Bank. Because today it seemed like the Central Bank was holding everything and other markets it’s not the same, we are changing we are influencing the market at that point.” - Moises Inguana, Practitioner, FSD Moz (Development Sector)

“[...] we’re still at the beginning, around 2, 3 [out of 5], which means we need more. [...] because if there’s any regulation sometimes they send us the proposal just to comment, which we need more skills to be a product.” - Raimundo Matuassa, Line Manager, SIMO (Private Sector)

5.2. DFS Regulations, Policies and Directives Developed or Adapted

During in-country data collection, examples were provided where FSD Moz and the in-country CoP played a role in regulations being reconsidered. Based on this data, **two new/amended regulations have been initiated**, however no new/amended regulations have been fully developed.

During one CoP meeting, course participants provided the guest speaker, the Telecom regulator Instituto Nacional das Comunicacoes de Mozambique (NCM), with information on the challenges being experienced in the market from their perspective related to infrastructure for financial inclusion. The group also wrote a letter to the regulator to help determine different approaches for the relevant policies. The regulator investigated this further and confirmed that issues raised were in fact true. He later advised that because the group raised these issues, the Telecom regulator was working to fix the problem - The **Telecom regulator has been more proactive in reducing the risks related to financial transaction that are different from normal SMSs**. This was based on feedback they received as a guest during a CoP meeting (initiated regulation).

“We had our introduction with the CEO regulator for the Telecom and really see now things changing, coming from that discussion [...] that we had with him. [...]. People were giving him some things that were not working properly in the market and maybe was not aware about. And really after that [...] he said he’s going to do research to find out exactly what’s going on. He did, and he came back to us and say no, no, no, no, no, your group what they are saying they found something that’s not correct and now are fixing. [...] we are all proud because we see things change.” - Esselina Macome, Practitioner / Line Manager / CoP Facilitator, FSD Moz (Development Sector)

Additionally, FSD Moz held a competition whereby fintechs submitted ideas and selected some to support. However, because some of these could not be implemented due to restrictions and regulations, FSD Moz approached the Central Bank to amend these. According to both FSD Moz and SIMO, **the Central Bank of Mozambique is now developing a regulation to accommodate fintechs, and in so doing, a regulatory sandbox has been developed** (initiated regulation).

“Those fintechs that came in our competition and could not implement because [of] the regulations [...] are now within Central Bank in order to see what the regulator can do in order to accommodate regulation, and the pilot phase together with the Central Bank, and [Inaudible] the meeting that I am going to on [the] sandbox issue.” - Esselina Macome, CoP Facilitator, FSD Moz (Development Sector)

FSD Moz also provided an insight study of constraints in Mozambique which was delivered to the Central Bank. They have also been developing papers for the Central Bank around South African regulations in order to demonstrate that those regulations on interoperability were not appropriate for the Mozambique context. FSD are also evaluating the financial inclusion strategy of the Central Bank which is expected to help FSD be more influential in adjusting regulations for the country.

Only a small percentage of **survey respondents (n=3; 21%) indicated that they were working within the public sector or in the regulatory or policy making field;** or had the ability to impact it, and **none of them have developed new regulations, policies or directives. Two out of the three, however felt that their organisations had more skills and knowledge in the DFS regulation since they and their colleagues received training.**

5.3. Cross-Sector Collaboration

The qualitative findings indicated that **practitioners’ networks expanded as a result of participating in the DFI course/s and/or CoPs.** From the perspective of practitioners, participation in the DFI course/s and CoPs have expanded their networks and opportunities to collaborate. Practitioners noted the international contacts that they had made, and having the opportunity to draw on their fellow course attendees’ expertise for particular projects. They also noted the opportunity to meet individuals working in different organisations, sectors and countries and how engagement with them has helped enhance their understanding of those sectors and contexts. This finding is supported by the survey data, which indicated that three-quarters of respondents (n=12; 75%) felt better able to network with individuals within their own sector, and across sectors.

“[...] being able to speak to a banker or someone else that has been into banking, it adds value in a way because right now our start up is in the sandbox, the regulatory sandbox [...]. We do have those who have an interaction with the central banks and sometimes it does help in understanding the terms that they use, it has added in the sense of knowing what they are talking about. And it has, has added that confidence, yes.” - Silvio Chiau, Practitioner, FSD Moz (Development Sector)

Line managers and CoP facilitators also perceive that the DFI course/s have provided practitioners with a local network as well as an international network who can be drawn on if necessary. The CoPs also have a Whatsapp group which provides a platform to stay in touch with one another, and to share information and resources with one another.

“Another advantage you see is that because of the network we know more people that we can rely on if we need someone. [...]. Not just people that can work with us, but also people who sooner or later we will need; they will be useful for the work.” - Henriqueta Hunguana, Practitioner / Manager, ICC, (Private Sector)

“If one has a question we put [it] in that platform and receive a lot, and people that are sharing documents, sharing thoughts and forms. I remember one day I was seeing so many messages because one who is participating is now doing her masters in infrastructure. And he put the questionnaire there and he was asking people to comment and using that platform for validation [...]. And the people are saying we have to meet together to discuss these things so, I think the networking it’s expanding.” - Esselina Macome, CoP Facilitator, FSD Moz (Development Sector)

While there is indication that alumni have engaged with and networked with practitioners across various disciplines during the course/s or CoP meetings, these **relationships have not necessarily translated outside the course into project collaborations in practitioners’ everyday work**. It is likely that this progression was not evident given that numerous practitioners who participated in this assessment were still new to the DFI courses, and were still in the process of completing their first course. There has been little time since the course for these practitioners to put their networks into use and action these into formal collaborations. Given that the Mozambique CoPs have not formalised outside the DFI course into associations, there is little coordination to maintain the group’s contact with one another once they finish the course.

“I think from these two students that I have, or two employees, I think that they are not taking great advantage of the networking during the COP okay. They are doing that during the COPs, I’m not seeing them doing anything outside COP [...] because they are new, they are quite new, as I told you, they are finishing the course” - Jaoa Gasper, Line Manager, Paytek (Private Sector)

“Yes, collaboration happens in the session, in the debates, okay. That’s for sure, each people express their experience about what they are doing and what they can do better, with the skills that they learn with the DFI process. Yes that is true, but as I told you inside the COP sessions I don’t have any data to show that they are using whatever outside.” - Esselina Macome, CoP Facilitator, FSD Moz (Development Sector)

Most survey respondents (n=12; 75%) strongly agreed (n=2; 12%) or agreed (n=10; 63%) that their ability to network with individuals and across sectors had improved as a result of the CIDM or other DFI courses (see Figure 18).

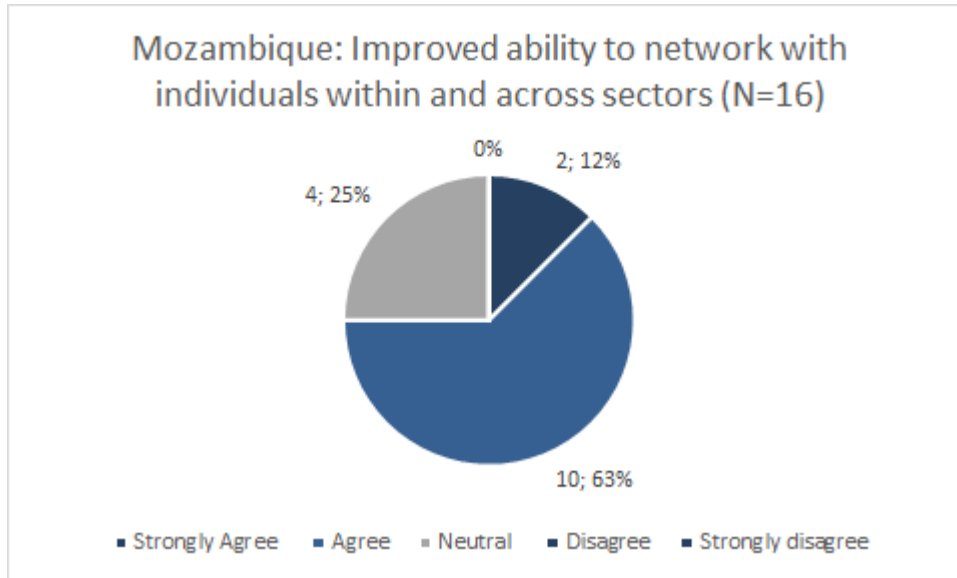


Figure 18. Proportion of Mozambique Survey Respondents' Who Reported an Improved Ability to Network

Correspondingly, a significant number of **survey respondents (n=13; 81%) regarded themselves as better able to collaborate across sectors** since attending DFI trainings, CoP or SWITCH.

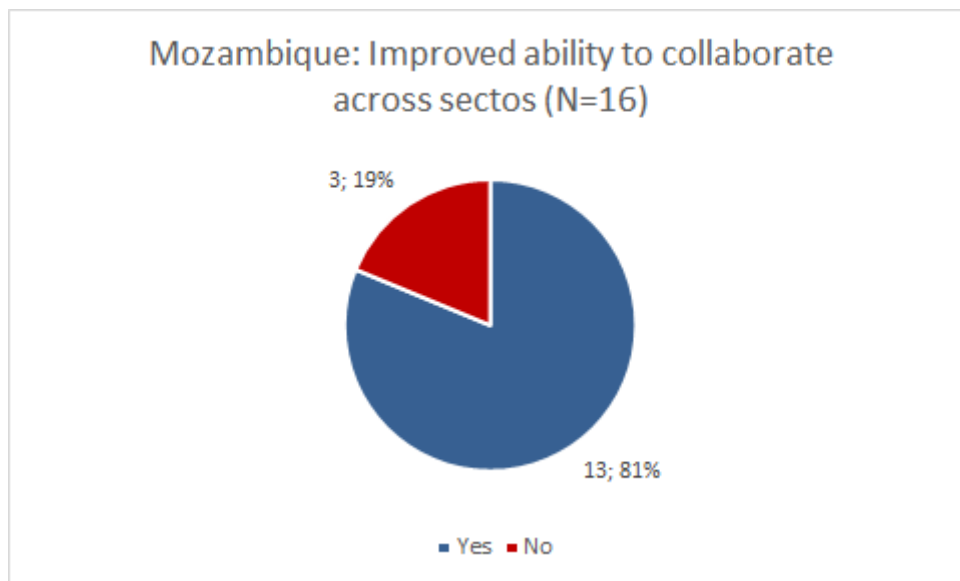


Figure 19. Proportion of Mozambique Practitioners Reporting an Improved Ability to Collaborate Across Sectors

5.4. CoP Country-Based Initiatives

There was agreement among **practitioners that participating in a CoP has significant value**. The main values drawn from the CoP is the opportunity to meet face-to-face and network with colleagues internal and external to one's own sector, translating the theory of course lectures and reading material into practical terms specific to the Mozambique context, as well as being exposed to field experts who join CoP discussions as guest speakers. In some instances, guest speakers have been regulators, and the CoP members engage in conversations and debates with the regulator, and provide feedback if necessary (discussed in more detail below).

“Sometimes we invite someone that is working in a certain environment to talk about certain issues, when we have something we invite them to discuss this as a nation. One of the examples is with the NCM which regulates mobile money, we have been discussing with the mayor, we are discussing two issues with them. We know that they have been taking certain actions in improving something or tighten the regulation from the aspects that during the CoP meetings. [...]. Because what we do we discuss, we can at a certain point invite this regulator or another regulator which is Central Bank, or to discuss different topics which aligned with the week discussions.” - Moises Inguana, Practitioner, FSD Moz (Development Sector)

“So, the course is more technical and theoretical but the big advantage of the COP [is] that [I] mix with people who have been in the Mozambique market a long time and so they have a different kind, some things become clear when we discuss, so yes it injects some reality into the discussion.” - Miguel Macamo, Practitioner, Paytek (Private Sector)

Additionally, several examples were provided to indicate that the Mozambique CoP has instigated or implemented initiatives that went beyond the expected DFI course discussions. Taken together, **one policy initiative, and two private initiatives were being implemented or initiated.**

As discussed above, one of the CoP meetings played a role in influencing one of Telecom’s regulations. Based on the feedback the Telecom CEO received from the CoP, the **Telkom regulator became more proactive in taking actions to reduce the risks related to financial transaction that are different from normal SMSs (policy initiative).**

Additionally, **the CoP makes efforts to share information both with individuals within the CoP and with those who did not participate in the course/s (private initiative).** Among the CoP there was a Whatsapp group where participants share information (e.g. about Mozambique or international markets), resources, new reports, and new products with one another. Furthermore, one of the CoP facilitators took a CoP debate on digital payments to court. The CoP has also invited groups such as university staff, MosDev (Mozambique Developers) and Mutiyana Court consisting of young female developers to participate in the CoP so that more women can also garner the benefits of CoP discussions. The CoP is also aiming to start publishing their discussions so that they can share their insights with various stakeholders across sectors.

“But there is like the Whatsapp group and there are people that share some information and [...], someone sent their research and people reply to the email and there’s some discussions about when there’s a new product in the market, the launch sometimes there’s discussion between perspectives [...]. When there’s a new report coming up we share between each other...” - Practitioner, Mozambique

Discussions within the CoPs in 2018 have started to be directed towards **the necessity of starting an association of start-up fintechs in Mozambique, which is expected to be led by some**

members of the CoP (private initiative). One of the primary concerns is that the Central Bank are putting new laws in place that place limitations and regulations on the Fintech companies. As an association, the group would have a collective voice and be in a better position to be invited to comment and provide feedback on the laws being developed. Further, the association would help to promote entrepreneurs and financial investors.

5.5. Capacity Development

5.5.1. Practitioners

The qualitative evidence indicated that the **practitioners perceived themselves to have enhanced DFS capacity, in terms of knowledge and skills, as a result of attending the DFI trainings.** Practitioners spoke to having an improved awareness and understanding of the DFS sector and DFS theory, as well as having a greater understanding of how to practically apply these learnings in the work and project environment. Some spoke to having a greater understanding of the language and technical terms. Others indicated that hearing examples from practitioners in different sectors educated them on the other side of DFS that they are not typically exposed to, and especially hearing examples from practitioners based in other countries helped catalyse thinking and ideas about what could work for the Mozambique market. Several also spoke to the fact that the course solidified or refreshed their understanding, especially for those who had already been working in the sector but have learned on the job. The course/s also helped improve practitioners' confidence to engage in conversations and topics around DFS.

“Well to be completely honest with you, I had this idea [for a business], a long time ago, long before I knew DFI, but DFI course namely the Leading Markets helped me a lot to put in place the ideas and to put in the context of what people are doing in other countries I have said some idea about that, but solely because I was obliged to know better and to go deeper on how they do it and how can we do it in Mozambique, that’s for sure the courses are needed. [...]. Yes yes of course, it has really helped yeah. It was important I must say [...], the courses helped me to have a better understanding and to put more effort on the company, yeah.” - Jaoa Gasper, CoP Facilitator / Line Manager / Practitioner, Paytek (Private Sector)

“[...] this course had been really appropriate for me to get [an] understanding of languages about digital finance, digital money but the taken point is on my work, engaging in [the] financial sector in this market. So today when I receive a proposal or when I sit in that table to discuss interventions, that partner is coming, I can talk with the prophet on certain components because now I can know what they are proposing, now I know what can be the market strains they are trying to resolve, and then I can advise as well on how we can improve the certain intervention, advising them that let us move in that direction, let’s move in that reaction, the legislation seems not appropriate and that scenario can try to advocate that FSD to the regulatory central bank, market regulator or even the insurance regulator. [...]. I feel in a better position with the knowledge.” - Moises Inguane, Practitioner, FSD Moz (Development Sector)

“So, it’s good everybody has this kind of solid knowledge about the wide environment, isn’t it I think, because if you are on the technology side you kind of look at things from an IT point of view and not necessarily market point of view.” -Miguel Macamo, Practitioner, Paytek (Private Sector)

“I was more, more able to accept the challenges so it’s I can say, and it’s great cause after the course we did, three of us did that course at my job and we started to develop service and products and make contact and [...] to work on, on the project and work more easy to accept it. I felt more confident and I’m learning cause, I’m learning in the practice how does it work in reality or how to deal with companies.” - Practitioner, Mozambique

“[I] think that most things that have changed are, mostly just myself I’m more confident speaking about some topics than I used to be, so I think this is like really important training, now I’m talking, not just talking about something that I read.” - Practitioner, Mozambique

According to the survey, out of the 16 practitioners who responded to the question, **69% (n=11) indicated that they were applying the knowledge and skills gained during the DFI course/s in their workplace**, while a minority of 31% (n=5) indicated that they have not yet applied the knowledge and skills in their workplace. However, for the in-country interviews and FGDs, several participants indicated that they completed a course recently or they were in the process of completing one, and thus **they had little to no time to put their learnings into practice in their everyday work**. They may have also had few opportunities to implement their learnings as it would depend on what projects they were working on at that time. As such, for the Mozambique market, findings on the application of DFS knowledge and skills was mixed. However, this was likely due to numerous new graduates or current students being part of the in-country data collection. However, several of these practitioners indicated that they did expect to implement this capacity in the future when given the opportunity.

“If you ask me did you have the opportunity to implement what you have learned I would say yes and no, because each assignment is different and depending on what you are doing you use much more, so we didn’t have any specific work since we finished the training, that will say we have applied. [...] there are many other things even if you do not realise that you are applying, you are applying. I do not know how to explain it. I think that we are looking more broadly to the issues now, just to give an example now we are doing it’s a microfinance study in Cape Verde just to see the status of and sometimes when I was thinking about what would make the system work I was thinking, I was using some of the knowledge even now a week ago I was saying, I have to look to some of the material. ” - Henriqueta Hunguana, Practitioner / Manager, ICC (Private Sector)

Regarding changes in their capacity resulting from attendance of CIDM or other DFI courses, **almost half of survey respondents (n=7; 44%) indicated that while the information has taken time to digest, they were able to make the necessary connections to apply their knowledge, but a larger number (n=10 or 63%) felt that they had not been applying their new knowledge as much as they had hoped**. Despite this, the vast majority (n=15; 94%) reported that they are already



making valuable contributions to their teams and organisations, and the same number were confident that they will be able to make meaningful contributions in future. Almost all survey respondents were of the opinion that they were better informed about DFS; and had enhanced DFS skills ($n=15$; 94%).

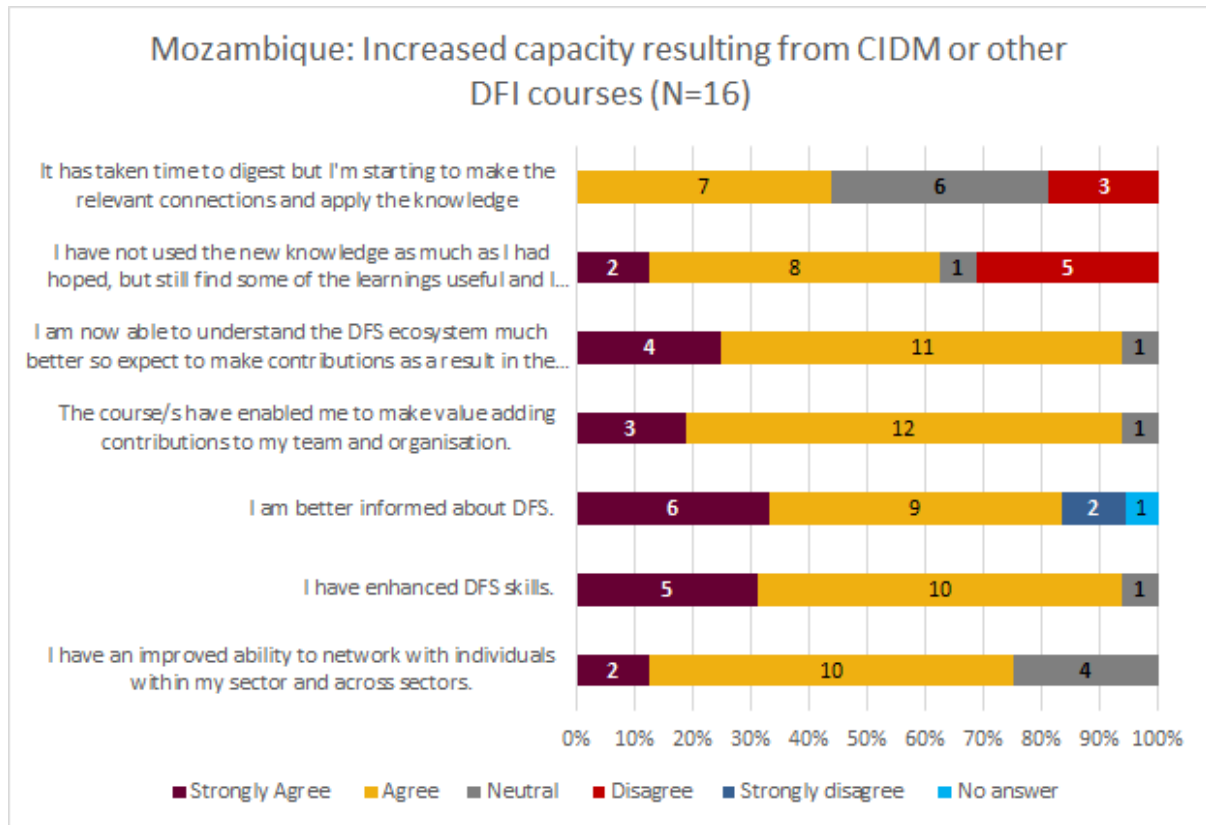


Figure 20. Extent to Which Mozambique Survey Respondents' DFS Capacity Has Improved

Confirming that they are not always applying their new skills and knowledge, the survey indicated that half of the respondents seldom or never apply their new skills: 6% ($n=1$) never; and 43% ($n=7$) seldom. The other half ($n=8$; 50%) who do apply their new skills, indicated that they did so on a daily basis ($n=5$; 31%), weekly ($n=1$; 6%) or monthly ($n=2$; 13%) (Figure 21).

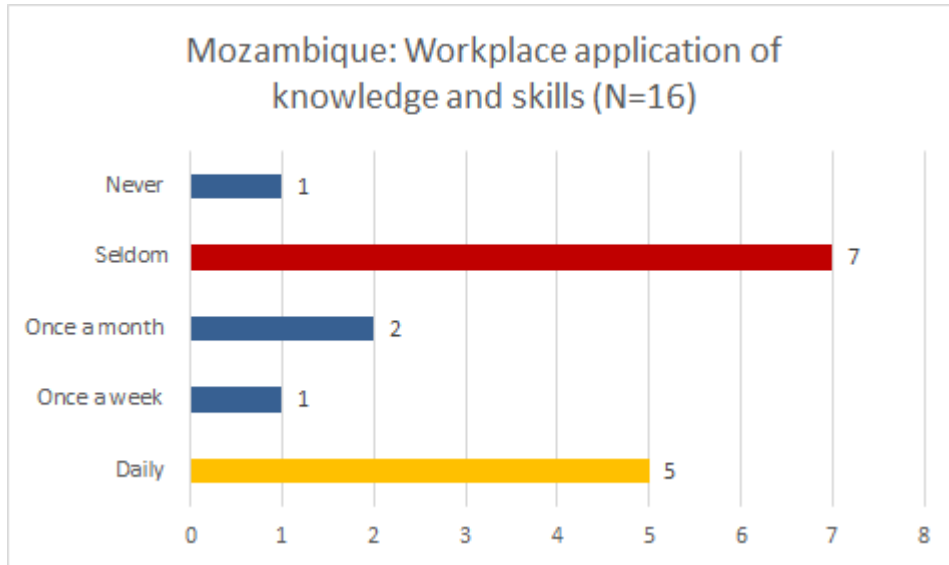


Figure 21. Frequency with Which Mozambique Survey Respondents Applied Their New Knowledge and Skills in the Workplace

About a half of respondents, between 42% ($n=5$) and 58% ($n=7$), had some post-course engagement with the training materials and other participants or further training, as shown in Figure 22. Approximately the same number had no such engagement.

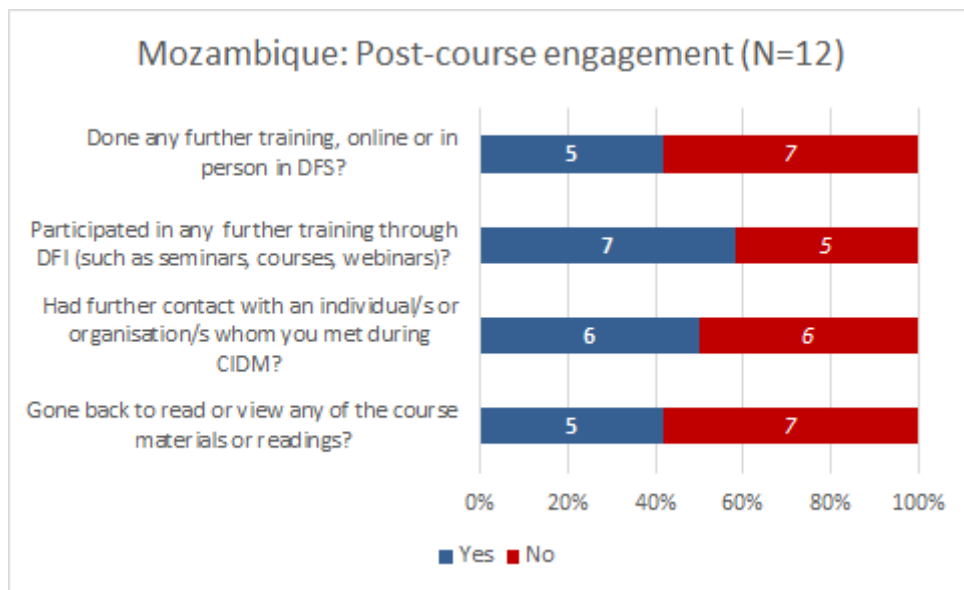


Figure 22. Mozambique Survey Respondents Involved in Post Course Engagements

For the CIDM course only, survey findings indicated that capacity building did have some impact on individual CIDM alumni (see Figure 23) and on the way they engage in the work and industry environment. More than half of the respondents reported increased confidence, ability to understand the topic, converse on it, and initiate or support relevant activities:

- 58% ($n=7$) have gained confidence in their ability to engage on DFS;
- 58% ($n=7$) have joined in new conversations about DFS or have engaged in a new way in existing conversations;
- 67% ($n=8$) have felt better able to understand reports and news in the field;

- 67% ($n=8$) have been able to see the specific context in a wider comparative perspective; and
- 58% ($n=7$) have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in respondents' home country or elsewhere.

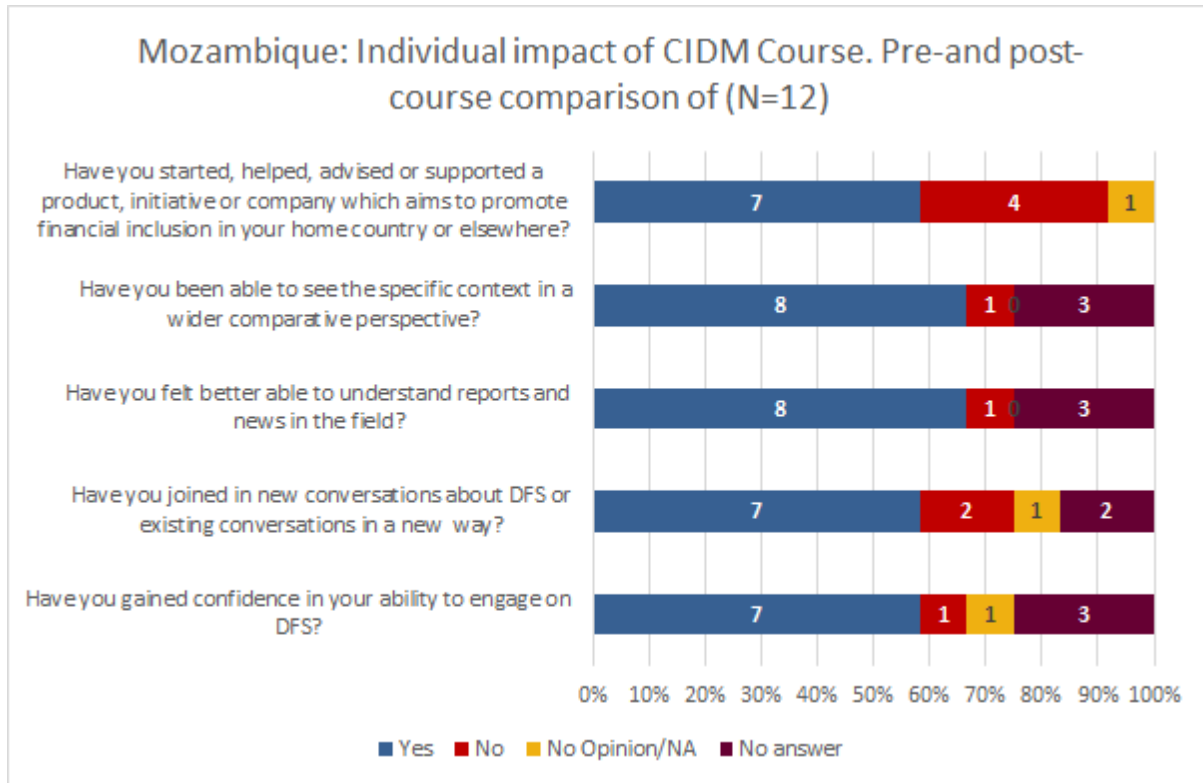


Figure 23. Mozambique Survey Respondents' Indication of Whether the CIDM Course Had an Impact

There are indications that the impact of the programme has filtered through to the work environment. When asked what their supervisors' and colleagues' perceptions would be regarding changes in their knowledge, skills and application thereof, the vast majority of **respondents were of the opinion that their supervisors and/or colleagues would have noticed improved knowledge; contributions made through new ideas and concepts; initiation or participation in design of new products; or improvement of processes:**

- 71% ($n=12$) respondents felt that they were showing greater knowledge about DFS: 29% ($n=5$) "a lot"; and 41% ($n=7$) "somewhat";
- 71% ($n=12$) respondents felt that they have come up with new ideas and concepts: 24% ($n=4$) "a lot"; and 47% ($n=8$) "somewhat";
- 65% ($n=11$) respondents felt that they have been able to either suggest new products or have been able to participate in the design of new products: 24% ($n=4$); and 41% ($n=7$) "somewhat";
- 77% ($n=13$) respondents felt that they have been able to improve processes: 29% ($n=5$) "a lot"; and 47% ($n=8$) "somewhat"; and
- The same numbers felt that they have shown more confidence in the subject matter and have been able to participate more readily.

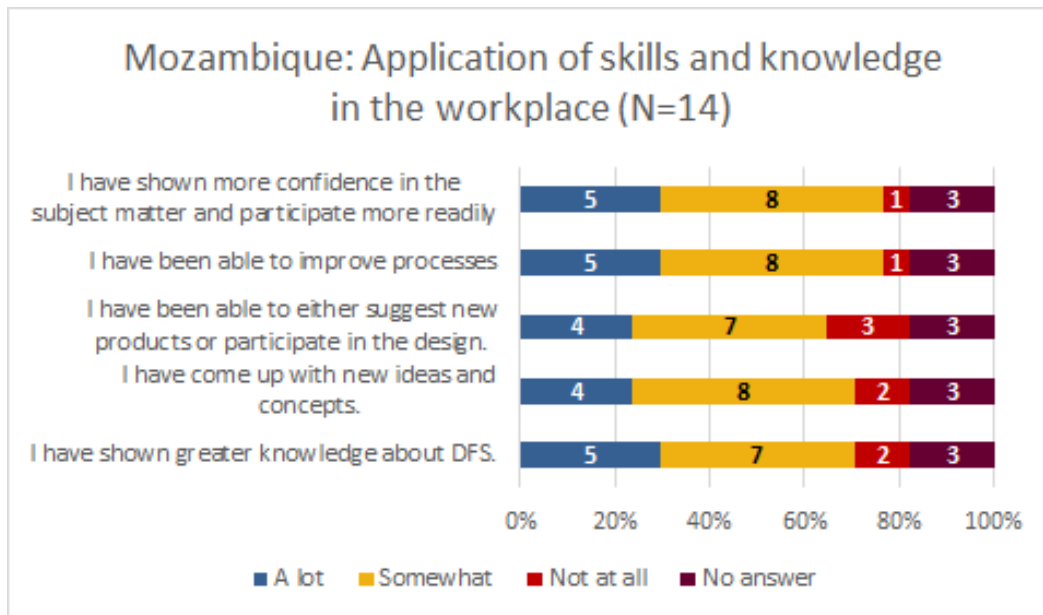


Figure 24. Extent to Which Mozambique Survey Respondents Agreed That They have Applied Their New Knowledge and Skills

Few participants noted that they had experienced a job change since having attended a DFI course. Again, as noted, this is likely due to the fact that many participants are still currently completing a course or have only recently completed one. **For those who have experienced job changes, few attributed these to the DFI course/s.** They recognised the value of the course and noted that it certainly enhanced their knowledge base, however practitioners did not claim that their completion of a DFI course would have been solely responsible for them changing jobs or acquiring more consulting contracts.

“Not because of the CIDM course [has my position changed], the CIDM course is quite informative, yes but not because the CIDM course but because of the work dynamic inside the industry.” - Silvio Chiau, Practitioner, FSD Moz (Development Sector)

“I wouldn’t say so actually [that I am able to get more consulting jobs]. No. But in a way, it’s difficult to just translate it, because, what the course did for me was to fill in gaps [...]. I was already in the middle of getting to big contracts with digital finance, but I did the course so it was really solidifying.” - Katherine Larcombe, Practitioner, Independent Consultant (Private Sector)

“The position hasn’t changed yet, I am still the COO of FSD Mozambique I was contracted 2016 so am still continuing.” - Moises Inguana, Practitioner, FSD Moz (Development Sector)

Survey responses confirmed that the transportability of skills associated with attending a DFI course may not have been fully realised yet, and **relatively few respondents (n=3; 20%) indicated that their work situations have changed** (see Figure 25).

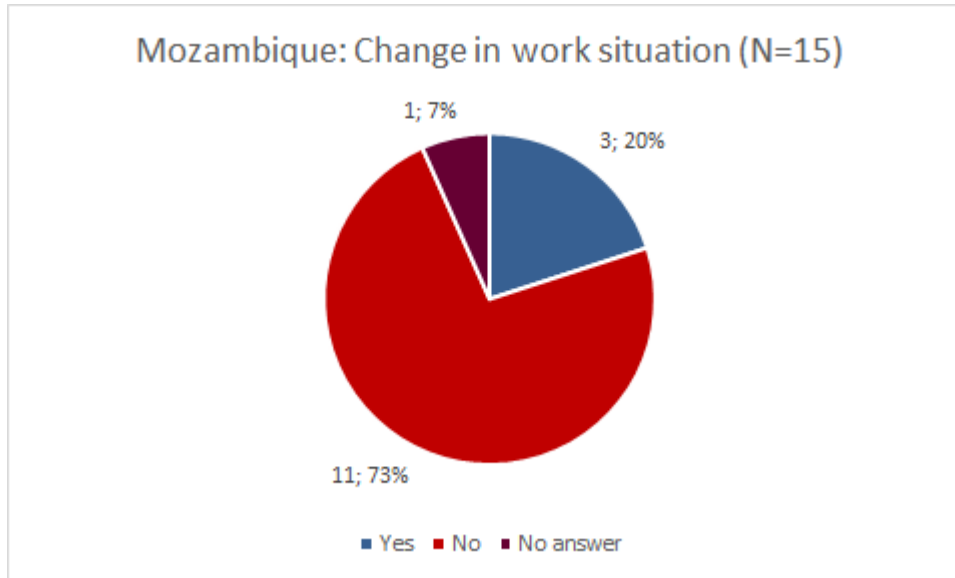


Figure 25. Proportion of Mozambique Survey Respondents Who Reported a Change in Work Situation

It is interesting to note, however, that many of those who indicated that their work situations did *not* change, went on to provide details on changes that did take place in their work situations. A total of 12 respondents indicated changes, with different employers; being promoted, working in a different sector, and improved job satisfaction each mentioned by 17% ($n=2$); and doing a different job, being a consultant with better opportunities, starting an own business, and joining the labour force after the course each mentioned by 8% ($n=1$).

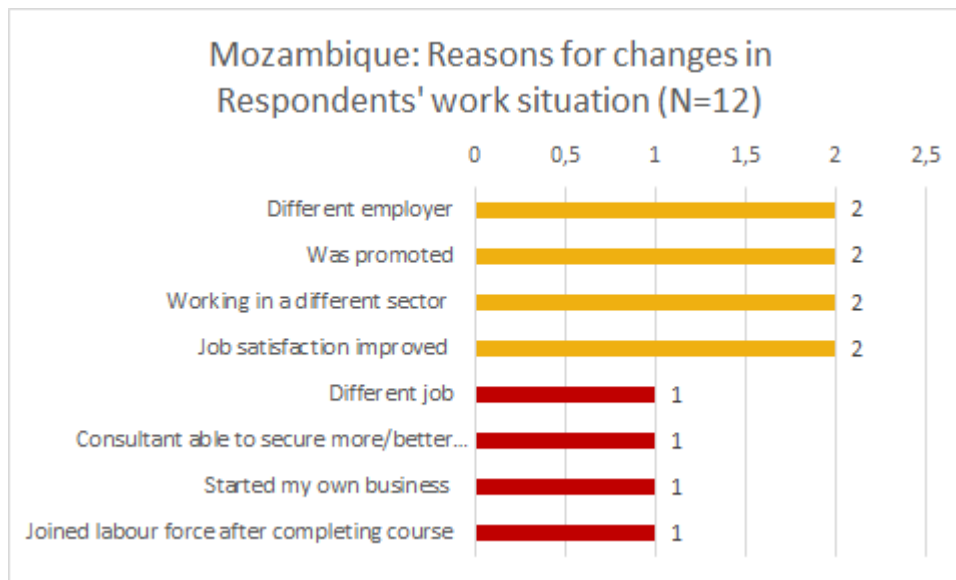


Figure 26. Number of Mozambique Survey Respondents who Reported Work Changes Since Completing a DFI Course

5.5.2. Line Managers and HR Managers, CoP Facilitators and Institutions

From the perspective of practitioners' line managers and HR managers, CoP facilitators and institutions, there was agreement with the above findings; practitioners' DFS capacity had improved, but again the knowledge and skills have not necessarily been applied in their

organisations yet. As stated above, much of this can be attributed to the fact that much of the sample consisted of individuals who were either still completing a course or completed a course recently, and as such have had little opportunity to put their learnings into practice. Line Managers noted that although their employees are still completing their course, it is evident that their frame of thinking has started to change, or they have become more prepared for projects to come. For example, the needs of the customer are more actively considered as a result of the human centred design framework presented by DFI, the gender course has begun to inform strategy development and the digital ID. Another indicated that the gender course which was currently being undertaken by an employee was aligned with informing the organisation's strategy, and the digital ID course is informing the development of digital ID. An example was provided that an alumni's area of interest has moved to the financial sector as a result of attending the course. Taken together, line managers do expect benefits to manifest from the DFI courses once the employees complete their courses and have had both time and opportunities to implement their learnings.

"I've realised that they are looking for a new challenge, for instance, inside the company, they are looking more in the perspective of the consumer, okay? So they think [about] human centred design, and try to put the services alongside with the needs of the consumer, the client, customer and they are doing that in a more, let's say, a more conscious way, a more realistic way let's say. That's what I feel from these two or three months, it's a very very... very new okay?" - Jaoa Gasper, Practitioner / Line Manager / CoP Facilitator, Paytek (Private Sector)

"Last week we were discussing our strategy for January and me and Moises we were thinking [about] the gender course, a lot of things that we're discussing there we're bringing here in the forward. So it was a really life of life interaction because it was exactly in the moment the course was taking place that we were discussing our strategy. So in that one, I think the course is benefiting the FSD. Now I know the two colleagues are taking the Digital ID course and are right now discussing how to compile digital ID. I do believe the colleagues are going to bring the knowledge or they are going to take it to the forum there, and what we are discussing there and get that what the people are saying... So in that way I see a lot of benefit that is coming from the participation." - Esselina Macome, Practitioner / Line Manager / CoP Facilitator, FSD Moz (Development Sector)

"[...] but I think that people that did the course at least they have changed their way of seeing some different things. We do have an example that I can share with you. Because of calling people, for the university, I have one student that decided to take the course. And then that student started to work for DAZ and then started to develop specific apps for financial education for school, and at the moment in Finland [inaudible] and he sent me a small video saying that the participation in that course will change the area of interest for him. He's moving to financial." - Esselina Macome, Practitioner / Line Manager / CoP Facilitator, FSD Moz (Development Sector)

"As we said those training they bring more skills to our people. So as I said before we handle projects from the banks so if you're not prepared you can't add value to that project [...]. So now so far because some of our staff, they are preparing those things, we can add value on some of the

projects, so many of the skills so far they help so we can add value in our projects.” - Raimundo Matuassa, Line Manager / Institution, SIMO (Private Sector)

“I think it’s quite early for that, but it will happen, but see, DFI, we are just in the middle of a CPFD programme, and I believe that when people can finish the course and companies strive to see that there are more certified people in this area, then the course benefit will appear for companies and for the people, but I think it’s quite, it’s quite early now, I don’t know if DFI has numbers for that.” - Jaoa Gasper, Practitioner / Line Manager / CoP Facilitator, Paytek (Private Sector)

SIMO expressed that they thought the DFI course/s were highly theoretically-based, and were assured that their employee learned the necessary DFI knowledge and information. However, the institution believed that there was an implementation gap, and the lack of a specific focus on the Mozambique market limited the potential for practical implementation in the workplace. SIMO urged the need for a training that is specific to the Mozambique market to really garner the benefits of the DFI course within their company.

“Ok I think...I think...so far taking account what they did in terms of training is that there’s more theory, she can see it’s possible to understand what to do, where to, how to do this and that, when it comes to practice- hands on- there’s a gap. [...]. One of her concerns is you focus on other markets, not the local market, you have to look at Mozambique so you see this is Mozambique, what can you do to improve this and that, all the aspects when you look at digital finance. So you have to look at our scenario as Mozambique” - Raimundo Matuassa, Line Manager / Institution, SIMO (Private Sector)

5.6. Certification of DFI Courses

From a variety of perspectives, it was important that the DFI courses are certified by a reputable academic partner. Most participants perceived that certified courses provided a sense of legitimacy and trust, and indicated that the course is well-recognised, which was an important factor on their CVs for future job or study opportunities; it makes one more marketable.

“[...] my point of view is that the certification is mandatory. It’s the only way that I can see this one at least has a certificate from [a] training centre or whatever so I can trust the person. So if you don’t have a certificate I can’t trust even if you’re good, it’s not easy to have the comfort in you.” - Esselina Macome, Practitioner / Line Manager / CoP Facilitator, FSD Moz (Development Sector)

“Very important, the answer is very important. [...] It’s more important for your career or future [...] so this certification which is attached with [an] academic [institution] can be recognised as international, where I am working for development moving from Mozambique to Tanzania for example, to engage with others, [...] university I can be accepted, I think it’s good that we maintain this having this international recognition is beautiful...” - Moises Inguana, Practitioner, FSD Moz

(Development Sector)

Suppose I had all that experience but not certifications, I wouldn't carry as much weight as the weight I carry now with my experience and with my certification, [...] if you don't have the certificate it may be a little bit sceptical." - Silvio Chiau, Practitioner, FSD Moz (Development Sector)

On the other hand, some participants who had heard about the course before, or now know the value of the course, would still have done the course without a certification. To them, the quality of the content was the most important factor. For some, they would have still done the course, given their own internal motivation for capacity development, but the certification attracted them more and made it an easier decision to commit. Given that DFI is still considered a new and emerging brand, the course/s attachment to the Fletcher school was perceived to enhance their reputation.

"And I knew that there's like a lot of experience and it would be interesting to learn from them, I think that having the certification from the university has more attractive power to the decision making of taking the course, I would end up doing even if it was not certified but I think that the part of being certified pushed my decision faster." - Practitioner, Mozambique

"So, she thinks the certification isn't so important it's the quality of the course and what you learn from it." - Manuela Simoes, Practitioner, SIMO (Public Sector)

"That's a very good question I have never really gave it a thought, but probably DFI would have had a problem getting tracture probably because it's a new brand, just like anything else you need to build reputation and joining Fletcher School I think that helped establish that reputation." - Silvio Chiau, Practitioner, FSD Moz (Development Sector)

5.7. Impact

5.7.1. Value of DFI

A key value that various levels of participants' attributed to the DFI courses was the sharing of international examples; how particular products, policies and projects have worked in other countries, both in Africa and abroad. This aspect of the DFI course/s has exposed practitioners to new ways of thinking and new ideas of how such examples might be adjusted and applied to the Mozambique market and work for the specific context.

"I must say that all the materials on the course, mainly on digital money on the course, most important are the leading markets, are opening the minds of people [...]. For people who are starting a fintech or who are starting a start-up, knowing the examples of other countries. And they are thinking how can we transpose that example to Mozambique and do the same thing or similar

thing in Mozambique?” - Jaoa Gasper, Practitioner / Line Manager / CoP Facilitator, Paytek (Private Sector)

“What [I am] learning from the course is that especially Mozambique is very limited in its use of these kind of technologies and therefore you can learn things that you will be able to bring to Mozambique so it’s learning from experience of other countries.” - Miguel Macamo, Practitioner, Paytek (Private Sector)

Practitioners from Mozambique who participated in the survey had an overwhelmingly positive association with the CIDM course and its impact on them as digital finance professionals as depicted in Figure 27 below. The associations that occurred most were: “interesting”, “knowledge”, “understanding” and “comprehensive”. There are also associations that point towards usefulness and use, e.g. “applying, and “implement”.

Innovation *Better skilled* Confident *Enabling digital concepts* Applying in the market
Enlightening Baseline *Spot on* Enhanced **knowledge** and confidence in an ever
 changing digital finance environment **Comprehensive** Inclusion Access Coverage
Transformational in DFS in financial sector in Mozambique Information Technology
Understanding Knowledge Interest Overwhelming New career path **Comprehensive**
Interesting Professional Understanding of the subject matter *Think critically*
 Opportunities and threats **Interesting** Productive **Knowledge** Implement solutions

Figure 27. Associations Depicting the Value DFI Courses Have for Mozambique Practitioners

5.7.2. Employability

There was some indication from line managers that **the DFI courses on a CV enhances a candidates’ hiring potential**. Employers acknowledged the value that the training provides to an employee, however it was noted that such a certification would make a candidate harder to afford the type of salary they may expect once they have completed the course/s.

“For sure it brings, adds value to our business if you employ someone with that kind of training so if you’re not prepared it’s, we have to send to those kind of trainings so it’s better to employ someone who has that kind of training, yes.” - Raimundo Matuassa, Line Manager, SIMO (Private Sector)

“People with that kind of skills are more expensive than the others without the skills, so I have my feeling about that, the courses from DFI will increase the level of people when they apply for a new job for a new company.” - Jaoa Gasper, Line Manager, Paytek (Private Sector)

5.7.3. Market Changes

The key market change within Mozambique which participants spoke to was an **increase in digital payments, banks having a greater interest in bringing more digital facilities to their**

customers, and an increased emergence of start-up business in DFS. While these participants agreed that there have been market changes within the last two years and these have been a positive trend for the DFS sector, **these changes were not necessarily attributed to the DFI courses.**

“I think there’s a lot of change here because the digital payment is very dynamic and if you see all the banks they are looking for those facilities in terms of, because they are looking for something that can bring answers to their customer [...]. Two years, I think there are more people [with access to digital payments], the number is increasing. Like exponentially increasing. [...] Seven million transactions on one bank, on one channel per day. [...] Two years ago we don’t know. [...] But it was less.” - Raimundo Matuassa, Line Manager / Institution, SIMO (Private Sector); and Fatima da Conceição, Practitioner, SIMO (Private Sector)

“For sure, there is lots of companies that I know, that resisted in starting. I can give you a very very let’s say very fresh example. When I came here, this afternoon I received a phone call from a young lady, I do not know where, that is the finalist of engineering in university and she wants to talk with me as the member of the Paytek because she has something to...she is developing an end of study programme or software whatever, related to make payments. She wants be involved and to know more about digital payments, for financial services. I know several companies more than six companies that are just starting here, starting from the university, doing things with digital financial services.” - Jaoa Gasper, Practitioner / Line Manager / CoP Facilitator, Paytek (Private Sector)

It was noted however, that the course/s, and particularly **the CoP facilitator, was instrumental in bringing practitioners from various backgrounds together to engage with discussions with more individuals and more in depth than before.**

“First of all I see much more people talking of the knowledge in some of the issues, few years ago you see, very few people were aware of or have the knowledge to talk about some issues. The second change is that commercial banks now are more interested than they were before. [...] Another change that I noticed thanks to FSD Mozambique and Esselina she is very active in putting people together to discuss issues. Under the DFI training we had few sessions and she, in different sessions, brought different people for discussion and that was really useful. And another change that I can see is that we all understand that for things to work we have to work on the ecosystem and it doesn’t make a difference if we work in one aspect and not in other, so we are having deeper discussions involving much more people and even the academic.” - Henriqueta Hunguana, Practitioner / Line Manager, ICC (Private Sector)

5.8. Mozambique Summary

Given the lack of public sector practitioners interviewed and surveyed, most participants were not in a position where their core business focused on DFS regulation directly. Both FGDs and the survey



data revealed that **FSD Moz and SIMO reported an improvement in the organisation’s capacity for DFS regulation** since they or their colleagues took a DFI course. Although some organisations were not regulators nor in a position to directly influence regulations and policies, there was a reported need for enhanced capacity in this area given the role some play in commenting or inputting on regulation. **FSD Moz and the in-country CoP played a role in two regulations being initiated / reconsidered:** one focused on reducing the risks related to mobile financial transactions (Telecom regulation), and one to better accommodate fintechs (Central Bank regulation). **Practitioners’ networks expanded as a result of participating in the DFI course/s and/or CoPs and they felt better able to collaborate across sectors.** However, there was little evidence to indicate that the relationships formed translated outside the course into project collaborations in practitioners’ everyday work. **One policy and one private initiative had been initiated by the CoP.** This included the mobile transaction regulation, sharing information within and external to the CoP. From all perspectives, **practitioners’ DFS capacity improved, in terms of knowledge and skills, as a result of attending the DFI trainings.** However several indicated that they had not yet put their learnings into practice in their everyday work. **Few participants noted that they had experienced a job change since having attended a DFI course. From a variety of perspectives, it was important that the DFI courses are certified by a reputable academic partner.** There was indication from line managers that **the DFI courses on a CV enhances a candidates’ hiring potential. While respondents agreed that there have been market changes within the last two years, these changes were not necessarily attributed to the DFI courses.** The CoP however was recognised as instrumental in bringing practitioners from various backgrounds together to engage in discussions with more individuals and more in depth than before.

6. Malawi

Please see Table 10 below for the participants who participated in FGDs and / or interviews during the in-country visit in Blantyre, Malawi. This was the first time that DFI has collected in-country data from Malawi. Nine in-country respondents were from the private sector (Telkom Networks Malawi (TNM), Palm Micro Finance, NBS Bank, FINCA and Zoona) and two respondents were from the public sector (Ministry of Finance and MACRA). No participants were from the development sector.

Table 10. FGD/Interview Participants in Malawi

Malawi In-Country Participants	
Practitioner Interviews	
Reuben Kocherani	TNM (private sector)
Golden Nyasulu	Ministry of Finance (public sector)
Practitioner FGD	

Tesia Mtundu	TNM (private sector)
Kenneth Mbewe	Zoona (private sector)
Chikhu Mphatso	TNM (private sector)
Felizarda Mbewe	FINCA (private sector)
Chris Kizza	FINCA (private sector)
Golden Nyasulu	Ministry of Finance (public sector)
Reuben Kocherani	TNM (private sector)
Lutengano Ndovi	Palm Micro Finance (private sector)
Ben Chitsonga	MACRA (public sector)
Line Manager / HR Manager Interviews	
Reuben Kocherani	TNM (private sector)
Killy Kanjo	Zoona (private sector)
Inquniso Dzoole-Mwale	NBS Bank (private sector)
Chikhu Mphatso	TNM (private sector)
CoP Facilitator Interviews	
Chikhu Mphatso	TNM (private sector)

Survey respondents were mostly from the private sector ($n=10$; 77%), and the remaining 23% ($n=3$) from the public sector.

The majority of survey respondents ($n=12$; 92%) indicated that they have completed the CIDM course, with only one ($n=1$; 8%) indicating that they did not complete the course (see Figure 28).

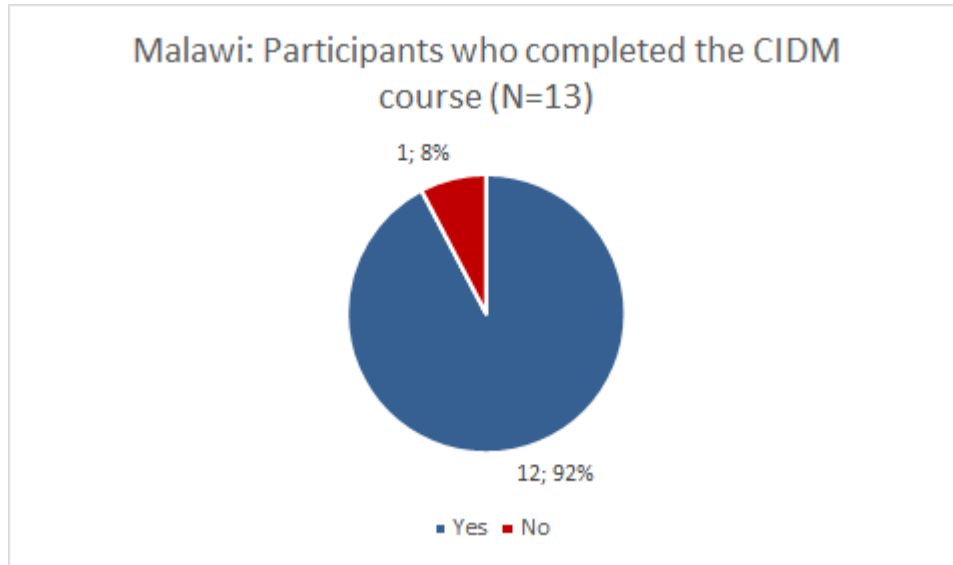


Figure 28. Proportion of Participants' completion of the CIDM course

The majority of Malawian survey respondents ($n=8$; 62%) completed the CIDM course during 2017. Two ($n=2$; 15%) completed the course in 2016, and one ($n=1$; 8%) completed the course by July 2018. One ($n=1$; 8%¹¹) is currently enrolled, and one ($n=1$; 8%) did not complete the course. Malawian participation in the respective cohorts is reflected in Figure 29 below.

¹¹ 7,79% rounded to 8%

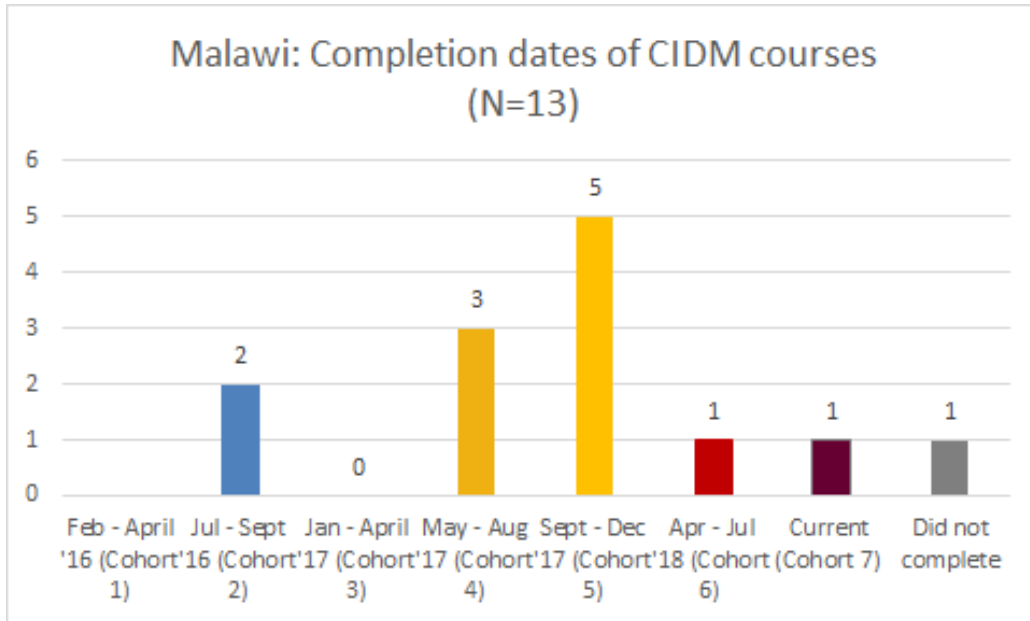


Figure 29. Distribution of Practitioners per CIDM Cohort

Eight ($n=8$; 62%) Malawian survey respondents also completed one or more other DFI courses. Between them, these eight participants completed 20 other DFI courses, with five of them ($n=5$; 63%) completing *Leading Digital Markets: A Global Tour*; three ($n=3$; 38%) *Digital Identity*; three ($n=3$; 38%) each *Operationalising Global Money* and *AML - CFT: Regulation and Compliance*, while two ($n=2$; 25%) each completed *Consumer Protection as a Business Strategy*, *Bitcoin: Back to the Future*; and *Remittances in the Digital World*.

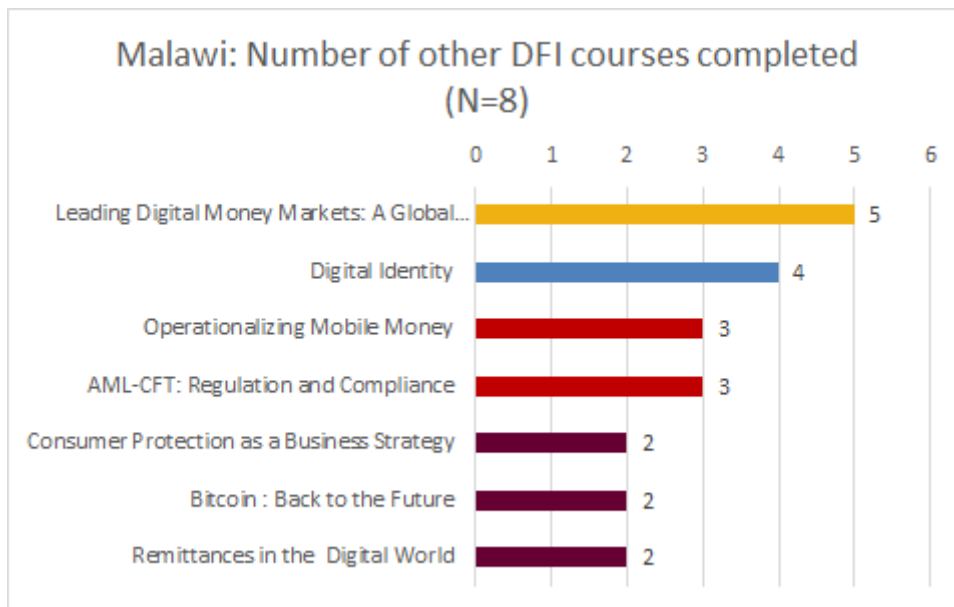


Figure 30. Distribution of Practitioners' completion of DFI courses

Out of a total of 13 survey respondents, just over half ($n=7$; 54%) confirmed that they were enrolled for the CDFP Journey (see Figure 31).

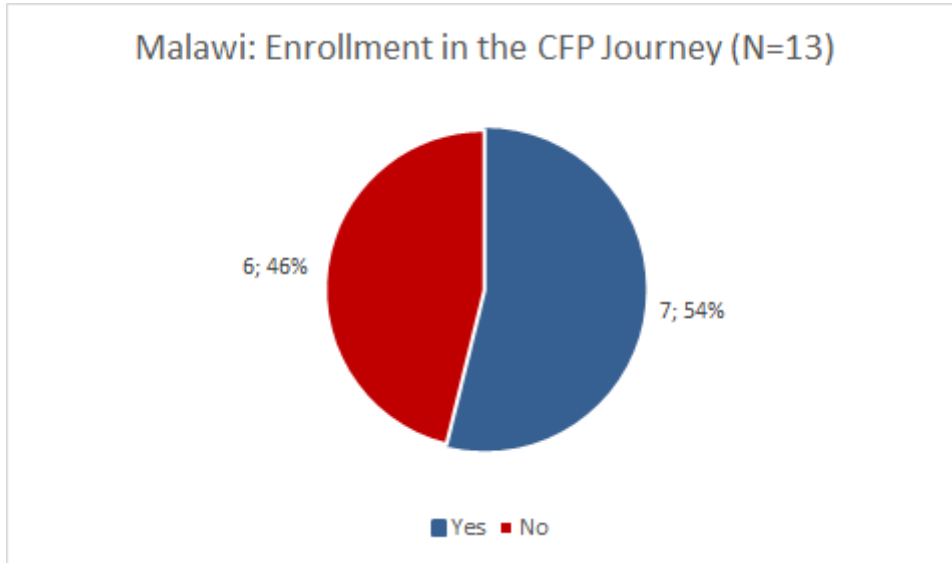


Figure 31. Proportion of Practitioners Enrolment the CDPF Journey

6.1. Institutional Capacity for DFS Regulation

Respondents interviewed were asked to rate their organisations' capacity for DFS regulation, in terms of improved regulatory skills as well as DFS regulatory knowledge and understanding within the organisation. Respondents were asked to respond on a scale of 1 to 5; where 5 is the highest. **Organisations were rated scores of 3 and 4 out of 5.** This rating was affected by staff turnover and loss of institutional knowledge, as well as the need for increased regulatory knowledge and skills. **As such, capacity for DFS regulation was identified as a gap for both organisations involved directly in regulation and those organisation's whose core mandate is not regulation.**

"I think there's a whole lot more that we can do even just to get the team to understand the platforms we are dealing with and what exactly we are trying to achieve, so I would rate the bank three out of five." - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

"I would not say a lack of skills if you had asked me this question 6 years ago I would say yah there's a lack of capacity, right now I'd say that we are building the capacity, we are building the capacity as we are building the industry." - Killy Kanjo, Manager, Zoono (Private Sector)

However, Inxuiniso Dzoole-Mwale from NBS Bank indicated that in the following year he will be delegating his regulatory work to the practitioner who'd undertaken the DFS course. **This is an example of improved DFS regulatory skills, knowledge and understanding.**

"Not at the moment, so at the moment I deal with author regulatory issues, she deals with issues that formulate so for example Mekuru is one of the is one of our clients so issues to do with contract the centre man approvals for any transactions she deals with but for the explosion fund this was the first time that I was saying I want to give that to Toya, because I seat on the National Transect

Electronic Payment. I chair the National Street Management Committee, so I got my hands full with regulatory initiatives as well so, I wanted to start delegating those but unfortunately she had to be on leave this week so I can only start that next year.” -Inquiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

Moreover, the survey data indicated that out of the 12 practitioners who responded to the survey question (to rate their regulatory capacity), only three respondents (n=3; 25%) were positioned in the regulatory or policy environment, and able to make an impact on it. **Only one of the three practitioners (n=1; 33%) who worked in the public sector / regulatory field felt that their organisation had more skills and knowledge in DFS regulation since they and their colleagues undertook DFI courses. Two (n=2; 15%) other participants also felt that their organisations had more such skills and knowledge.** As such, although there is still a need for further capacity development in this area as indicated by the interviews, practitioners within the regulatory field have felt an improvement in DFS regulatory skills and understanding since having attending a DFI course.

6.2. DFS Regulations, Policies and Directives Developed or Adapted

Although the in-country data collection for Malawi included two representatives from public sector organisations, **only one practitioner had been involved in developing DFS regulations, policies and / or directives. Golden Nyasulu working within the Ministry of Finance, has contributed to the development of DFS regulations and legislation (initiated).** The knowledge gained from the course has enabled him to actively contribute to the development and adaptation of the DFS regulations and legislation.

“Yah because when you have got knowledge you are able to contribute in a better way unlike when you do not have knowledge of something I mean you can’t contribute effectively so with that type of knowledge at least you are able to get involved in the conversations etc that assist in shaping up such kind of regulations and documents.” - Golden Nyasulu, Practitioner, Ministry of Finance (Public Sector)

“So in that way because of some knowledge that we have learnt through some of it, through some of this course, it does enable us to be able to critique those draft regulations and uh at the end of the day, it is something that we are also comfortable with in terms of ensuring that they are in line with the government policies, ja... I was even part of the task force that was draft in that piece of legislation, so in a way, I would say that uh the knowledge gained from these courses has been quite helpful in terms of my understanding and contribution towards this laws and regulations, ja.” - Golden Nyasulu, Practitioner, Ministry of Finance (Public Sector)

Ben Chitsonga indicated that although he had not had the opportunity to develop or amend DFS regulations, policies and / or directives, given his current position within MACRA, the DFI courses would stand him in good stead when the opportunity arose.

“So there are those particular new responsibilities which have come to our organisation and we are supposed to now come up with regulations uh on those aspects uh in terms of uh financial services in..., in terms of digital signatures and the likes. So that’s why I still believe that through this particular course, I think as we come and involve those particular regulations, I think the course will be handy in that aspect but at the moment we haven’t started coming up with those regulations, what has happened now is just the assessment stage, looking at the institution, how ready are we in terms of coming up with such regulations.” - Ben Chitsonga, Practitioner, MACRA (Public Sector)

Practitioners in the private sector whose core business is not regulatory and are therefore not directly involved in regulatory work, will however be able to apply their regulatory course knowledge through offering critique on draft policies / regulations. The Malawi CoP is in the process of forming an association for digital practitioners in Malawi. One of the goals of the association will be to actively and collectively as a CoP influence government policy and regulations.

“Ok, a couple of weeks ago, my team members and I had a discussion around how we can come up with an association of one digital finance practitioners here in Malawi, which could foster the interest of digital finance practitioners here, in Malawi and probably lobbying government... for I would say some sort of approval, so that collectively we can influence government policy and regulations as a grouping.” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

Out of the 12 ($n=12$) **survey respondents** who answered this question, only a small percentage ($n=3$; 25%) indicated that they were working within the public sector or in the regulatory or policy making field; or had the ability to impact it. **Two out of the three have developed new DFS regulations, policies or directives or adapted existing ones for the financial market since receiving training**, namely: 1) payments of all taxes through electronic platforms, thereby phasing out cheque payments; and 2) drafting of a regulation on mandatory deployment and usage of DFS by businesses in Malawi in order to increase access points and also usage of DFS channels in the country. Both these initiatives have been **fully developed**. Three respondents ($n=3$; 23%) felt that their organisations had more skills and knowledge in the DFS regulation since they and their colleagues received training.

6.3. Cross-Sector Collaboration

All survey respondents (N=13; 100%) regarded themselves as better able to collaborate across sectors. In agreement, participants who were interviewed reported increased engagement with other practitioners, and where the DFI course and CoP attendance has enhanced their networking abilities and potential for cross-sector collaboration. For some participants whose position requires engagement with other practitioners, the course CoP events have facilitated networking and engagement on DFS related issues. While other practitioners report that the CoP events have expanded their networks and that they intend to draw on these networks established



and cross-collaborate in the near future. **Additionally, the CoP events also provided a platform for sharing between practitioners across sectors while the Mutual Evaluation was undertaken, in terms of the practitioners' preparatory work required for this international assessment.**

“Ja... So maybe as I mentioned earlier today, uh the issue of networking uh through this community of practise is quite helpful, because uh like from where I sit, we do a lot of uhm like producing policy document, strategies and etc... And uhm to be able to do that, you need to be able to consult the right people, so you invite the right people to a meeting where you are trying to brainstorm on an issue that you need to include in a policy document and because of these interactions, I've learnt or I've come to know, a number of people... good example being Chikhu, uh I've known Chikhu quite a lot because of these forums, and whenever I know that OK I need information on this area, I know exactly who to invite to that meeting, uhm I've known people like [inaudible], uhm I know exactly that OK if I need this information, let me write to them, I need such a person... and when they come, you know exactly that I'm going to get the information that I'm looking for, and that has helped us in terms of how we develop our policy documents uhm so in short, I think the networks that we have created are right... Attending these courses, as well as community of practise was very good, ja.” - Golden Nyasulu, Practitioner, Ministry of Finance (Public Sector)

“It has expanded, the people I never knew, but now we talk often. I can give an example of Fletcher from UNDP. And there is Gertrude from National Switch. These are some of the people I've related to. There are some others we meet during COP meetings... Ok you know here in Malawi we are about to implement a digital identity database for banks as well as for mobile service operators. So there is a standing committee which I'm part of. So definitely I will use part of the networks I have established in order to get their input on how we can move forward.” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

“Well I would say of the ability and switching issues is the one which really come out strong, and the variant one, which has happened in recent times. But the one of the issue which I can say as also come of late, it's the Mutual Evaluation exercise whereby effective and international assessors are coming into Malawi to assess our readiness in terms money laundering and combating the financing of terrorism. So again, because most of the students are participants of the COP, they have been able to work together in preparing for the upcoming evaluations and to be able to share the notes in terms of who is ready for that.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

The Malawi CoP Facilitator also noted that recently the Ministry of Finance invited industry to participate in a capacity building exercise to digitise the farming industry. **A few practitioners from the CoP participated and have subsequently proposed working jointly across their sectors in their participation for this particular exercise.**

“What I would recall as one of the things that stand out is that we have we have looked at things like industrial collaborations are in the, as part of the course and just about a month ago we had the Minister of Finance in Malawi launching a program of capacity building for village groups, serving groups, farmers and so on trying to digitize the farming business and so on and what we did was to extend an invitation to the current COP to see who was interested to go and participate in that particular activity, which was set up by the ministry and already we have got a couple students who have been talking even about bringing the institutions together and making sure that they are doing joint bids and in terms of participation on this particular exercise.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

The Malawi CoP Facilitator has also noted how the **CoP events have assisted in reducing competitive barriers between industry players** and where some practitioners are now working together on DFS related issues and where collaboration has been enabled.

“Yeah, when we look at the collaboration again, one of the things that I have noted is the COPs have helped in terms of breaking the ice. Most of the participants are coming from institutions who ordinarily would be looked at as rival institutions...as rival institutions where you would not expect someone to be working [with as they’re] competition. But the mere fact that these participants are able to sit down together and just look at these as DFI issues. That has helped a lot to melt the ice and ensure that most of them are working together on several projects.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

Almost all survey respondents (n=12; 93%) strongly agreed (n=4; 31%) or agreed (n=8; 61%) that their ability to network with individuals and across sectors have improved as a result of the CIDM or other DFI courses. Only one (n=1; 8%) strongly disagreed about improved networking ability (see Figure 32).

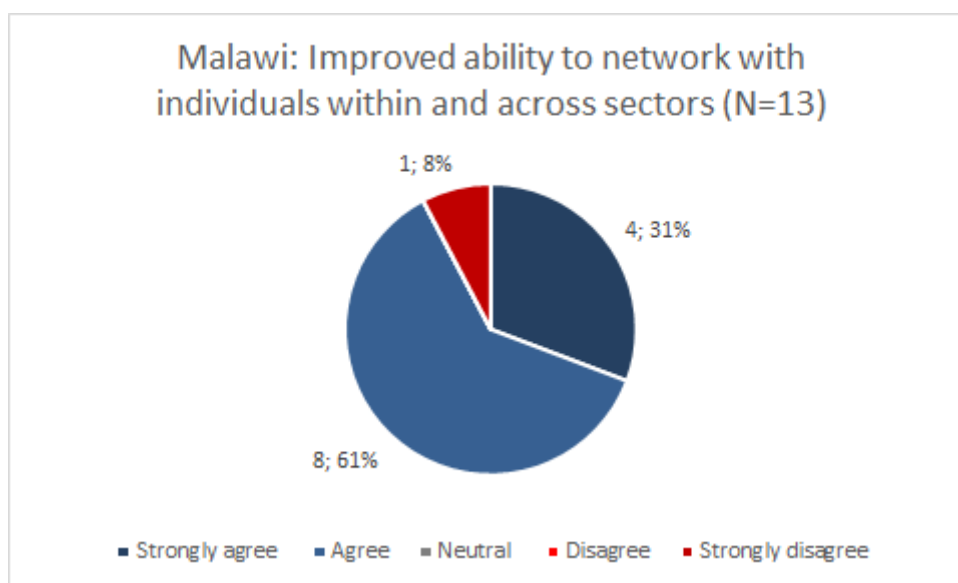


Figure 32. Proportion of Practitioners’ ability to network



Correspondingly, all 13 survey respondents reported that their ability to collaborate across sectors have improved since having attended DFI training/s, CoP or SWITCH.

6.4. CoP Country-Based Initiatives

In addition to the Malawi CoP meeting regularly, sharing relevant sector information on a WhatsApp group (private initiative), the CoP Alumni are in the progress of formalising an association of DFS practitioners (private initiative). This association was described as being born out of the question from alumni of “what next?”. Although currently in the planning phase, one of the goals would be for the association to collaborate on issues affecting the sector and provide a collective approach to lobbying and influencing government regulations, policies and legislation.

“Well, there are two things I can talk about. The first one is that after making a series of discussions as the COP, there came a point in time towards the end of last year whereby it was agreed that the alumni is one of the important aspects about this. So, we would want people to continuously work together. An agreement was done that we should choose some people to facilitate proper setup of the alumni group due like registration for the digital finance practitioners. And there's a lot of weight which is which has been happening around that and that is in progress. One of the key things which people would want to be looking are things like coming up with different white papers, influencing in terms of policy and so on. Yeah, so that's one of the key things that I have seen coming from the people doing together... So obviously this will take a bit of time to complete it. But what people have done is also to open up even to other people who have not studied the DFI courses, but the into the digital finance space and make sure that we can meet somewhere and work together.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

As this country based initiative (association) is still being formalised, the CoP alumni have not as yet, been involved in any other policy initiatives or private initiatives under the collective CoP body.

Participants reported that the CoP and CoP discussions are considered highly valuable to the course practitioners. The CoP discussions allow practitioners to come together and meet face-to-face, network, share as well as learn from each other. The CoP discussions provide the platform for practitioners to engage, where concepts can be explained and a better understanding grasped through translating the theory of course lectures and reading material into practical terms specific to the Malawi context. Further, the CoP events expose practitioners to sector experts who join CoP discussions as guest speakers.

“I think somehow opened up because from the book to the practical side of it, what happens in there... and I think it's also contribution to more into this whole discussion so other than just doing the WhatsApp, we can also space up people coming in and it's also a good thing to change [inaudible] that's what I can add on...” - Ben Chitsonga, Practitioner, MACRA (Public Sector)

“We also look at issues affecting performance of individuals. I could have a problem in terms of looking at a particular subject. So the COP meeting acts as a platform to help individuals how they can do better in their studies.” - Reuben Kocherani, Practitioner/ Manager, TNM (Private Sector)

“Were we have people from the central bank and the regulators and we also have people from the market like people from the banks, the mobile network operators....come together and we start to talking about issues from different angles so mixing of those types [inaudible] different skills I think it meant that the discussion could be more relevant and rich so that at the end of the day you are able to understand these issues at a different angles so it was quite helpful.” - Golden Nyasulu, Practitioner, Malawi Ministry of Finance (Public Sector)

“[Coughs] so... sorry. Uhm in my case uhm I don't think there's anything different that I'm going to say from what the guys have said already, but this has really given me a really good platform to you know, uhm most of these people like we used to meet maybe at uhm different forums and we never used to have like a close chat and especially even in the digital finance sector here in Malawi, so just by having a chance you know, to be in the same room and to interact and share different ideas uhm, I think it has really helped and opened up different doors uh ja in the sector in general, I think so...” - Kenneth Mbewe, Practitioner, Zoono (Private Sector)

“And the final one, it's the issue of the collaboration with the industry. So, either you bring the speaker with...comes to that I have to make you that aaahh like with the last group we managed to get a high-ranking official from the central bank who is a regulator and with the current group we managed to get an official from the Ministry of Finance who are also on the regulatory side. Right, So, when people know that you'll be able to interface with these people it bring extra motivation to them.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

“So where are the COP has come in quite handy is the fact that they are able to look at every specific issue which they have covered even during the course, and then they are able to apply it to the local realities and dissect it even in more detail. So that leaves them more more empowered and it's greater capacity than someone who's just going through the course.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

“Well, I would say both have contributed a lot, but if you look at the COP for me, they have been more enriching. Because for most of the people when they start studying the course, they are kind of in hole, feeling alone, not sure what they are doing right or doing wrong. But when they meet eeh, when one shares their struggle and you discover oooh I also had that problem, the next person had the same problem, even in terms of the confidence levels, you get from much bigger boost than just acknowledging class.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

A further value of the Malawi CoP, is the CoP Facilitator provides one-on-one encouragement, motivation and support to his students. This he notes helps keep students track and keep up-to-date with their course curriculum requirements. This personalised attention has also helped prevent some past students from withdrawing from the programme.

“Yeah, I think basically that would be it. But maybe the one addition I would make. What I have noted, sometimes people would not go to a COP when they know they're behind in terms of their studies. Yeah, they feel like I will not belong because the way I have structured my COP is I look at what is being studied in that week, what is happening in the country around that time and if we have got an industry speaker obviously will give more time to do that. So, what I have done is whenever we receive from Sarah the status for every student, I always check but I also do personal check on each and every one as to how they are faring, I have noted that kind of helps. So, you notice for most of them when I call them they're like, oh wow. So this is a wake-up call. I thought I was falling behind. But now that you call I need to push a little bit so that one-on-one engagement for me has worked....In the current group I have two people who if I did not call they were going to give up so they clearly said, you know what when you called I feel bothered then I was like, okay now I need to do this. So most of them like one of them stranded in the third week. So, before that they are just they're just done with the registration. They just put the profile, the bio and by the time I was calling them they're like, okay, you know, I just received a warning actually that...” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

6.5. Capacity Development

6.5.1. Practitioners

From all perspectives, practitioners reported enhanced DFS capacity in terms of their DFS knowledge and closing of DFS knowledge gaps. The courses contributed to a well-rounded understanding of DFS and a common DFS language. From interview accounts, the practitioners' increased DFS knowledge influences on-the-job performance, in terms of developing new initiatives, innovation and thinking out of the box. In turn, the knowledge gained increases confidence and the ability to constructively contribute to, inform and advise on DFS related issues.

“The DFI course has helped me a lot in terms of closing knowledge gaps within operations and it has given me the confidence to constructively and to contribute to TNM strategic goals....Yeah I would give an example of the certificate of digital management. The course enlightened me on various aspects of mobile money basically in terms of how we can move customers from being aware of Mobile money to regular users of Mobile money. So it helped me to come up with initiatives which can boost or increase usage of mobile money.” - Reuben Kocherani, Practitioner/ Manager, TNM (Private Sector)

“From a personal point of view, it has given me the confidence, one, to constructively participate in meetings at group level. That's one of the key factors that has made me to at least be more confident. And it has as well made me to think out of the box in terms of coming up with new ideas on how we can improve our processes and how we can move our operations forward. How we can manage customers effectively.” - Reuben Kocherani, Practitioner/ Manager, TNM (Private Sector)

“So it has created that comfort which is really good, you see comfort then was a bit higher than before, before the course, I will say that and also creates an environment whereby you want to maybe innovate further into the area after looking at the different uh after looking at the ecosystem. So those are some the issues that you would have learned from that if you wanted to get deep into that after looking at the system of the whole DFS...” - Chris Kizza, Practitioner / Manager, FINCA (Private Sector)

“So you could see that even just doing the uh foundation course uh widen that particular horizon and when you go for such particular international forum, it’s easier to relate and try to bring it uh to what we are doing her on the ground, and I’m now able to... even those who are now in the Technicon now come and say to me, how should we go about in this particular aspect because of that particular aspect and definitely should indeed be my goal to go into uh maybe the certification and complete this particular course.” - Ben Chitsonga, Practitioner, MACRA (Public Sector)

Survey data shows that out of 13 respondents, 12 practitioners ($n=11$; 85%) reported that they were applying their new skills and knowledge in their workplace, one ($n=1$; 8%) said that they were not applying their new skills and knowledge, and one respondent did not answer the question.

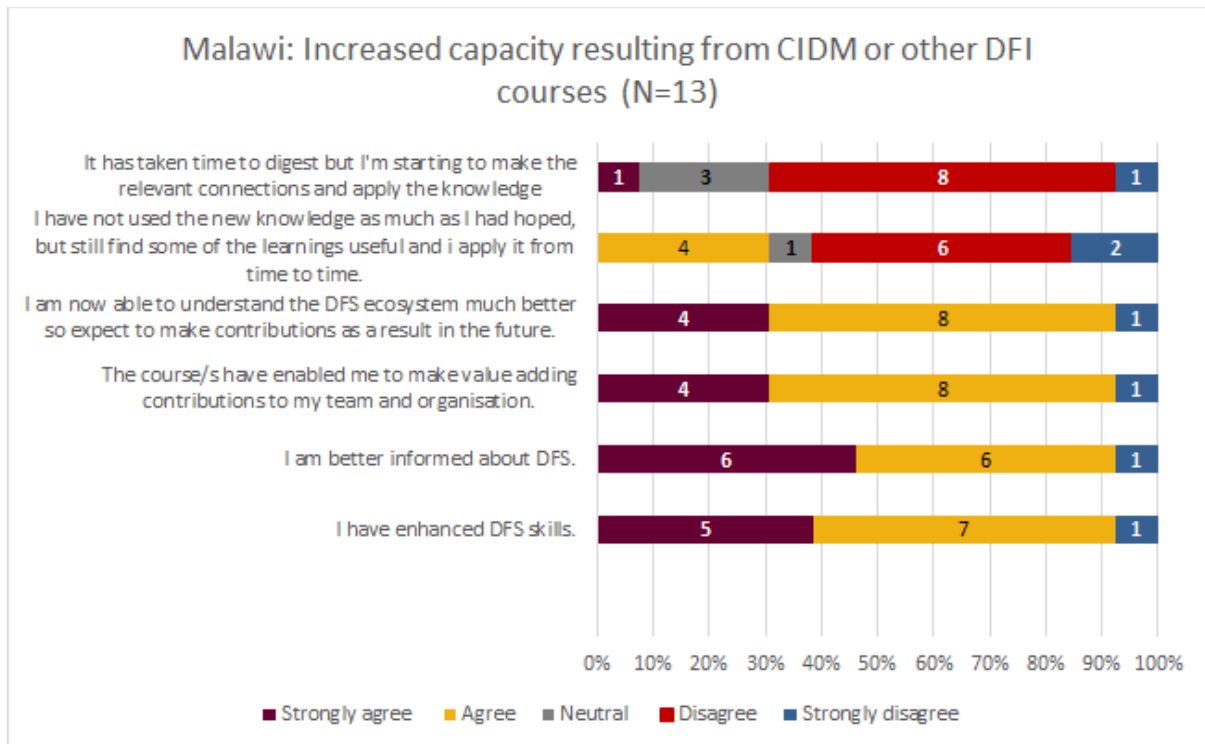


Figure 33. The extent to which Malawi survey respondents' DFS capacity has improved

When asked how frequently they applied their skills and knowledge, almost all ($n=12$; 92%) survey respondents confirmed that they used their new knowledge and skills on a regular basis, with a significant number ($n=8$; 62%) using it daily, and two ($n=2$; 15%) each weekly or monthly. Only one ($n=1$; 8%) respondent said they seldom applied their new skills (see Figure 34).

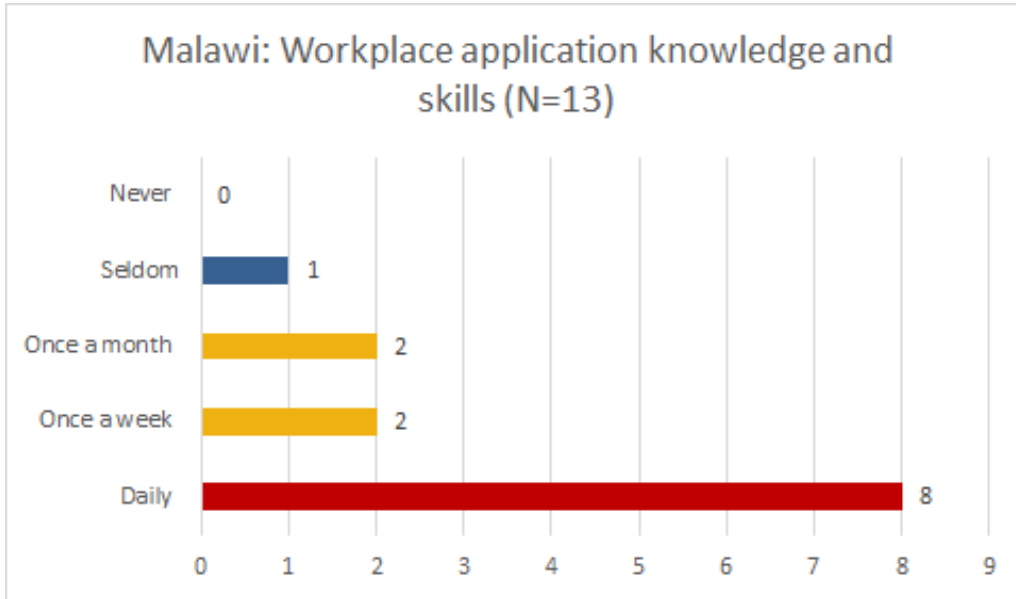


Figure 34: The extent to which Malawi respondents applied their knowledge and skills in the workplace

Just more than half ($n=6$; 55%) of **survey respondents** had some post-course engagement with the training materials, participated in further training through DFI and have done further training in DFS, either in person or online. Almost all ($n=10$; 91%) had further contact with an individual/s or organisation/s whom they met during CIDM.

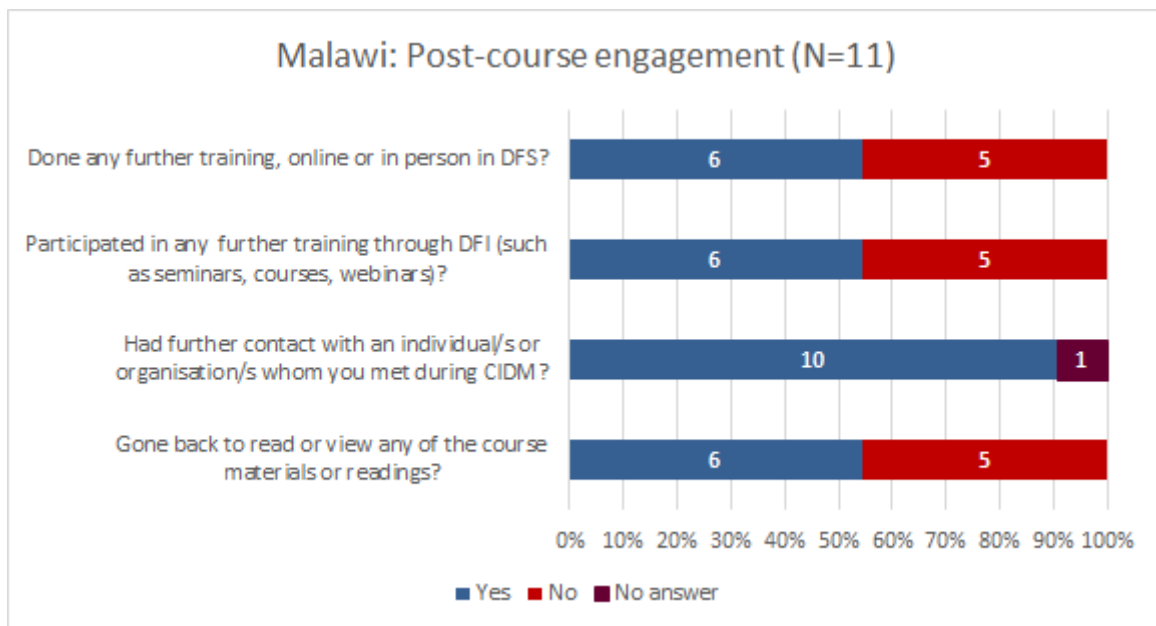


Figure 35. Participants' involvement in post course engagements

For the CIDM course only, survey results indicate that capacity building did have some impact on individual CIDM alumni (see Figure 35) and on the way they engage in the work and industry environment. Almost all respondents reported increased confidence ability to understand the topic, converse and initiate or support relevant activities:

- All respondents ($n=11$; 100%) have gained confidence in their ability to engage on DFS;

- 82% ($n=9$) have joined in new conversations about DFS or have engaged in a new way in existing conversations;
- 91% ($n=10$) have felt better able to understand reports and news in the field;
- 91% ($n=10$) have been able to see the specific context in a wider comparative perspective; and
- 73% ($n=8$) have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in respondents' home country or elsewhere.

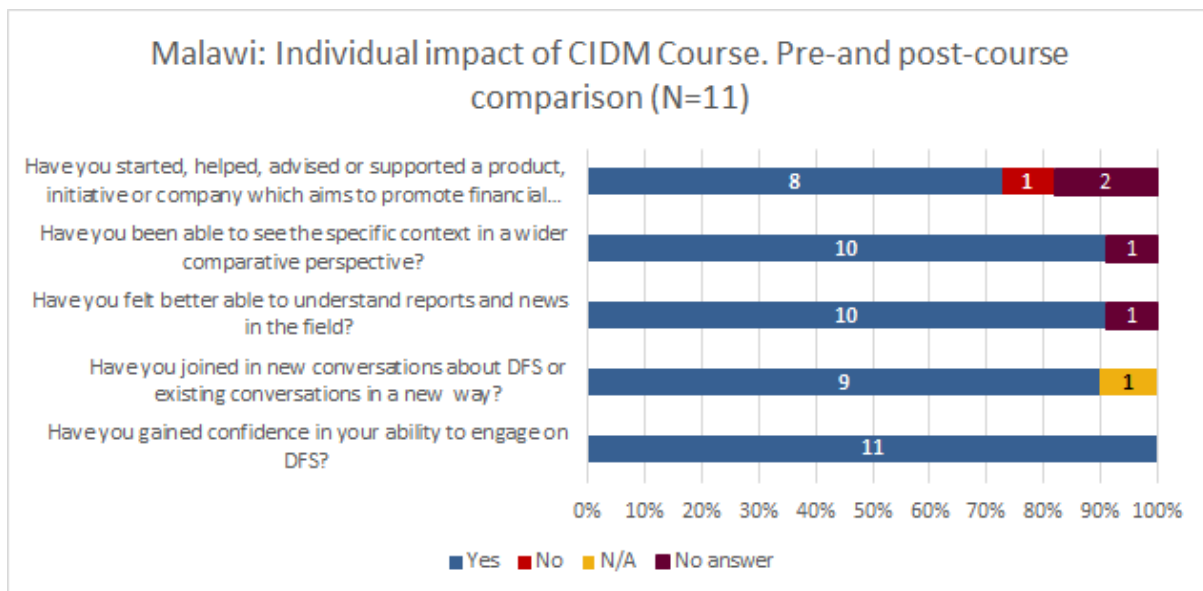


Figure 36. Participants' indication of whether the CIDM Course had an impact

When asked what their supervisors' and colleagues' perceptions would be regarding changes in their knowledge, skills and application thereof, the vast majority of respondents were of the opinion that their supervisors and/or colleagues would have noticed improved knowledge; contributions made through new ideas and concepts; initiation or participation in design of new products; or improvement of processes:

- All ($n=11$; 100%) of respondents felt that they were showing greater knowledge about DFS: 64% ($n=7$) "a lot"; and 36% ($n=4$) "somewhat";
- 92% ($n=10$) respondents felt that they have come up with new ideas and concepts: 46% ($n=5$) "a lot"; and the same number "somewhat";
- 92% ($n=10$) respondents felt that they have been able to either suggest new products or have been able to participate in the design of new products: 46% ($n=5$) "a lot"; and the same number "somewhat";
- 82% ($n=9$) respondents felt that they have been able to improve processes: 46% ($n=5$) "a lot"; and 36% ($n=4$) "somewhat"; and
- All ($n=11$; 100%) felt that they have shown more confidence in the subject matter and have been able to participate more readily: 64% ($n=7$) "a lot", and 36% ($n=4$) "somewhat".

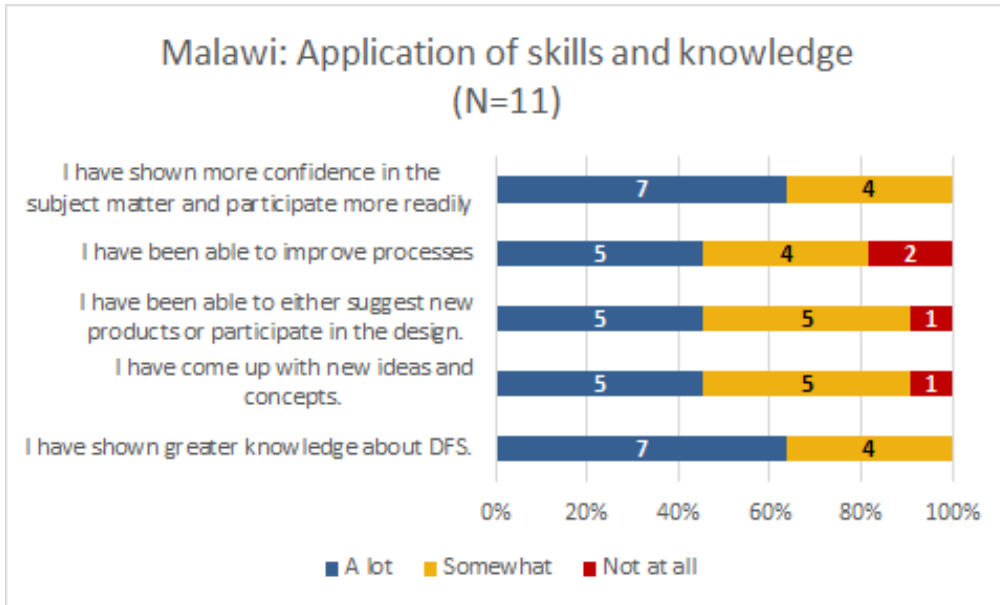


Figure 37. The extent to which Malawi survey respondents applied their knowledge and skills in the workplace

Survey responses confirms that the transferability of skills associated with attending a DFI course may be emerging, with **just more than half (n=7; 54%) indicating that their work situation have changed** (see Figure 38).

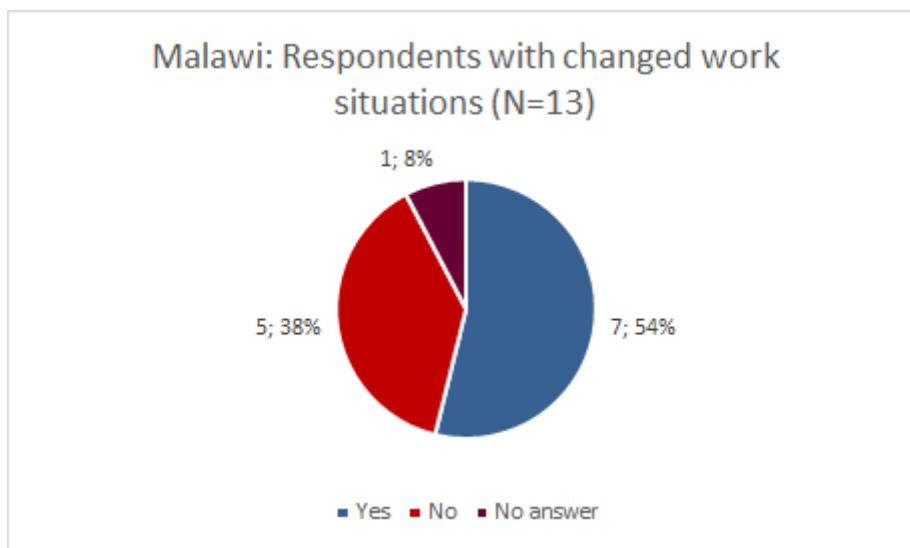


Figure 38. Participants' indication of whether the workplace situation changed

It is interesting to note, however, some of those who indicated that their work situations did *not* change, went on to provide details on changes that did take place in their work situations. A **total of 10 respondents indicated changes, with improved job satisfaction reported by half of them (n=5; 50%); while 20% (n=2) said they had a different employer, and 10% (n=1) each mentioning receiving a salary increase, a promotion, or being in a different job.**

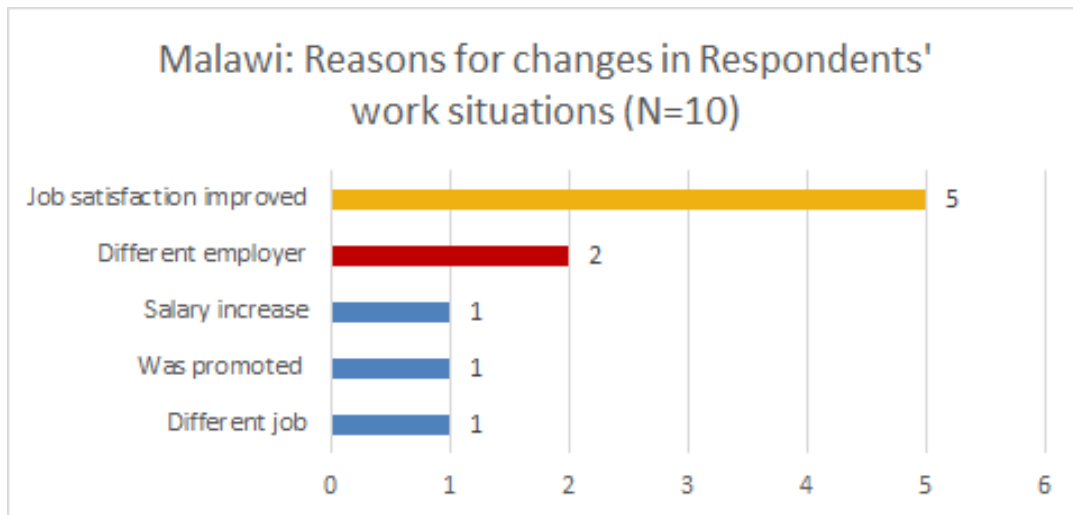


Figure 39. Participants' proportion of perceived reasons for changes in the workplace

6.5.2. Line Managers, HR Managers, CoP Facilitators and Institutions

The testimonies coming from the practitioners themselves. Most of them have been forthright in saying that, "the way I approach the digital Finance issues now is so different from the one before because now I feel more empowered, now I feel like I understand things much better than before. So that obviously confirms the fact that they are now in a better spot than before. - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

In addition to the practitioners themselves report enhanced DFS capacity through a better understanding of DFS. **A TNM Manager noted how the confidence of the practitioners within their CoP has increased as well as the contribution the practitioners are now able to make to the CoP events.**

By the time you're done with the first COP, you go and do the second. By the time you go into the third, you can look at even the quality of the discussions, the level of the confidence for everyone to look at this particular issue. Mostly, because everyone wants to kind of belong and to be able to contribute in all these discussions...So yes, I can see confidence is one of the areas where I have seen most of the participants growing a lot. - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

In addition to the increased confidence of employees, the DFS courses which the employees had undertaken were a key contributor to their increased performance. Managers interviewed from TNM, NBS Bank and Zoono noted how employees had been trusted with increased responsibility and in some instances, TNM employees had been promoted.

"From a work perspective I would say yes it has improved performance. In fact our mobile money division is one of the best performing functions in TNM. Of the people, Tercia has now been promoted to sales manager for mobile money from a supervisory role. And Lazarus...Lazarus uhm

he's more into, he was more into mobile money operations uh now he's moved to business development yeah he also contributed a lot uhm in terms of uhm how we can streamline our menu to make it more user friendly okay yeah so he contributed a lot in terms of uh, customer processes from the back of his side, as well as uh customer facing processes, more to do with uh the menu...the USSD menu yeah.” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

“Okay uhm I would talk about, okay let me start with uh Giblet... yeah uhm. Giblet... did uh consumer protection as a business strategy and uhm subsequently he was uhm, tasked with the responsibility of managing fraud in mobile money...yeah so uh you know this responsibility is consistent with uhm the consumer protection course which he completed, yeah and uh he's doing a very good job yeah we,we've noted a drop in uh fraud cases uh yeah, to with uh TNM. Yeah and uhm... He has come up with uhm recommendations on how we should handle fraud issues, yeah. One was uhm an educational campaign solely targeting customers on how they can avoid fraud yeah, and one targeting mobile money agents, okay...” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

“Yeah, I have been with him for a while but I've known him when DFS was just starting so I used to be in the big big establishment in Malawi so I feel like now after studying, after I, after I working for Zoona and I became his supervisor and I have seen him change roles to where he is now being our Head of Operations in Malawi and having this course, because he came almost at the same time I see that it has helped him especially in his role as our Head of Operations because he has to be aware what is happening on the ground, he has been more aware of DFS or the state of DFS in Malawi and what is needed and what we've achieved.” - Killy Kanjo, Manager, Zoona (Private Sector)

“Well okay, I can honestly tell you from nutshell the time I started working with Toya up until now I think I trust her with a lot more responsibility now, so over the past year I could I can honestly tell you that Toya's decision making, her understanding of business has grown and because of that I am more comfortable to actually delegate a lot more roles to her.” - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

Application of DFS knowledge gained through the courses provides further evidence of enhanced DFS capacity. A TNM Manager explains how the course knowledge gained has directly been applied in the workplace through various tasks undertaken. This has in turn increased his employees' performance aiding in company performance.

“I think Ruben has been one clear example that people can see has benefited a lot from the course. Initially the real knowledge that he could express about DFI was I think he had done some portional studies with [an] institute. I think he just studied a bit. But over the past 8 months or so I've noticed that when we work on a couple of exercises he has related almost everything to the DFI studies that he has done. The clear examples that I was giving of anti-money laundering. It's a very big for everyone especial in mobile money it's quite a big issue. You can easily find yourself on the

wrong side of the law in trying to get a lot of business. But you may end up bringing business which is unacceptable. So I've noticed that every time for example I'm needing to issue a policy along this specific issue, he's been able to...at TNM... he's been able refer to what he has studied on the DFI courses. So I've seen a massive improvement. And I've since seen fast execution in terms of most of the issues...Well he would have still delivered but the quality and the speed wouldn't have been the same because we still doing policies and stuff like that before. But like I say the level at which he's been working now, I see more confidence. I see better speed in delivery. I see better execution in what we trying to do than was the case before.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

Further evidence of increased DFS capacity is the transfer of skills / knowledge from employees who'd undertaken the course to other colleagues or staff in the workplace.

“The one that thing that would come to my mind is the ability to impact on others because having knowledge is one thing but taking it down even to your team either by encouraging them also to be part of this, or simply by leading them in terms of what they should do. That's one that I've seen clearly coming out of him.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

“Yeah, uh okay uhm I think one more thing I need to mention is uhm during even our, our internal meetings yeah, yeah there has been a change in terms of uh constructive contribution....Yes, in terms of uh contribution yeah, there has been constructive uh discussions around mobile money yeah which is... I really appreciate yea. That's why we want everyone to do the course, yeah yeah.” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

The increase in DFS knowledge and skills and in turn confidence has also supported practitioners' enhanced networking within the sector.

“Yeah, I think uhm I think his improved, uhm he really uhm I mean he's a go getter, he's a person that would put them self out there... uhm but what I have actually noticed is that he has uhm his network has expandedand where to go and he knows how to handle himself so he doesn't need me to hold his hand so that has pleased me greatly.” - Killy Kanjo, Manager, Zoono (Private Sector)

6.6. Certification of DFI Courses

As with the other markets visited, the certification of the DFI courses is regarded as very important. Participants explain that the certification of the DFI courses with a recognised and respected academic institution carries significant credibility and value to practitioners completing the courses.

“Yah, emm! Certification is good though sometimes you are going to attend the course but some people may not appreciate the value of that course you have done but if it’s a certified course that is internationally recognised that one adds a lot of value to the qualification, so yah, certification is good.” - Golden Nyasulu, Practitioner, Malawi Ministry of Finance (Public Sector)

“Yeah well certification obviously is quite important and at the same time it’s not just a question of being certified by an institution, an academic institution but also to look at the reputation of that particular institution. Yeah so I’ll look at something that’s got a good reputation. An institution which is well recognized in the country of operation...” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

“It wouldn’t carry much weight if it wasn’t certified. You know people trust in an educational system which is certified by a renowned educational system or institution. So it is important that the courses are certified by an educational institution that is well known and are respected. And for your information the courses are becoming popular here in Malawi.” - Reuben Kocherani, Practitioner / Manager, TNM, (Private Sector)

Although the Malawi market share is smaller than other markets DFI is active in, some participants expressed that the courses are gaining traction and becoming popular. Alumni who have completed a number of the DFI courses, and who are aware of the quality of the courses, report that they would still recommend the courses should they not be certified by an academic institution. However the certification is important to attract students’ enrolment.

“Internally I’ve recommended 3 people, one is interested. He may join at the beginning of next year. His name is Peter. He’s in internal Audit. But he’s interested in the course. And the 2 guys in finance are also interested....to attract people it’s [certification] very important. But once you join and you see under and asses the materials you’ll say wow, this is important for me...” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

“It’s [certification] important because the moment you stop you may lose a lot of [interest].” - Golden Nyasulu, Practitioner, Malawi Ministry of Finance (Public Sector)

The certification and the credibility the certification carries encourages students to undertake the course and invest time, and influences the employer’s decision to support and sponsor the students attendance.

“Well emm! Well I think sometimes it’s difficult, sometimes you say well I do this this but someone, somewhere does not recognise it, what the value of doing it but those certification behind it gives you like a, it encourages you to study knowing that its recognised...” - Golden Nyasulu, Practitioner, Malawi Ministry of Finance (Public Sector)

“To me I think a certification is important, especially here in Malawi where universities coming in and then after 2 years, they do not exist.... to me certification is key and I would also say the time you put in, you know, doing the course, you deserve to have a certification... and something that also you can use in different countries and not only in Malawi....to me it’s a big issue, it’s a big thing to...” - Felizarda Mbewe, Practitioner, FINCA (Private Sector)

“... but on the employer’s side I know most of the people have been asking to say how or why are you able to give some funding or recommend funding to the employees and so on towards these, obviously that’s one of the things behind it, because then if I take it to everyone and say we need to send our people and do this, it’s highly credible so we don’t have a lot of explanation to do.” - Lutengano Ndovi, Practitioner, Palm Micro Finance (Private Sector)

Others interviewed maintained that the certification of the course provides the gravitas and recognition, **but of additional importance is the value the student can derive from the course and the impact the course has on the student and their performance.**

“I’m saying for me [its], either way. But I know that there’s other employers who would actually for most people where you get the certification is very important and uh mainly that gives a certain oomf to the whole thing they saying this is real, you know Fletcher School activate it, stamp on in everybody goes yeah yeah but it is not the certification that really matters it is how valuable what this person has learnt that matters, because in the course for me, in the course of a person taking a course and I see that they’re changing the way they think, the way they do work, the way they actually participated in the industry they’ve done everything but even somebody else can stamp on it okay yes, cause at end of the day as industry players we know that this course [Inaudible], for me it doesn’t matter.” - Killy Kanjo, Zoona, Manager (Private Sector)

6.7. Impact

6.7.1. Value of DFI

Alumni and managers speak highly of the DFI courses - both in terms of the course quality and the uniqueness of the course offering. Value is derived from participants’ enhanced DFS understanding and capacity, as well as the opportunity the course and CoP discussions bring for practitioners to network, share and work together.

“Well, in my understanding and the interactions I’ve had with all the participants in these courses. It’s been quite enriching because you know traditionally there hasn’t been any specific institution, which is offering courses about digital Finance. Most of the people will have maybe a banking background, or business administration background or marketing background, but no one has really zeroed in into digital finance as a specific area. No one has looked at all the aspects from fraud to everything else. And now when I interact with most of these participants, they have been

steadfast to say they are perception the impression in the beginning, was like it's something that they can do in a week or in a month and get done with aahh but for most of them even before they complete the course, they already know they are different person from what they were in the beginning. So in a nutshell, it's been so enriching and most of them are able to understand these things, are in a better perspective. They are able to look at the emerging trends and be better prepared for the institution but above everything else also, I have noted and have had for most of the practitioners that there's a lot of synergy. There's a lot of togetherness which has come because of one being able to work in a community of practice and be able to share best practices.”
- Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

“Well, we cannot say same for everyone, but I'll talk about it from two aspects. Number one, the testimonies coming from the practitioners themselves. Most of them have been forthright in saying that, “the way I approach the digital Finance issues now is so different from the one before because now I feel more empowered, now I feel like I understand things much better than before. So that obviously confirms the fact that they are now in a better spot than before.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

Value is further derived from the practitioners’ ability to transfer DFI skills and knowledge acquired from the course, to other employees. This practise in turn increases the reach and impact of the course.

“The one that thing that would come to my mind is the ability to impact on others because having knowledge is one thing but taking it down even to your team either by encouraging them also to be part of this, or simply by leading them in terms of what they should do. That’s one that I’ve seen clearly coming out of him.” - Chikhu Mphatso, Practitioner/ Manager / CoP Facilitator, TNM (Private Sector)

Practitioners, overwhelmingly shared how they would recommend the course to their colleagues; and Managers to other staff members.

“Uh we provide mobile money services, so this, I don’t even know how best I can explain it but it speaks like 200% into our ecosystem. Uhm I think I’m the very first person to go through this course, uhm luckily in Malawi and uhm I would really uhm I’m going to go back and push uh more of a team to enrol and get some valuable knowledge.” - Kenneth Mbewe, Practitioner, Zoon (Private Sector)

“A hundred percent I think so, in fact... cause then we were only recruiting the rest of my managers now, cause I have in my structure I have four managers that manage the different units, so those managers I would still recommend that they go through the course.” - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

“Because like I said we even had this conversation with the HR team when we were doing our budgeting, because from a Malawian perspective there’s not a lot of a course on offer for digital so I would definitely recommend it from the managers level I really see it, recommending it to someone else but I am still trying to assess the overall the costing because you see it’s a cocktail of reasons that could contribute Toya’s career performance.” - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

Practitioners from Malawi who participated in the survey had an overwhelmingly positive association with the CIDM course as depicted in Figure 40 below. The associations that occurred most were: “confidence”, “enlightenment”, matters “digital” and relevance to “payments”. There are also associations that point towards impact and application, noting that the impact is “huge and empowering”.

Confidence Interpret things to do with digital finance Impact is huge and empowering
Enlightening Eye opener Resourceful **Confidence** Competence Articulate
Enlightening Pertinent Relevant Resourceful Strategic **Digital** opportunities Electronic promoter Integration of **payment** systems **Payments** **Digital** strategy Mobile wallet Chip value **Digital** account Knowledgeable Application Advise Grateful for the networking and access to new information and updates Helped me build capacity to understand and report

Figure 40. Associations depicting the value DFI courses have for Practitioners (Malawi)

6.7.2. Employability

The TNM management report three promotions of employees who’ve undertaken the courses. NBS bank also noted an employee’s promotion. According to these Managers, these promotions were linked with increased responsibility and remuneration. **There are various factors which have influenced the practitioners’ respective promotions; however it was noted that their course completion was one of the contributing factors.**

“And I am very happy with it; I think I even told her this during her last feedback session to say that I have seen her overall improvement and I would like for her to keep focusing on that course.” - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

“Yes, Tersia was a supervisor for uhh mobile money call centre yeah, but uhh she’s been moved on to mobile money sales, why? It’s because of uhm the knowledge and uhm skills and abilities gained from the courses, yeah so...” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

TNM management noted that they are more receptive to the DFS courses than traditional accounting courses and acknowledge the value in further supporting employees to undertake the DFI courses. Practitioners also noted that the course completion would be beneficial for their CVs; however other factors would also need to be in place to influence career advancement.

“Obviously I’d look at it more positively because I know what it is, I know what it means. Yes I’ll look at it more positively.” - Chikhu Mphatso, Manager / CoP Facilitator / Practitioner, TNM (Private Sector)

“Well obviously it’s a plus, when you mention that I’ve got a certificate in digital money, then obviously it’s going to have a few points uh I’m hoping and then of course the beautiful character of my personality...[LAUGHING]....Ja but ja I think ultimately, and I think the journey that we are embarking on is even going to be a bigger plus uhm in terms of either moving upwards in your organisation or moving in another organisation... You are putting me on the spot here [laughing] but yeah basically I think it’s definitely a plus.” - Tesia Mtundu , Practitioner, TNM (Private Sector)

5.7.3. Market Changes

While participants agreed that there have been market changes within the last two years, particularly in terms of electronic payments and transactions, as well as stakeholders within the DFS sector working together, these changes were not necessarily attributed to the DFI courses. The courses have however influenced the practitioners thinking and practise; but their ability to affect market change would be a longer term impact and contingent on various other factors as well.

“As an individual, this course has been influential in terms of my thinking regarding digital transactions. I look at digital transactions as one way of getting the rural masses to access basic financial services. You know here in Malawi, 80% of people live in rural areas. So the only way we can develop as a nation, is to put more effort in ensuring that this 80% have access to basic financial services.” - Reuben Kocherani, Practitioner / Manager, TNM (Private Sector)

“So yeah it’s quite interesting I think the central bank is trying to push digital aggressively and that’s why they have created the national task force for electronic payments and for all this issues that are discussed and taken to the stands and international committee and the national panel committee which the deputy governor chairs and the decisions are actually made so if you ask me about trends those are the key trends that I have seen on the marketThe central bank [laughing]...the central bank can. Even if we want or did not want to which we, I know with the banks they didn’t want to bring any more banks here because of the competition they are going to build but then the intractability directive which was also drafted from the national task force the intractability directive has forced everyone to find a way to work together, there is another regulation that was just submitted now to be passed to, we were forcing all businesses that were making above 10 million [auditable] a year to have electronic banking so that is also a game changer on the market you see that some of this triggers don’t want to make the money so they keep it in their house and externalized forex etc. so these becomes a serious game changer losing partnership with the revenue authority and the government, even though the government is not on board because we couldn’t enforce the government to start on using electronic payments because

we know the moment we include the government in that legislation you'd find that there is a lot of back and forth before it is approved so let's start with the business sector and then we can move on gradually." - Inxuiniso Dzoole-Mwale, Manager, NBS Bank (Private Sector)

6.8. Malawi Summary

Malawian institutions directly involved in regulatory work rated their organisations capacity as above average for DFS regulation. However, a continued need for DFS regulatory capacity was identified as a gap for both organisations involved directly in regulation and those organisation's whose core mandate is not regulation. **One practitioner indicated that he had been involved in developing DFS regulations, policies and / or directives (initiated), and additionally two survey respondents indicated that they had developed new fully developed policies or regulations,** namely: 1) payments of all taxes through electronic platforms, thereby phasing out cheque payments; and 2) drafting of a regulation on mandatory deployment and usage of DFS by businesses in Malawi in order to increase access points and usage of DFS channels in the country. Practitioners in the private sector whose core business is not regulatory and are therefore not directly involved in regulatory work, indicate they will however be able to apply their regulatory course knowledge through commenting on policies and participating in working groups. In addition to the Malawi CoP meeting regularly, sharing relevant sector information on a **WhatsApp group (private initiative), the CoP Alumni are in the progress of formalising an association of DFS practitioners (private initiative).** The CoP discussions allow practitioners to come together and meet face-to-face, network, share as well as learn from each other. Participants interviewed reported increased engagement with other practitioners, and where the **DFI course and CoP attendance has enhanced their networking abilities and potential for cross-sector collaboration.** Additionally, the CoP events also provided a platform for sharing between practitioners across sectors while the Mutual Evaluation was undertaken, in terms of the practitioners' preparatory work required for this international assessment. **From all perspectives, practitioners reported enhanced DFS capacity in terms of their DFS knowledge and closing of DFS knowledge gaps.** Knowledge gained increases confidence and the ability to constructively contribute to, inform and advise on DFS related issues. **In addition to the increased confidence of employees, Managers reported that the DFI courses undertaken by employees were a key contributor to their increased performance.** As with the other markets visited, **the certification of the DFI courses is regarded as very important. Alumni and Managers speak highly of the DFI courses - both in terms of the course quality and the uniqueness of the course offering.** Various factors influence practitioner job promotions; however, from participants interviewed, it was noted that their course completion was one of the contributing factors. **While participants agreed that there have been market changes within the last two years, particularly in terms of electronic payments and transactions,** as well as stakeholders within the DFS sector working together, these changes were not necessarily attributed to the DFI courses.

7. Zambia

Please see Table 11 below for the participants who participated in FGDs or interviews during the in-country visit in Lusaka, Zambia. This was the second time that DFI collected in-country data from Zambia, and as such served as a follow-up to the FGDs conducted in 2017. Nineteen in-country respondents were from the private sector (Zoono, Zanaco, Airtel, Mahindra, FNB, Cellulant, AB Bank), four respondents were from the development sector (FSD Zambia), and eleven respondents were from the public sector (Ministry of Finance, CPCC, Bank of Zambia).

Table 11. FGD/Interview Participants in Zambia

Zambia In-Country Participants	
Practitioner Interviews	
Charity Chikumbi	FSD Zambia (development sector)
Chisanga Mkasanga	Zanaco (private sector)
Taylor Yess	FSD Zambia (development sector)
Tendai Modondo	
Practitioner FGD 1	
Tukuza Lunga	Airtel (private sector)
Mweemba Simaanya	Mahindra (private sector)
Owen Munkombwe	Ministry of Finance (public sector)
Eunice Hamavhwa	CPCC (public sector)
Moses Mwatha	Zanaco (private sector)
George Hazeula	Zanaco (private sector)
Jessica Chisompola	Zanaco (private sector)
Kristina Kaniki	Zoono (private sector)
Practitioner FGD 2	
Joseph Michelo	Zanaco (private sector)

Mercy Munoni	Ministry of Finance (public sector)
Kombe Kaponda	Bank of Zambia (public sector)
Chisanga Mkasanga	Zanaco (private sector)
Nkumbu Zyambo	Ministry of Finance (public sector)
Lupiya Peter Sakala	Zanaco (private sector)
Chalamela Sakala	Cellulant (private sector)
Lubasi Mpasa	FNB (private sector)
Practitioner FGD 3	
Muuka Madubeko	Bank of Zambia (public sector)
Kombe Kaponda	Bank of Zambia (public sector)
Akabiwa Kalimukwa	Bank of Zambia (public sector)
Sylvestor Kabwe	Bank of Zambia (public sector)
Maria Katepa	Bank of Zambia (public sector)
Fred Chikabuka	Bank of Zambia (public sector)
Caroline Mwamalowe	Bank of Zambia (public sector)
Line Manager / HR Manager Interviews	
Samson Muchindika	Zanaco (private sector)
Lemmy Manje	FSD Zambia (development sector)
DuToit Marais	Zoona (private sector)
Morris Bwalya	Zanaco (private sector)
CoP Facilitator Interviews	

Charity Chikumbi	FSD Zambia (development sector)
Joseph Mihelo	Zanaco (private sector)
Institution Representative Interviews	
Gildah Kathambo	AB Bank (private sector)
Nigel Chindalo	AB Bank (private sector)
Joseph Chinkata	AB Bank (private sector)
Mutamenji Kaluluma	AB Bank (private sector)
Mulenqua Mazinja	AB Bank (private sector)

Survey respondents were mostly from the private sector ($n=7$; 50%) and the public sector ($n=6$; 45%) and only one respondent ($n=1$; 7%) from the development sector.

Most survey participants ($n=11$; 85%) indicated that they had completed the CIDM course, with only two ($n=2$; 15%) indicating that they did not complete the course (see Figure 41).

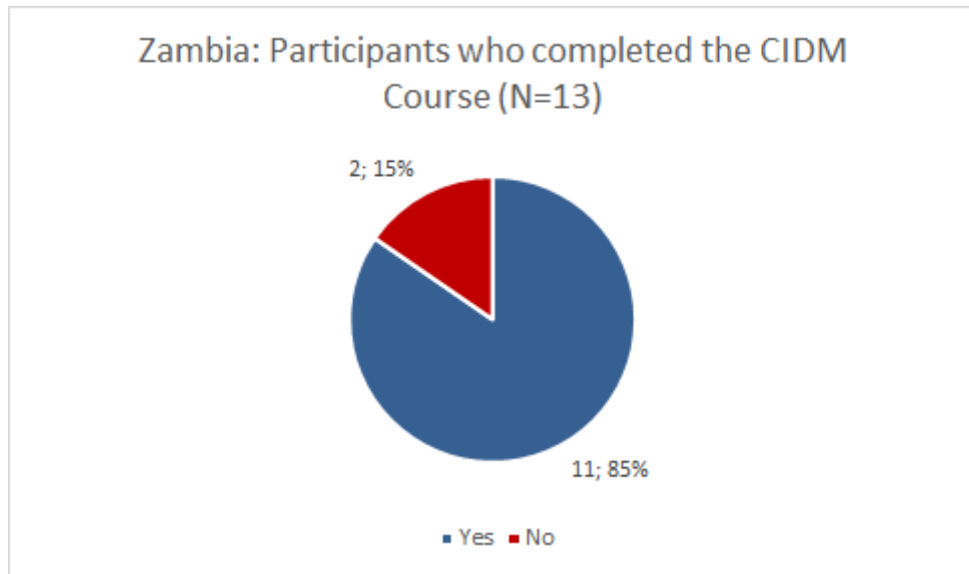


Figure 41. Proportion of Practitioners' completion of the CIDM course

Fifty percent ($n=7$) of Zambian respondents were attending the CIDM course during 2018, most of them ($n=6$; 43%) attended the April to June 2018 course, with one ($n=1$; 7%) currently enrolled. Five ($n=5$; 36%) attended during 2017, and two ($n=2$; 14%) during 2016 (see Figure 42).

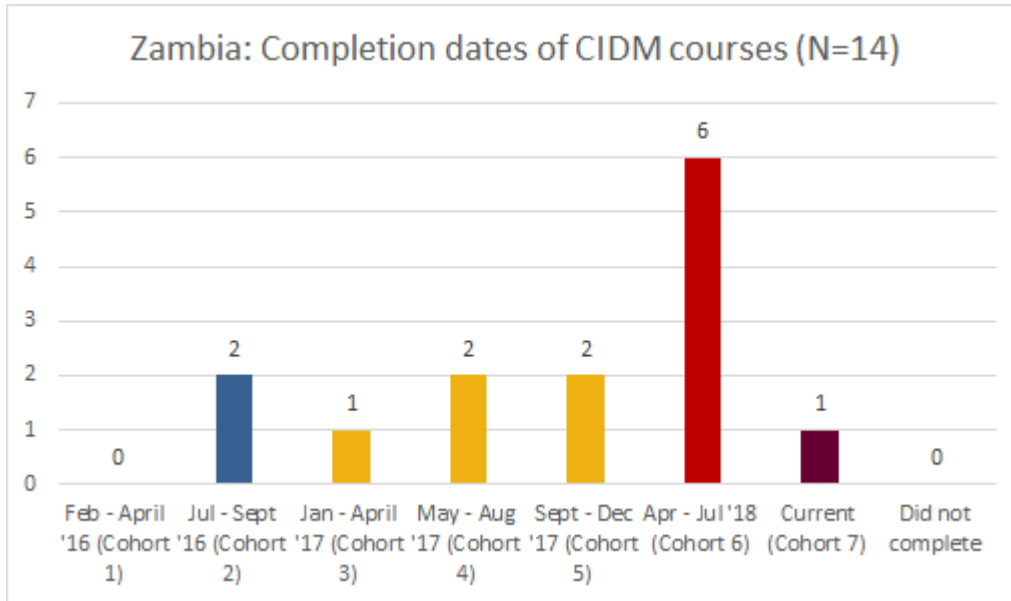


Figure 42: Distribution of Practitioners per CIDM cohort

Six ($n=6$; 43%) of Zambian respondents also completed one or more other DFI courses. Between them, these six ($n=6$) participants completed 13 courses, with four ($n=4$; 67%) completing *Leading Digital Markets: A Global Tour* and the same number completing *Operationalising Global Money*. Two ($n=2$; 33%) participants each completed *Bitcoin: Back to the Future* and *Digital Identity*; and one ($n=1$; 17%) *AML - CFT: Regulation and Compliance*.

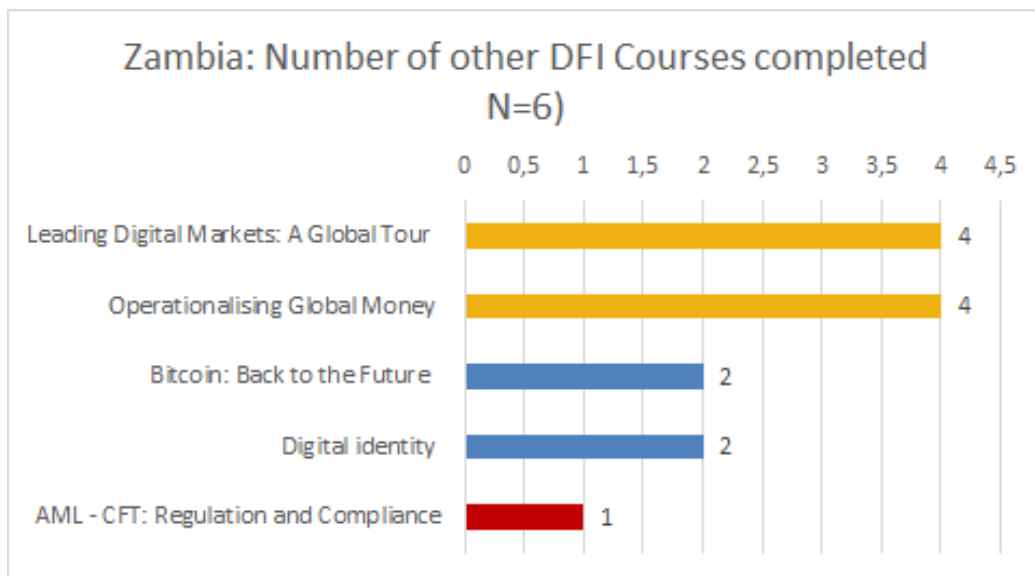


Figure 43. Distribution of Practitioners respondents by other DFI training courses completed

Almost two-thirds ($n=9$; 64%) of respondents confirmed that they were enrolled for the CDFP Journey (see Figure 44).

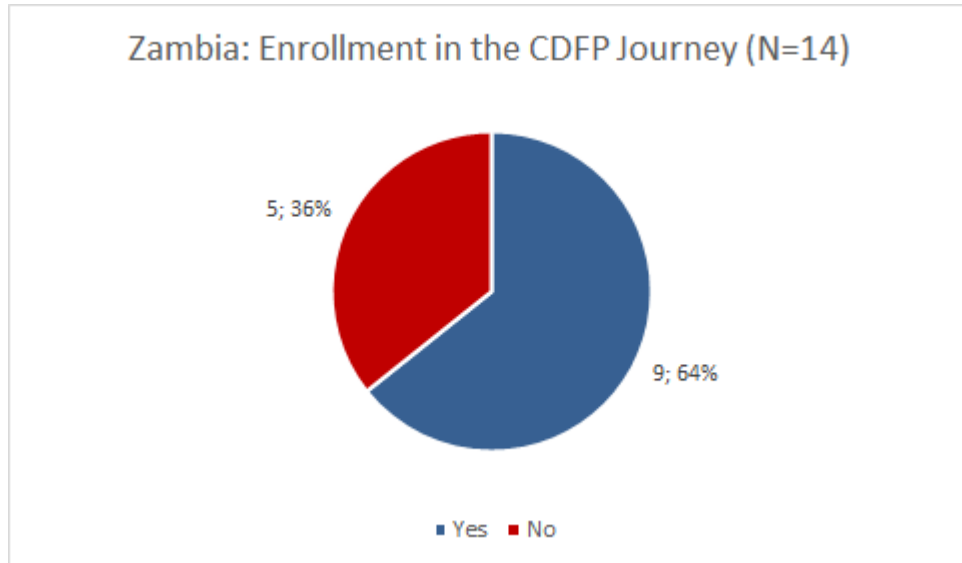


Figure 44. Proportion of Survey Respondents enrolled in the CDFP Journey

7.1. Institutional Capacity for DFS Regulation

Respondents interviewed were asked to rate their organisations' capacity for DFS regulation, in terms of improved regulatory skills as well as DFS regulatory knowledge and understanding within the organisation. Respondents were asked to respond on a scale of 1 to 5; where 5 is the highest.

The Bank of Zambia was rated both 4 out of 5, where the participant thought there was still room for improvement in terms of regulatory skills and knowledge; and another participant rated the banks regulatory capacity a 4.8 out 5 stating that the bank given the banks innovations around international best practices. Another practitioner from the bank explained that the enhanced regulatory capacity of the institution cannot fully be attributed to their DFI course attendance, as bank employees have exposure to other training and learning platforms as well.

"I think in terms of DFS regulations exactly, I think it's the mandate of central bank... And we keep updating our regulations to make sure that they are in tandem with best practice ... Like local indicator I think I give it a 4 because I was thinking that maybe there's room for us to do much better. They are the lead team in terms of digital finance services, so. I'll still give it a 4". - Sylvestor Kabwe, Practitioner, Bank of Zambia (Public Sector).

"But of courses there's room for improvement. If were a 4 then I'll be gravitating towards a 4.8 because I think there are new developments like crypto currencies that we are now trying to [learn from other] countries at a cautionary point where we want to see how this is developing... So in terms of that, in terms of what I've observed in other markets even based on the markets are doing very fine and what we are doing"... Practitioner, Bank of Zambia (Public Sector)

"The capacity would have still been there.... Because it's not just the DFS course that's available, I think we have many other courses available and channels. We also benefit from the Alliance for

Financial Inclusion Group. We have a lot of exposure in that fields. And this is where you get to peer to peer learning. So you get to learn about what the other countries are doing. So you collaborate with courses like digital financial money and you find that you get enhanced knowledge within the bank. So yes it has its own impact, but I wouldn't say without the course we wouldn't be where we are". Practitioner, Bank of Zambia (Public Sector)

FSD Zambia reported that their institutional capacity for DFS regulation had improved given the number of employees who have attended the DFI courses. Charity Chikumbi from FSD Zambia rates the organisations regulatory capacity "3 going on 4" out of 5. Although FSD Zambia are not a regulator themselves, FSD engages in policy work to assisting informing regulatory matters.

"Okay I think fairly high uh because I think 3 which is above average, 3 going onto 4 because there's uhm people that fully understand [regulations], yes you saw a large number come on the program that was in an effort to make everyone at least [to understand]...yeah, there's been a lot of increase yes, other people even feel they are also digital experts, you know yeah a lot of colleagues at least took that course and the understanding has been enhanced, yes". - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

"...the bank of Zambia that's across the road, so yes they are the biggest, they are the regulators of mobile money so we invite them, we also invite the Telco regulator uh we also invite there's a competition and consumer protection commision here we invite them and there's the finance and intelligence centre for anti-money laundering and then we invite service providers so they sit together and look at some of the challenges that uhm, are out the in the industry of digital finance and try to resolve together. So one time we met to look at who should be doing what in the regulators, refine the regulators to understand this matter is it shareable between the Telko and the Central Bank or who should do that so we had that first one and issued documentary around it. Then we had a second round of, there was in the market reported cybercrimes so again we called and uh..." - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

Bank of Zambia officials explain how the courses have assisted in their regulatory work. Sylvester Kabwe is often approached to join committees **given his skills which he notes were enhanced by the DFI courses.** Another official explains that his course in Bitcoin and interest in this technological area will **help him develop policy papers in his position in the bank.**

"If you looking at regulation in the payment systems overall, obviously our payments systems will be taking a lead, like Maria said, most of the times we change to constitute committees who were around developing policies regulations. Like she's indicated; most of the time when it comes to somebody joining one of these committees from the supervision departments, I'm like the obvious choice, the natural choice because, even the department is aware that I have attended training in

this area and I obviously provide valuable input to the discussion. So it's on the understanding that I have the knowledge, and the knowledge is obviously much from the digital certificate from digital money. So it's really helped very much actually” -Sylvester Kabwe, Practitioner, Bank of Zambia (Public Sector).

“But I think more than that for me what has helped me also is cause I did another course with DFI is Bitcoin back to the future. I had an interest in crypto currencies and the (inaudible) technology and the background. So I think after doing that course that gave me the impetus to go on and look at what else is happening in the space. So I'm an advocate for what is happening in the blockchain technology. What solutions can be developed from such a background? So I'm hoping I'll make contributions and probably come up with policy papers which will help us keep up to speed with what's happening rapidly in the financial services industry as technology evolves”. - Practitioner, Bank of Zambia (Pubic Sector)

Another official from the bank notes how **Zambian organisations and institutions have benefitted from their employees attending the DFI courses given the DFS institutional knowledge which has been developed.** With many organisations and institutions “up to speed” collaborations around regulations are facilitated.

“In terms of digital financial services, the players are all the financial institutions the non-banks and payments systems, other regulators like regulators for ICTM Telecoms, Bank of Zambia, consumer protection commissions and I think you find that from the institutions in the country who had some people attending the course. So in terms of the knowledge base and appreciation base of what's happening in the space, all these institutions are getting knowledge in terms of collaboration once if they coming up with regulation which crosses borders we find that it makes it a whole lot easier. Classic examples are currently the ICT Telecoms regulator and other institutions called Zicta and the central bank is regulating financial institutions and there's a thin line between the infrastructure in which Zicta is regulated which are the telecoms and ICT, and with the payment systems the central bank is regulated. So there has to be that collaboration and that collaboration can only work if all the parties are up to speed. They know what's happening in the space, have appreciation of the technologies coming out. So as they collaborate and come up with regulations that comes across, it makes it more effective and overall inclusion, overall spaces probably regulated you know and then you see numbers of financial inclusion and reason from there”. Practitioner, Bank of Zambia (Public Sector)

7.2. DFS Regulations, Policies and Directives Developed or Adapted

Practitioners from the Bank of Zambia as well as the Zambian Ministry of Finance were interviewed. **Although none of the practitioners interviewed were solely responsible for developing and / or amending regulations, policies and / or directives, the Bank and Ministry officials do form part of various working groups (initiated).** There are currently seven working groups under the

national financial inclusion strategy. Their involvement in these working groups contributes the amendment of directives and / or policy.

“I think it’s more of, but I will also leave my colleagues to speak, is more of adapting to what is already existing , when it really comes to the directives especially on the regulations side we have the Bank of Zambia we have Moka here and our colleague they should be able to speak more to that but it’s a space what we have already seen there’s potential for growth so even the strategies that my colleague have alluded too we have digital actions that we have to undertake in there, like they rightfully put it we have 7 working groups under the national financial inclusion strategy that we are currently implementing and there’s one on delivery channels and digital payment and Moka is part of that team so they are a lot of actions that need to take place including the sandbox that we encourage innovation in the current space. I think there is quite some freedom in there and the Bank of Zambia is in the right space to speak to that”. Practitioner, Bank of Zambia (Public Sector)

“Mhmm the course with digital money has helped me a lot. Looking that a year ago I was doing something practically different from what I am doing now, as you might be aware our ministry it gives the policy to all the financial non and financial institutions so I was important for me to go to these course because I am now more acquainted to the payment systems especially now that we are champions on the national strategy inclusion and our aim is to reach the 80% and for us to reach that 80 % we have to tap into the rural sector where are these main banks they are not in existence that side. So... as champion for these digital money and these course really helped me understand what the system is all about”. Nkumbu Zyambo, Practitioner, Zambian Ministry of Finance (Public Sector)

“First of all I will start by saying again, where I work minister of finance under the unit called the financial sector policies and management. You may be aware the government of the republic of Zambia is currently implementing the national financial inclusion strategy, the national financial sector development policy, these two documents were lodged last year November 2018....Sorry November 2017 and these implementation of the strategy, financial inclusion strategy, is being done under our unit, financial sector policies and management and my background first of all I should say that all of us in the unit are new, we were doing something different. I was in the investment and debt management office. I was in the standardised unit. So the financial inclusion is actually new to me concept being the financial policy guider, being the main secretarial to the implementation of the financial inclusion strategy means that I had to acquire some skills and I was happy to register on the course because I knew I needed the skills and knowledge for me to do my work efficiently. So we constituted a governance structure in the national financial inclusion strategy and which includes the working groups under the implementation policy and the steering committed so we constituted the working groups and as a main secretarial we provide the main technical support to the working groups, but if you do not have this skills it will be difficult to provide support to the working group as we implement the strategy, for now that is what I can say... because we are three of us here then my colleagues can add too...” - Mercy Munoni, Practitioner, Ministry of Finance (Public Sector)



Other practitioners not working in the public sector have also had some involvement in contributing to DFS regulations, policies and / or directives. Charity Chikumbi notes how FSD Zambia was instrumental in regulatory change on over the counter transaction limits; Zanaco management reports that employees have been involved in contributing to the Financial Inclusion Policy (initiated).

“Then secondly we had the Feedback To Action this one we do it with United Nations Capital development fund they are in mobile money..., so we have something which they introduced we do together called Feedback To Action. In the first one in 2016, the markets, we wrote to the markets to ask for five pain points, five top things that they would like changed and one of those was the limits, the transaction limits over the counter. So we staged a workshop and presented those and presented to the Central Bank and the Central Bank changed, that was very phenomenal”. - Charity Chikumbi, Practitioner/ Manager / CoP Facilitator, FSD Zambia (Public Sector)

“That’s a... that one I can’t measure directly, I can’t measure directly the impact but I know for sure that Zanaco’s agenda is aligned with the government agenda of financial inclusion of which I know some of the people who have done that course have worked on that, on that policy of financial inclusion and also some from our, from our bank having worked on that paper as well, who know about financial inclusion so I could say that the input from your courses has been into that financial inclusion agenda. Yes I might not give you the actual measurement of ...” - Samson Muchindika, Manager, Zanaco (Private Sector)

“I think in addition on what has been presented [inaudible] we had an opportunity to participate in the improvement of regulatory electronic money which was an assessment issue it was issued early this year to just incorporate issues of the market and we had to [incorporate] lots of knowledge that we had obtained through participation on the course...” - Chalamela Sakala, Practitioner, Cellulant (Private Sector)

A substantial number of the 13 survey respondents ($n=8$; 62%) who answered this question indicated that they were **working within the public sector or in the regulatory or policy making field**, or had the ability to impact it. Three ($n=3$; 23%) reported that they had developed new DFS regulations, policies or directives or adapted existing ones for the financial market since having completed the course, and all of them referred to being involved in the facilitation on the implementation of the policy on the national financial switch. Eight ($n=8$; 73%) of the respondents who answered the question on increased organisational skills and knowledge **felt that their organisations had more skills and knowledge in the DFS regulation since they and their colleagues received training.**

7.3. Cross-Sector Collaboration

Participants who were interviewed reported increased engagement with other practitioners, and where the DFI course and CoP attendance has enhanced their networking abilities and potential for cross-sector collaboration. Practitioners report that the CoP events have facilitated networking outside of the course and where practitioners are engaging and collaborating with their



course colleagues from different companies on DFS challenges and solutions, sharing learnings from other companies and sectors as well as offering advice.

“I could see how some of the responses received further comments and then you can actually, during the community practice we used to share contacts and meet separately from, I think it’s brought about something that wasn’t there before. There was no platform for different people from different organisations especially MNO’s, different banks- discussing the same types of topics. Before that was seen as uhm you know where people steal ideas and you’re competitors so in a sense it’s more, there’s more cooperation, where you’re discussing challenges and how they can be solved and yeah. I think from even when the course was introduced, we’ve seen a lot more partnerships like MTN and Barclays, so MNO and a bank setting up with uhm tax payments”. - Chisanga Mkasanga, Practitioner, Zanaco (Private Sector)

“So we discover that even on a personal basis some of the people in the group will say I am good with ABCD, I am good in excel so I can be able to help you. In various for example we can have this this data can put it together for the betterment of your analysing of data that you are using on a day to day better understand the consumer behaviour and also the figures around be it commissions; you know be it where each agent you find that you get to have a little knowledge from various people who are very happy to share with the people whom they have met in the community of practice”. - Lubasi Mpasa, Practitioner, FNB (Private Sector)

“But also in a personal level, I’ve really benefited from the networks I think we’ve expanded networks of people from the banks Zanaco city, the central bank and other industry players though the community of practice I think, we’re quite close....Yes so that, that has actually helped even when here’s something that we need to close, you find some other leads that you speak to or that you chat with that you are very familiar with and you are able to close those things quickly”.- Tukuza Lunga, Practitioner, Airtel (Private Sector)

“Okay I don’t want to give out actual specifics that goes broader in, on what I’m doing. But we had a product launch that we needed to do and I quickly drew on the expertise of the colleagues that I had from the bank....and some people had already done those things also so they were able to point out what we thought was a really good product and the flaws and helped us to, to at least improve or work on those negative flaws”.- Tukuza Lunga, Practitioner, Airtel (Private Sector)

“Yes, there have. Sometimes not under the Bank of Zambia but in my own personal capacity I have collaborated with colleagues from communications authority, with consumer and competition commissions with (inaudible) and most of the commercial banks. You’ll see that the space is development and the human resource is building the human capital. We need to make these decisions and come up with these policies that will, that we’re well informed and researched”. - Sylvester Kabwe, Practitioner, Bank of Zambia (Public Sector)

Additionally as noted by Kombe Kaponda (Bank of Zambia), **the CoP has aided collaboration between the public sector regulators and the private sector** and where conversations and



engagements have been enabled bringing stakeholders which previously would not have cooperated, together. **These collaborations have highlighted the interdependence of the DFS stakeholders and allow stakeholders to understand the various roles of the bodies within the ecosystem.**

“So I think one of the things the courses have done also is to... in terms of just you know network, is in collaboration, is it encourages conversations. So what I mean is when you look at Zambia right now and our finance, digital finance sector we are sort of at the tipping point. What I mean is we are getting to that point where in terms of digital payment, digital market its getting on that point of where either it's going to continue with the same trajectory or it's just going to exponential and I think two three years ago when you having conversation with people who say Bank of Zambia for example are regulators. It was really like these are our [regulators] we are scared of them to have conversations with them, but think through courses like these; a lot of conversations have happened they are like I mentioned earlier uhh the market is not yet at a point of maturity. Of course there are certain from a policy perspective there regulator has to guide but courses like these are enabling a lot of conversation, you know we are seeing a lot more people from Bank of Zambia, we have people from big banks like Zanaco. And there are a lot of conversations around collaboration and you are able to identify these are my peers from here and these are the ideas that I have what is the thought process what am I thinking about this, this are the solutions how can I this work in our... market so its enabling like.... certificate in digital money - leading market it's a lot of phase community of practice as enabled parties that really could not sit around the table at some point in time take 2 or 3 years ago we might not necessarily find some of the regulatory some of this bank, or Fintech sitting around the same table. Now that we are able to sit, in terms of innovation, to thrive, we are able to understand o , so from a regulator perspective this and this are the things that we need to understand and the regulator from fintech point of view they are able to also understand and facilitate certain things , it's really important its facilitating a lot of important conversation that we might not only see the value right now but even in terms of the conversations that are going to happen over the next year, 2 years 3 years”. - Kombe Kaponda, Practitioner, Bank of Zambia (Public Sector)

Most survey respondents (n=12; 75%) strongly agreed (n=2; 12%) or agreed (n=10; 63%) that their ability to network with individuals and across sectors had improved as a result of the CIDM or other DFI courses (see Figure 45).

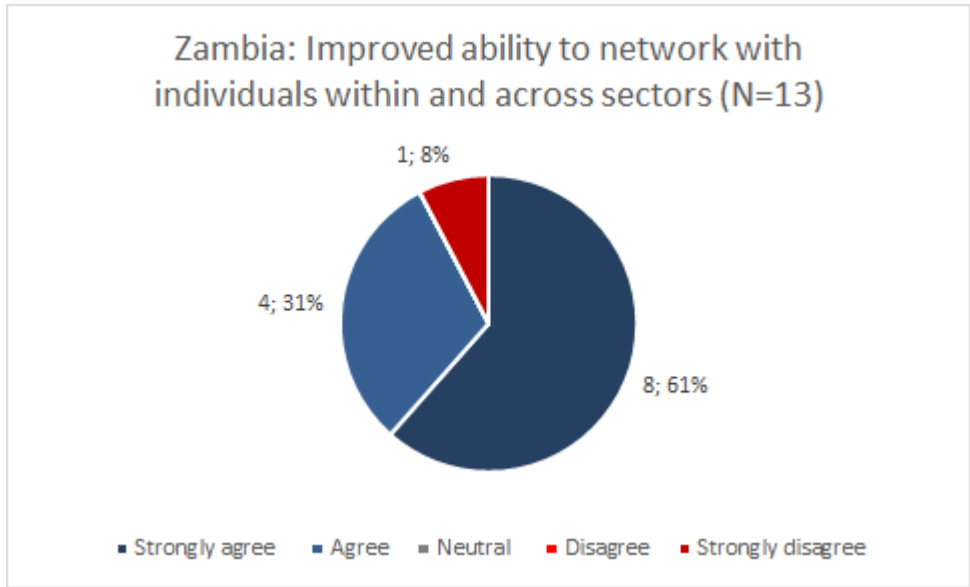


Figure 45. Proportion of respondents' ability to network

A significant number of **survey respondents (n=11; 85%) regarded themselves as better able to collaborate across sectors** since attending DFI trainings, CoP or SWITCH.

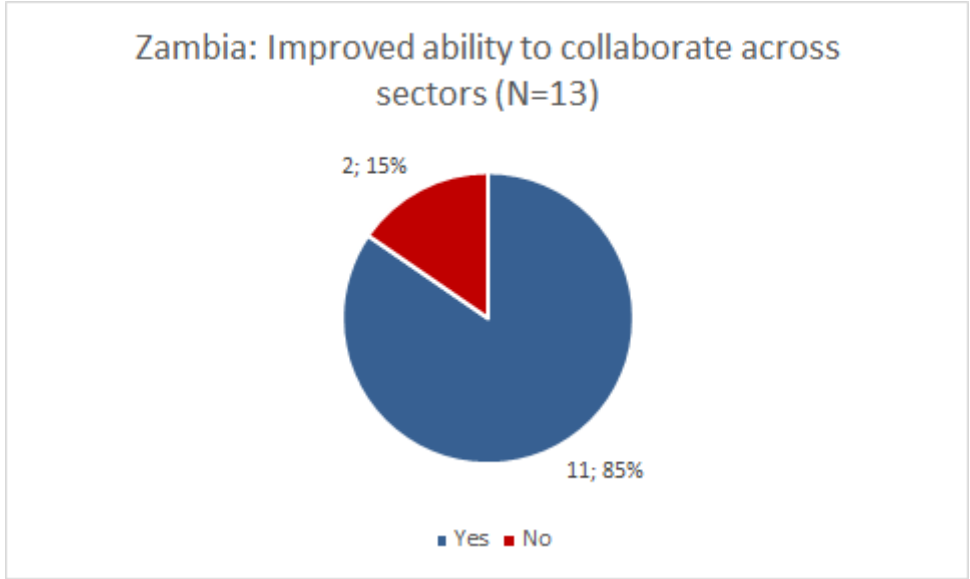


Figure 46. Proportion of Zambian Practitioners Reporting Improved Ability to Collaborate Across Sectors

7.4. CoP Country-Based Initiatives

One country initiative actively being implemented by the CoP is a CoP Whatsapp group (private initiative). This online communication allows students and alumni to share relevant DFS information and seek advice from the group. **Similar to other markets visited, the Zambian CoP is also in the process of registering and setting up an association for DFS practitioners (private initiative).** Thus far the group has developed a draft constitution for the association which has been submitted to the Zambian Registrars Society. The CoP envisages the association to act as a self-

regulator among practitioners, ensure ethics are upheld, advocate around DFS issues, influence related policy, as well as offer expert services through an advisory board.

“So right now I’m also on a WhatsApp group for the digital financial services which has given me an upper hand even within the commission where I work. I have more knowledge of what is happening almost on a daily basis we share different information now you just send something right now it just popped up”. - Eunice Hamavhwa, Practitioner, CPCC (Public Sector)

“Yes uh so we sat down and thought there are so many issues with digital finance and one of them being trust, trust is a very big issue for uhm if we’re going to encourage uptake of products, so we thought to like, authentication on digital money let a group of experts come together and register an association then we will self-regulate as practitioners, yes we’ll self-regulate, deal with issues of fraud uhm cybercrime uh we know there’s a body already doing that, but if they want to move in the digital space then we are part of it and we protect our interests so yeah, we want to gather interest as graduates, as experts and just ensure that we there are ethics and you know... yes, so we want to consolidate that and also to offer some expert service to people maybe first entrance to the industry or maybe we can have statistics of our own and things like that, yeah.” - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

“Okay, if we see a sensitive issue which needs a voice from experts at least we [the association] can be writing a blog like shedding more light on cryptocurrency and this regulation. So once we are registered, then we have a mandate to comment on certain electronic things, digital money, aah like a blog even if we can't we don't have to wait for government. We can be formative in the informal”. - Joseph Mihelo, Practitioner / CoP Facilitator, Zanaco (Private Sector)

The Zambian CoP has additionally had involvement in contributing to and commenting on a position paper relevant to the DFS private sector regarding a fourth MNO entering the market (private initiative). In terms of **public initiatives, the CoP wrote a letter to the Zambian Government (Bank of Zambia) advocating for digital transformation.** As a follow-up to the letter, the bank invited CoP representatives to present the case which has been favourably considered. Further the CoP has also visited the clearing house to provide practitioners with a better understanding of the payment process from “end to end”.

“Yes, I think through the formation of alumni, you discover that there is a lot of collaboration for example if Charity allows me there was a paper that was this certain institute wanted practitioners provisional opinions on this paper. So, when he came to the event, we were able to call in professionals around the alumni there was comprehensive input to the national document”. - Joseph Mihelo, Practitioner / CoP Facilitator, Zanaco (Private Sector)

“Just as an add on to what Kristina has said. I had the privilege of attending one of the COP sessions in which we’re consulted through FSD of a company that’s supposed to be coming into the country and they are supposed to be in a partnership, its highly classified but we were written to

and we had to provide feedback so there were several questions that were asked about whether the, the company or this particular companies and they were coming in the mobile money space and also international [inaudible], whether it was going to have an impact on the, the Zambian companies. So it was interesting we were all answering, we were doing research, asking questions it was, it was nice that were part of a process that, and that our comments were being considered overall especially in terms of decision making in this particular area so it was nice, we wrote the letter, we all commented and yeah it was, it was, it felt great...". -Jessica Chisompola, Practitioner, Zanaco (Private Sector)

"Okay, let me talk about two...Firstly, we wrote a letter to the government asking them to consider digitizing government, because along the course, we found that cash is king but cash is difficult, and we were one because we are cash based economy. We found that we would work at helping move the economy from cash-based to electronic and the various methods that were related to it. So, we did that, and it was well received by Central Bank. Central Bank invited us. We presented a case and they said. Okay. When we are doing such a thing will get back to you...Yes, so we did that, and then secondly, we...we visited the clearing house as well because like I was saying the the membership some are not pro bankers. So, you talk about settlement clearing. It's like Greek. So, we organized a trip to the clearing house and people were able to like understand how payments are made like from end to end. Yes, and ummm that sort of brings interest. So those are the two top things I can think of. I don't know what Joseph would add..."- Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

The CoP's provide a space for practitioners to network and get to know each other. Similar to the 2017 in-country findings, **value is further derived from the CoP in that a forum is provided where practitioners can share industry developments, present topics and ideas.** Practitioners are able to interact with each other and explore potential partnerships. This forum is also seen as creating reassurance for practitioners working in the DFS sector.

"Okay there's a...You know when you just sitting alone you can read, you can think but when you are a community you are able to amplify the effort or the thinking of each other. Where one is in a blind corner probably comment from the other one will be able to open them up "oh jah so there's is also this perspective" so when you are alone you can form your own perspectives but when you are in a group you discuss a same topic, it's possible to actually come through with some new perspectives which can lead to further innovation, you can pick up other things that you have never thought about "Okay" so there is opportunities like this so I really think those community practice will definitely be high on my agenda". - Samson Muchindika, Manager, Zanaco (Private Sector)

"Yes, the practitioner want to know like, they always worried what is my competitor doing or what's new on the market. So it's sort of provides a forum where they can hear or maybe just be reassured. Yeah, so whether to run behind a friend to just know I'm fine, oh in the discussion, you can see where its skewed like what's important for the moment so we get on what's happening in the market ummmm what needs to be developed, what the problem areas are probably if a

practitioner is sitting there and they're very attentive, they can pick up a pen point and provide a product, to answer those concerns that arise in the discussion". - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

"So here we are looking maybe practically speaking it is bringing us down to the ground, so just the connection that we had helping us to really understand the people and the digital space what challenges are they facing and how can we as the ministry intervene, so we have this group where different players come to gather and bring up their challenges and we also have policy makers in there so it's making our work a lot easier and I am sure it is also helps us to develop the digital finance best better".- Mercy Munoni, Practitioner, Ministry of Finance (Public Sector)

"So I have attended several COP meetings. I must say, as I said earlier on collaborations they were really great meetings first valuable take away point is a I made several people that I have been able to work with and we mix to formulated ideas even from other organisations...and secondly the community of practice brings the reality of online learning to face to face. So once or twice you might discuss two topics that are related to the class content and with other participant or with your classmate or people from the same course, it's really enriching to hear testimonies, to hear country scenarios from different rounds from Telco's everywhere else it's really enriching especially that you get to have face to face interruptions, I think the community of practice have been great and have assistance in many ways".- Chalamela Sakala, Practitioner, Cellulant (Private Sector)

The participants interviewed also noted some of the current challenges experienced by the CoP and offered some suggestions for how the CoP could be improved. Notable challenges experienced included low attendance at the CoP events/ discussions; securing a meeting venue when meeting over the weekends; providing handouts (on topic discussed) when a guest speaker is invited; breaking the CoP discussion into smaller focus groups when large groups are involved to allow all practitioners the opportunity to contribute. It was further suggested, as with other markets visited that practitioners attendance and contribution at the CoP events have a point system attached. It was also shared that a formal award ceremony for graduation would be appreciated.

"Yeah so, the discussions are quite extensive and sometimes that we may run out of time to such an extent that we discuss in the evening when people are from work and people are trying to rush home we ensure if we go beyond time maybe by 10 to 20 minutes, yeah, the only thing that attendance has been quite a challenge such that we have to remind people, push them please come and attend and main role is to ensure that". - Joseph Mihelo, Practitioner / CoP Facilitator, Zanaco (Private Sector)

"I like that one of our greatest challenges has been a meeting place. Of course we, we have those that are self-created like to make time, you know to meet is difficult. But, even when we want to meet if, we want to meet over the weekend when we're not working, then we run into problems like where and at what cost and things like that. So yeah, those are some of the challenges that we find as venue for certain times. Maybe people are working. They can only be available at 8. FSD would

rather you ended by 7, so you clear out. So they are those challenges”. - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

“In my opinion okay we would have the normal class then we’d have a guest speaker speaking and then maybe we would ask a couple of questions. There were some topics that were quite interesting and quite insightful I would’ve liked maybe like a class situation where there’s a PowerPoint presentation that somebody does and then you’re able to write. So somebody would start maybe they’re talking about maybe central banks maybe they would speak very good information but it would really be a lot maybe if there was a paper that we could read and go through, maybe if there was some sort of maybe perhaps refresher maybe questions where we could sit in small focus groups and have discussions around that, that could also help. So there were times when maybe some of us could speak more and be heard, others wouldn’t even be heard at all but maybe in the smaller groups voices can also be heard. I thought that’s something that could be included as part of the session. It was an hour, I found a bit short when I was very interesting and long when it got boring but otherwise I think they were pretty pretty good”. - Jessica Chisompola, Practitioner, Zanaco (Private Sector)

“I know you’re, you’re encouraging people to be involved in the COP’s I think there should also be on the graduation an award maybe somebody who attended the most or was the most active the most, the one who participated and things like that this is just as a motivation because what we do is that we’re trying to sell this to others so that could also be something that you’re honored for things that you do, yeah”. - Kristina Kaniki, Practitioner, Zoono (Private Sector)

7.5. Capacity Development

7.5.1. Practitioners

Similar to other markets visited, Zambian practitioners report greater DFS capacity in terms of understanding DFS and the digital landscape. Practitioners cite application of learning in terms of integrating knowledge and skills gained through the courses, within their workplace functions whereby improving performance. Practitioners also noted that at times they refer back to their course materials as an aid in their work. **For some practitioners who already had a DFS background before enrolling on the DFI courses/s, the courses helped to consolidate their understanding of digital money.** Bank of Zambia practitioners’ expressed how the courses have assisted in their work around electronic payment systems and similarly AB Bank in mobile money.

“Yes uh, just because you, when you do the course you get a greater understanding, a better vocabulary you, you appreciate the concept of digital finance...Uhm one of my requirements was to support FSD in the rural agriculture finance and I didn’t know the challenges that were there it was a bit remote because my background is a payment system so uhm I thought taking a course in that would help me appreciate what my colleague in the organisation goes through or needs to

understand, and for sure now I appreciate the information log. So when you do the course and in the job it makes you, it give you the skill yeah sure....the one I'm doing now, so there are things that we have learnt in the course that are happening in the market and we are able to advise properly because you have learnt properly in another area, in another jurisdiction, in another country... Yes, it's given me knowledge of power so you understand what you're doing in the job, yeah.” - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

“In terms of my skills and capacity, I have basically done the certificate in digital money and leading digital markers. In terms of the certificate in digital money helped me in understanding digital landscape in the different aspects of it that is regulatory perspective, how things work in banks and just an appreciation of digital finance, not necessary just from the space that I work in but holistic point of view. In terms of leading digital market I find it useful that it helps me understand different use cases around the world this helps me in day to day that even that organisations and partners that we collaborate with on different solutions in terms of my capacity, I am now able to understand not from a technology point of view, but from a use case of view basically what solution where the work and solutions don't work, but then it enlightens me and empowers me to do better decisions and better discussions with product design and implementation teams”. - Chalamela Sakala, Practitioner, Cellulant (Private Sector)

“But as they are presenting their products and talking about how they want to conduct their business it was just a little bit difficult for me to get to know especially some of the terms that they would use and to understand exactly what they were talking about. But after doing my certificate and electronic money... in digital money rather, it made it much much easier for me to understand the products and for me to understand our customers especially with the presentations, and to know how to handle it from my point of view....And further when I did the anti-money laundering (inaudible) it made me understand also that aspect especially at one point I have attended (inaudible) meeting where they were talking about the national risk assessment. They wanted my input on payments systems. I did my part and said what I had to say, but I only wished that I had gone to that meeting after doing the course because after doing the course that's when I was like in retrospect, trying to understand what they were trying to achieve at that meeting”. - Practitioner, Bank of Zambia (Public Sector)

“I think what it assisted in terms of the course was that, I was able I think to... it was a wealth of information, able to benchmark that information in a short period of time, and be able to apply that information on a daily activity by virtue of being in central bank, you get to meet lots of people from different background that information also helps you quickly to understand what they talking about and be able to give proper guidance. Further so in terms of discussion and policy formulation I think that information you are able to benchmark and speak and see where you are going with all the show of remarks I think I can end here for now”. - Kombe Kaponda, Practitioner, Bank of Zambia (Public Sector)

“For me coming to the bank at a point where they are trying to implement something obviously it meant that the bank would strongly rely also on my knowledge of how certain thing need to be

done, how, which product to go for based on our segmentation or which clients we want to target basically. So, it's been the knowledge has been a good basis to sort of push the decision making obviously you do not want to go to management and suggest things that are not backed up so in that regard I think it has really helped because then it also get people get to trust you because they understand that you got a certain level of knowledge.” - Practitioner, AB Bank

All 12 practitioners who responded to the question on application of **knowledge and skills gained during the DFI course/s in their workplace**, indicated that they were applying their knowledge and skills. Two respondents did not answer the question.

For some practitioners, there has not yet been the opportunity to fully implement what they have learned; however they now have the foundation knowledge to take forward.

“Mobile payments basically from the time that I did the course I wouldn't say that I have applied much of it I am hoping we can do that as the bank goes digital but it has helped me to appreciate what the digital sphere, like what is happening in the digital sphere, like the mobile payments how convenient it has made life easy, like we can pay for bills, we can buy airtime, yah. So basically, even though I have not put much of it to practice but I do appreciate what it has achieved and what it will achieve in the near future, yah”. Ninja Chinjalo, Practitioner, AB Bank (Private Sector)

Exposure to DFS in other markets is a key element which stood out for practitioners. This exposure helped practitioners consider how these initiatives could be applied and adjusted to their work in Zambia.

“Love the fact that you could the network is very useful also it linked me to colleagues that are in different parts of the world and also the experience sharing was eye opening so you will find that maybe having similar challenges here you could discuss that and also get to see how they managed to resolve their problems also from the breeds of the networks you can get see that which level you are, your bank is at, so I mean it's the digital journey pretty much start from the same start everybody will just offer their basic vanilla send money, receive money and then if you get to interact with people that are already doing value added services ... personally I got to see what else we can do beyond the first stage” . - Zamlenga Mathunjwa, Practitioner, AB Bank (Private Sector)

Regarding changes in their capacity resulting from attendance of CIDM or other DFI courses, **only a third of survey respondents (n=4; 33%) indicated that while the information has taken time to digest, they were able to make the necessary connections to apply their knowledge. The same number felt that they had not been applying their new knowledge as much as they had hoped.** Despite this, almost all (n=12; 92%) reported that they are already making valuable contributions to their teams and organisations, and the same number were confident that they will be able to make meaningful contributions in future, that they were better informed about DFS; and had enhanced DFS skills.

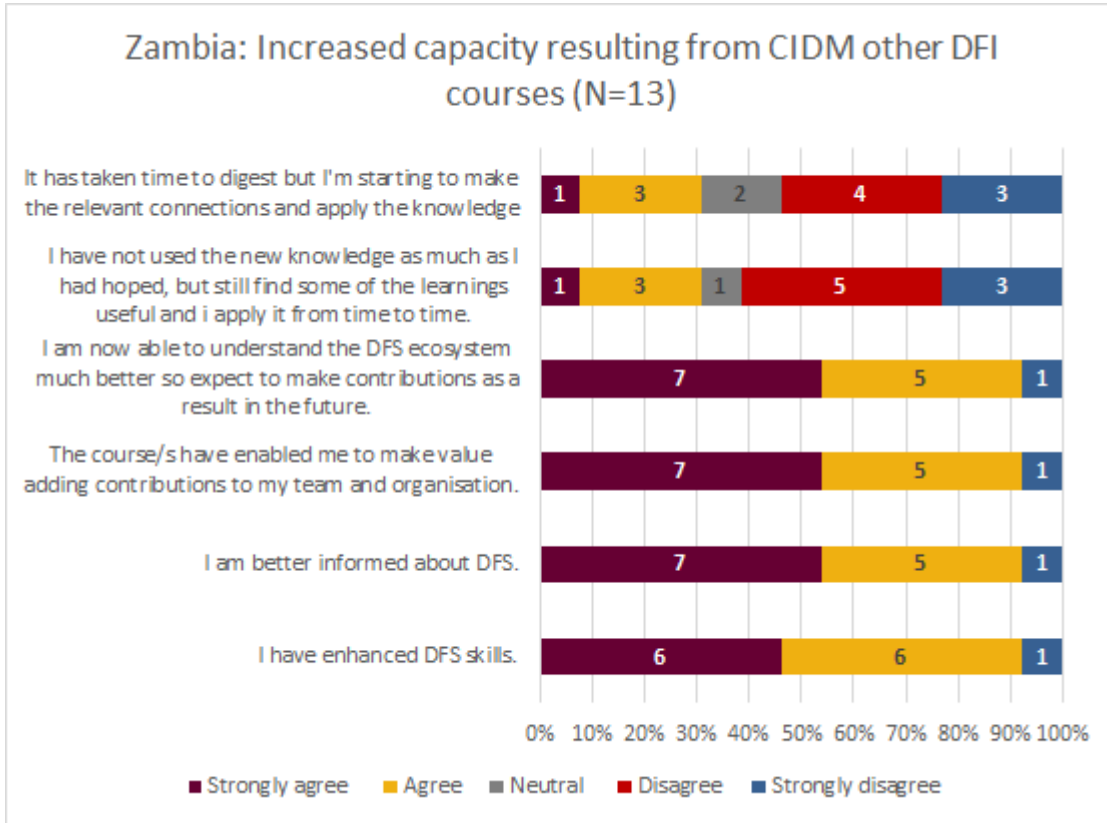


Figure 46. Extent to Which Zambian Survey Respondents' DFS Capacity Has Improved

Confirming that they are indeed applying their new skills and knowledge, the survey indicated that most ($n=8$; 62%) apply their new skills and knowledge daily, two ($n=2$; 15%) did so weekly, and one ($n=1$; 8%) each did so once a month; seldom; or never.

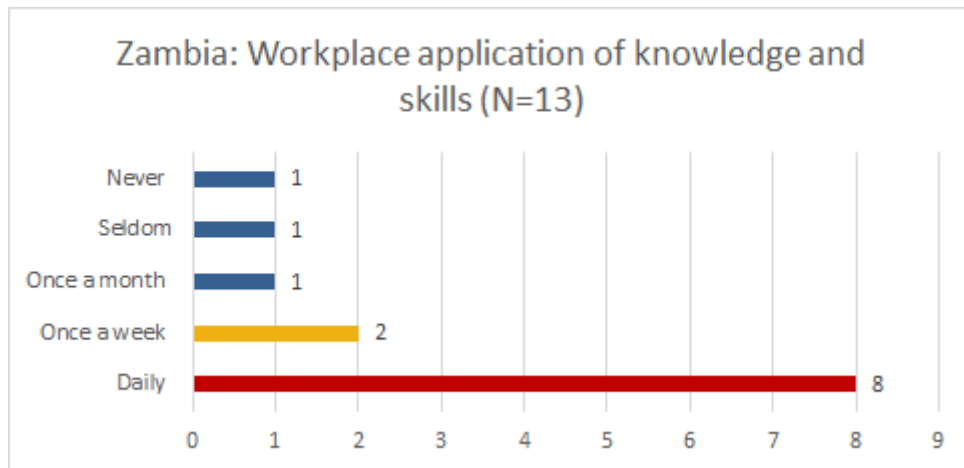


Figure 47. Extent to Which Zambian Survey Respondents Applied Their New Knowledge and Skills in the Workplace

About a half of respondents, between 45% ($n=5$) and 64% ($n=7$), had some post-course engagement with the training materials and other participants or further training, as shown in Figure 48.

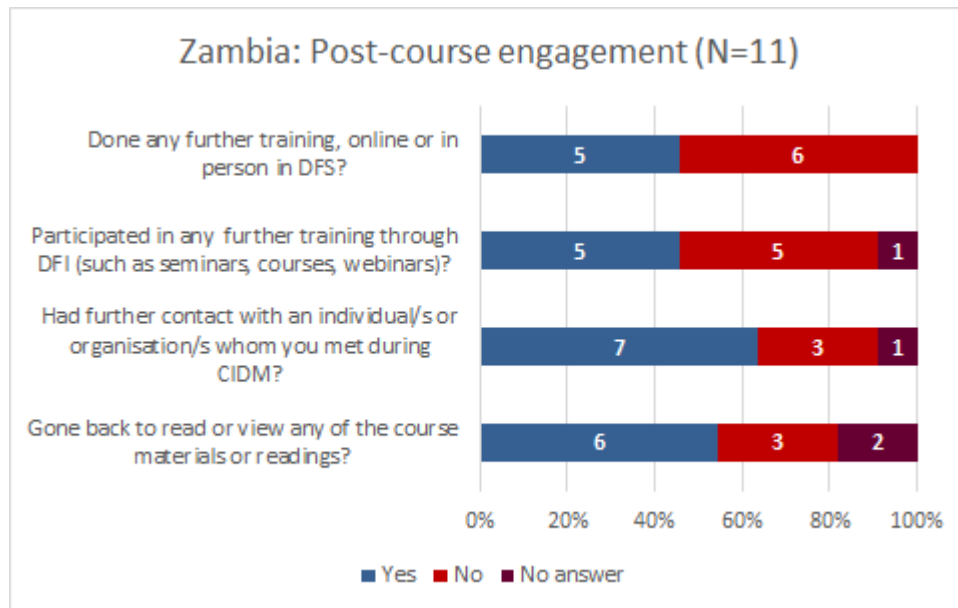


Figure 48. Practitioners' responses to involvement in post-course engagements

For the CIDM course only, survey findings indicated that capacity building did have some impact on individual CIDM alumni (see Figure 49) and on the way they engage in the work and industry environment. A significant number of the respondents reported increased confidence, ability to understand the topic, converse on it, and initiate or support relevant activities:

- 73% ($n=8$) have gained confidence in their ability to engage on DFS;
- 36% ($n=4$) have joined in new conversations about DFS or have engaged in a new way in existing conversations;
- 73% ($n=8$) have felt better able to understand reports and news in the field;
- 46% ($n=5$) have been able to see the specific context in a wider comparative perspective; and
- 82% ($n=9$) have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in respondents' home country or elsewhere.

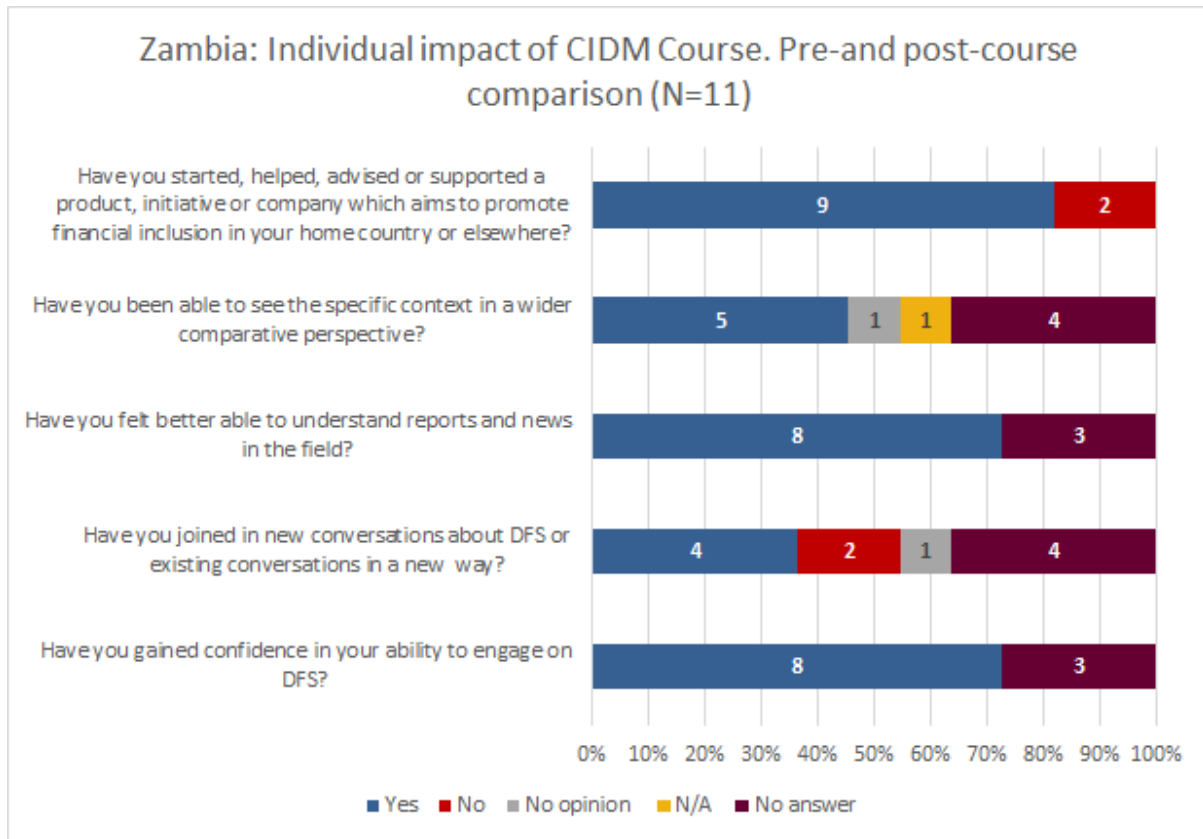


Figure 49. Distribution of respondents' indications of CIDM course impact

There are indications that the impact of the programme has filtered through to the work environment. When asked what their supervisors' and colleagues' perceptions would be regarding changes in their knowledge, skills and application thereof, the vast majority of **respondents were of the opinion that their supervisors and/or colleagues would have noticed improved knowledge; contributions made through new ideas and concepts; initiation or participation in design of new products; or improvement of processes:**

- All ($n=13$; 100%) respondents felt that they were showing greater knowledge about DFS: 77% ($n=10$) "a lot"; and 23% ($n=3$) "somewhat";
- 92% ($n=12$) respondents felt that they have come up with new ideas and concepts: 30% ($n=4$) "a lot"; and 62% ($n=8$) "somewhat";
- 92% ($n=12$) respondents felt that they have been able to either suggest new products or have been able to participate in the design of new products: 54% ($n=7$); and 39% ($n=5$) "somewhat";
- 92% ($n=12$) respondents felt that they have been able to improve processes: 46% ($n=6$) "a lot"; and the same number ($n=6$; 46%) "somewhat"; and
- 92% ($n=12$) felt that they have shown more confidence in the subject matter and have been able to participate more readily; 85% ($n=11$) "a lot"; and 7% ($n=1$) "somewhat".

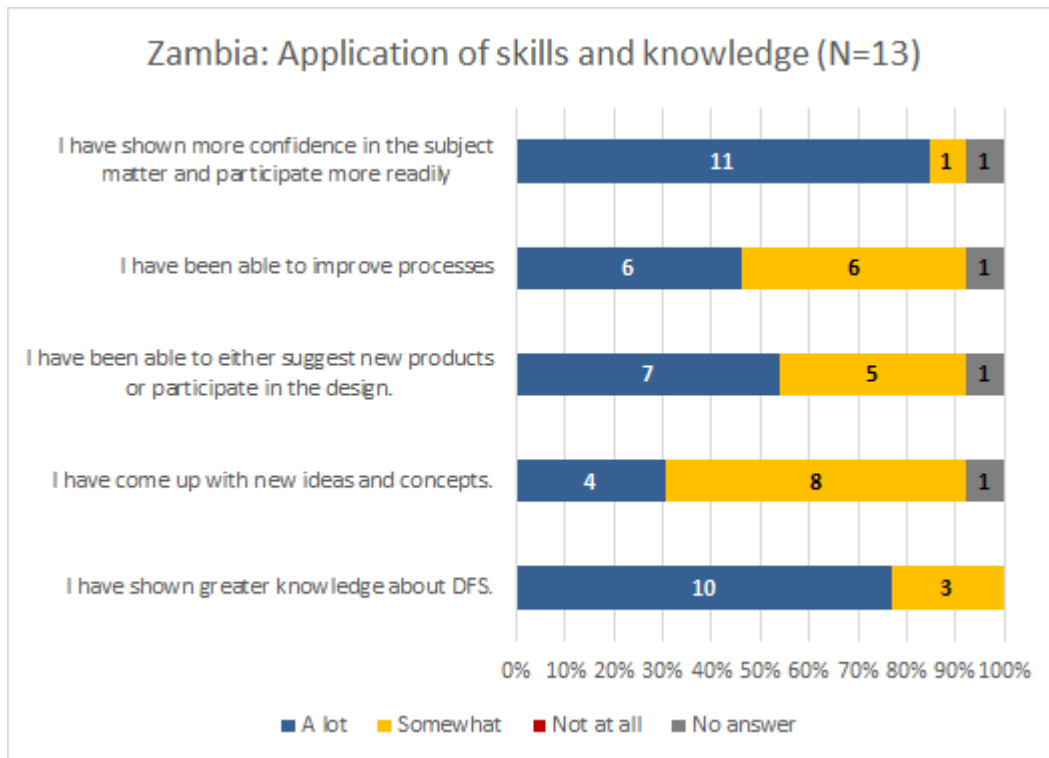


Figure 50. Extent to Which Practitioners Agreed That They have Applied Their New Knowledge and Skills

The majority of practitioners did not report any jobs changes and / or promotions; however some practitioners did report that they’d been given new projects and / or greater responsibility due to the knowledge gained from the DFI courses.

“I am sitting in the same position I haven’t changed job or got a new job or being promoted - but I am handling new projects now because of the knowledge I have gained doing the DFI courses I’m being trusted with handling important projects now. I am in to product development.so most of the digital products I am managing it from inception, until it’s launched and completed as to maintain it. So emphasise being that I am confident to handling big projects because of the knowledge, my colleagues at work trust me with anything to do with digital comes to me, so that is good I think it’s a stepping in the right direction so”. - Nkumbu Zyambo, Practitioner, Ministry of Finance (Public Sector)

“Not really, not because of DFI, but I’ve had movements within the payment systems because I used to be in operations then I moved to development but because of DFI it has just improved my understanding of what goes on there in development”. - Practitioner, Bank of Zambia (Public Sector)

Chisanga Mkasanga from Zanaco did however report a career promotion within Zanaco which he attributes to his DFS experience. Additionally, Charity Chikumbi from FSD Zambia has not had a job change but she now refers to herself as a DFS expert.

“Yeah so the role is Digital Development Specialist...And obviously that has to do with my background and uhm a course in digital money and experience in certain projects and obviously attending events in digital money that gave me an added advantage to be successful in the role..Now it will be a promotion. So it’s a specialist role”.- Chisanga Mkasanga, Practitioner, Zanaco (Private Sector)

“Still policy advisor and I’m still policy advisor but at that time I didn’t call myself a DFS expert, so now I call myself a DFS expert because I’ve gone across the landscape, and uh DFS was not so strong in FSD but now, my position brings that strength in digital in the organisation and well my output is appreciated and I got myself a bonus last year for the work I did so I think that it”. - Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector)

Survey responses confirmed that the transportability of skills associated with attending a DFI course may be starting to realise, with **50% (n=7) respondents indicating that their work situations have changed** (see Figure 51).

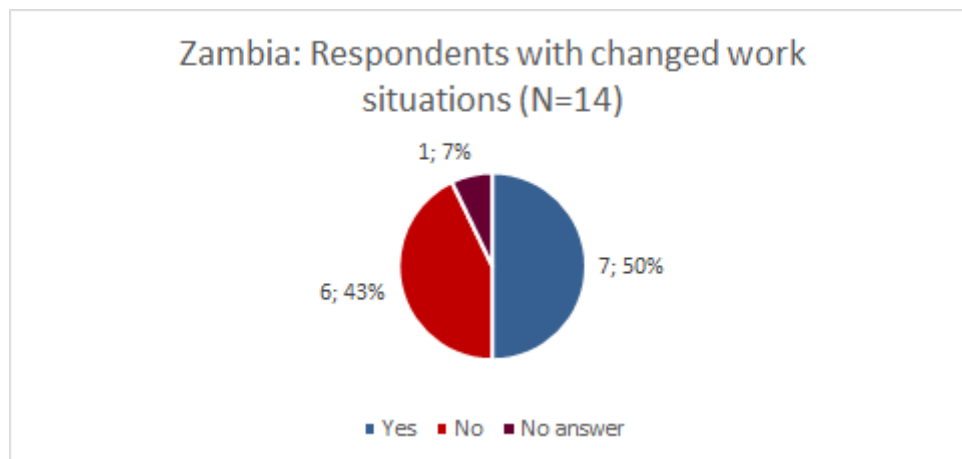


Figure 51. Proportion of Practitioner Respondents Who Reported a Change in Work Situation

It is interesting to note, however, that improved job satisfaction was mentioned by almost all who responded to this question (n=9; 90%). Other changes in work situation included salary increases (n=3; 30%); promotions (n=2; 20%), and one (n=1; 10%) each reporting having a different job, working in a different sector, or being a consultant who has been able to secure more or better contracts.

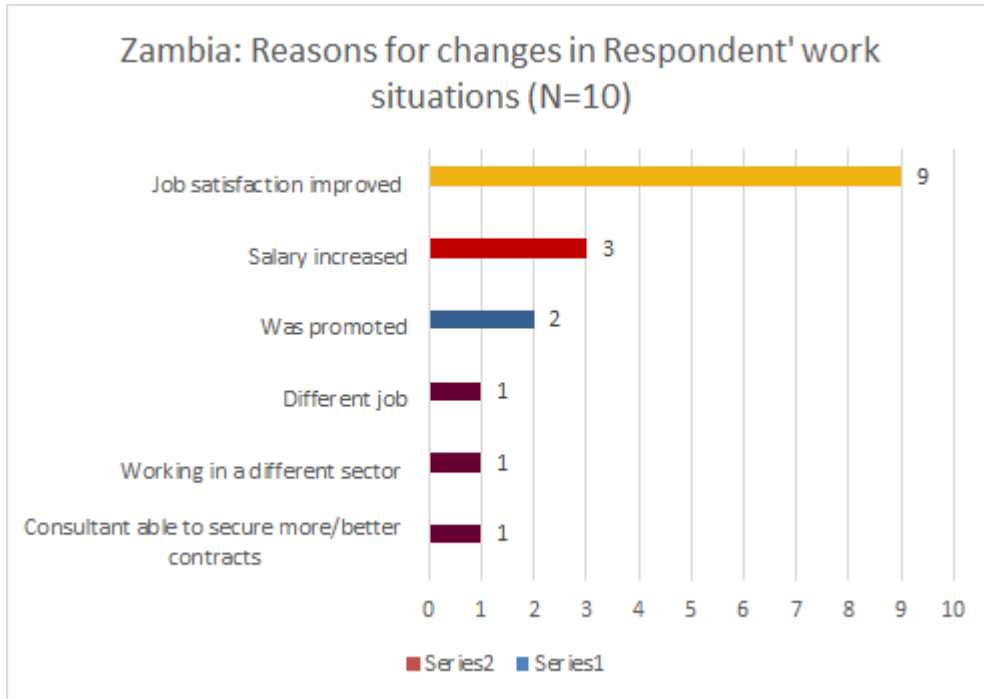


Figure 52. Work Changes among Practitioners Since Completing a DFI Course

7.5.2. Line Managers and HR Managers, CoP Facilitators and Institutions

The interview findings from Managers is consistent with the 2017 findings. Managers report increased knowledge and understanding of DFS among their employees, as well as improved employee confidence, contribution and application of DFS in the workplace. For Zanaco specifically, the company has set up a separate digital desk to assist with digital transformation. Many of their employees who have completed the DFI courses are now working within this unit. Within FSD Zambia, it is reported that employees who have completed the courses are able to identify opportunities for the integration of DFS within their respective work streams.

“Coming from a brick and mortar bank, the focus of most of the people has been on the services that are offered in the brick and mortar, but I have seen a shift from those that have done those courses it will thinking more about the digital innovation, as the matter of fact, the company has set up digital separate desk for department at C level to take care of digital transformation. And the people who have done this course are actually among those that are working into in there, so it’s helped them shift them, to shift their thinking and aligning with the organisations shift into digital space and their contribution is certainly valued in the digital space. Then in my own space where we manage the testing I’ve seen that, I made sure that assign the one that was knowledgeable about the digital products and how those things work, I assign them to projects that has to do with digital so I have to give them that chance to practice. Things like the social cash transfer project and similar kind of integrations so I make sure the ones that enters the financial switch and things, I make sure the one who has that knowledge is the one working on there so we can realise the full potential from him”. - Samson Muchindika, Manager, Zanaco (Private Sector)

“So I would say, yes to the extent that within the thematic areas they are now able to identify opportunities for DFS. So the way we are structured, we have one area we call Financial Services Supply which I head and I have a manager or inclusive insurance, informal finance uhm rural and agricultural finance and then inclusive enterprise finance. So at least now my managers are always looking at how can we integrate DFS into the various thematic areas especially now that we know that DFS can stand on its own and [inaudible] the other services, so for instance there's a pilot going on in the informal finance and my colleague who attended the course is actually the manager for that and they are working with digital finance where they are looking for different platform for serving these groups....So at least she's able to apply that with some knowledge she didn't have before...Ja precisely, so I think to answer you, I think I've seen a very... I'm sure when you talk to them they might give you more examples, but I've seen their application and each time we discuss this opportunities, they are able to actually make very very informed kind of contributions... ja”.- Lemmy Manje, Manager, FSD Zambia, (Development Sector)

“Uhm he's much more confident, I must say... because the feedback that I got when I just uhm took over the team was... the confidence levels in the team were low, and I still have some members who are kind of low from the confidence uhm [inaudible] point, but when you look at George I think his confidence level is good and that can only be because... that can only be because he understands what he's supposed to do and I can attribute to the training, ja”. - Morris Bwalya, Manger, Zanaco (Private Sector)

“Mhm I think for me either than that it's just that I've seen my colleagues representing themselves well on DFS at international forums and regional forums so we, we have uh like next month we have what we call the FSD African Networking Conference. We just had an international conference uh micro insurance uh we had a local conference and so on Rwanda agriculture conference. I have seen my colleagues now being able to talk about DFS with a more, with more confidence, yah I think when they represent the opportunities you know they represent them with a bit more confidence and really showing and concrete you know, opportunities. ...”- Lemmy Manje, Manager, FSD Zambia, (Development Sector)

Further the CoP helps facilitate networking among practitioners, **when a challenge is faced, the practitioners are able to draw on the expertise and advice of their DFI course colleagues.**

“I really think so hey, because collaborating with other people means you fully understand what your role is in the bigger picture and you need other people's support in meeting your objective in the bigger scale of things. So I think with training he understands what he's supposed to do for the business and in doing that, he knows who to touch and cross functional collaboration, I really think so”.- Morris Bwalya, Manager, Zanaco (Private Sector)

“Okay for one, for one thing I've seen the ones who have done this course I see them hanging around together and sharing ideas here in Zanaco so which means already that network is there and also the others who have done the course they have done it at the recommendation of another

person so I see that networking. Even myself, my decision to say let me try it out I heard it by word of mouth from somebody who has done it, so which means the graduates from that course are eager to network and also to get to learn how the courses can impact on what we doing into the digital space so I think the networking is good, yes”. - Samson Muchindika, Manager, Zanaco (Private Sector)

“Yes, just an addition. There is a lot of professional interaction among the trust members, what do I mean ummm you discover that you discuss this topic in the course of the in the in the COP meeting, but then when someone faces a situation at workplace first you will see a phone call I remember that time we discussed ABCDFG and we are faced with this situation, what is your opinion? Ummm Yes, peer learning and you know even like Douglas understanding where that diagrammatic explanation...” - Charity, Practitioner, Manager and CoP Facilitator, FSD Zambia (Development Sector)

In some instances, practitioners are already well networked prior to enrolling on the course/s; **however the CoP events help further expand practitioners’ networks.**

“Keleyo is such a hard bomb, so it’s kind of difficult for her to be more than she is, but uhm she’s super well connected, she’s from the banking sector previously, so arguably the most network person in this office [inaudible] and I’m talking about if I wanted to see the MD of any place almost any place in that sense, so she’s really amazing in that sense uhm she’s absolutely from a... you know we’re delivering something for the minister of Agriculture on the 5th programme... uhm yeah, she could pick up the phone, she could go and meet and introduce or even if she doesn’t know the people, she’ll get in there you know, so very very impressive...”- Du Toit Marias, Manager, Zoono, (Private Sector)

7.6. Certification of DFI Courses

As with the 2017 in-country findings, practitioners’ agree that it is important at this stage for the DFI courses to be certified by an academic institution. As with other markets, practitioners cited the “heavier weight”, credibility and honour the course carries with the certification from a reputable and internationally recognised academic institution. In turn this weight, credibility and honour aids in motivating practitioners to complete their courses successfully.

“Well, for me...I feel proud to have such an honourable certificate from such a reputable uni, institution, so I feel good to have it as part of my, my academic records, yes. Sure. I think it has been given a heavier weight with the accreditation from Fletcher University so the combination of both is good for me, yah”. - Charity Chikumbi, Practitioner / Manager, FSD Zambia (Development Sector)

“But yeah so I haven’t had any change in career or job or anything like that but in terms of the certification by the Fletcher school I think that’s extremely important because you don’t want to walk around with a document that doesn’t mean anything and doesn’t have value so the very fact that it does carry a logo saying that this is something that is accredited by a certain university that is acknowledged worldwide somewhere that means a lot, and it would definitely push me to do more courses, Yeah”. -Mweemba Simaanya, Practitioner, Mahindra (Private Sector)

“..As well the Fletcher of school recognised the courses that are done under DFI it makes everyone to focus, no one will want to stop everyone wants to go through and finish”. - Kombe Kaponda, Practitioner, Bank of Zambia (Public Sector)

“Uhm I’ve done trainings by the World Bank, I’ve done training by Euro Money I’ve done trainings by DM something. I’ve done so many trainings, but there’s one training that I did uh the credits skills which is certified by London School of Economics, that one certificates stands out. So I would say if there’s a university that comes to do a stamp on the paper, DFI paper, I think adds more... you know what I mean hey?...Ja it’s something that you can produce and say look guys I was certified, it adds some weight by DFI, I think so ja, it will add more weight, if you ask me”. - Chisanga Mkasanga, Practitioner, Zanaco (Private Sector)

“So, for me I think what I have found interesting was because obviously I think before I really did not know much about the institute so and this also played into like one time I trying to update my LinkedIn after I have done the course, so I tried to put the institute it didn’t really pop up but when I put? Taft University that came so then I was like okay this really add value to the certificate I think in that regard it my opinion was the institute is new and probably young in the field and to give it to the university backing into it I think gives much credibility so I think I would say it a good combination to have on the certificate otherwise if it’s just that I would fear that most people would think you know there is a whole lot of things ...” -Charity Chikumbi, Practitioner / Manager, FSD Zambia (Development Sector)

The certification also influences some practitioners’ decision to enrol on the courses, knowing that on successful completion, they will be able list the completed course on their CVs and online profiles, with the certification of the Fletcher School. This is perceived as adding value to their respective CVs. Another practitioner noted that given the number of online course available, the certification helps distinguish the legitimacy of the DFI courses from other courses.

“For me, it’s very important. I mean it doesn’t have to be, depending on what it is but I, it’s definitely more interesting if it’s been certified by reputable university....I just feel like there’s a lot of people doing trainings, and it’s hard to know like what is, what is real and what is fake..Ja it also adds value to your CV, so if you’re gonna go out there with papers that come from a recognised university, definitely organisations will pick our face as compared to one that is coming from just any other ordinary university”. - Taylor Yess, Practitioner, FSD Zambia (Private Sector)

“I was in the UK for College Degree and Postgrad. So coming from there where it’s very big what university you go to, and these big Fortune 500 companies that only hire from certain, so certification and accreditation is very big because even when I was recommended the course I was doing research on other similar courses that I can actually do. I think I found one in CTF, I think it’s the same accreditation as CFA.... The accreditation; so that was a major decision, the other ones I found didn’t have any sort of accreditation but this was backed by a huge university, I think I followed the pages on Instagram, I mean LinkedIn yeah. I think adding that on your page says ‘ok this person is heading towards being an expert in the digital space’.” -Chisanga Mkasanga, Practitioner, Zanaco (Private Sector)

Practitioners and Managers interviewed noted that although the DFI brand is in its early years, there is potential in the future for the DFI brand to stand alone given the reputation the brand is building in terms of course quality.

It’s noted that it’s important at beginning to be certified by an reputable academic institution in order to break into the market, when people are still not sure about DFI and digital finance, but as time goes on, people learn that DFI can be a trusted brand by itself.

“I think it’s yes and no answer. Fletcher is world renowned when it comes to financial inclusion related courses and the approval is really good and it is a plus. I believe other courses which are certified by DFI are not actually Fletcher related which is also good and I think DFI is working in terms payment systems and training system let me say DFS training are really good at that I think it is not a matter of signature or not as long as DFI is involved, people who might know whether is employers or colleagues to recognise your qualification or all you should know that okay, DFI is really again its yes and no yes... either”. -Lubasi Mpsa, Practitioner, FNB (Private Sector)

“For me digital finance institute.....we are taking baby steps, or maybe that was it was a formative stage think it made a lot of sense to like in ride on a wings of a giant but I can I know that all these student who have gone through like the courses it may still cut it just about the same kind of way that like to do ... even without the Fletcher, because maybe I could give one example you know just the other week I was having a conversation of one gentlemen who just walked in to my office you know where we are talking about maybe about Fintech, he told me that he attended a course in...when he was in Italy was a gentlemen who came from United States who was conducting the course , so then my mind ran away to said this could be David then there was a guy his name was David, then he said yes is David, I was like David Porteous. He said yes, so you see it’s like that was an issue for me the fact that he DFI is fronted by the world renowned you know as a digital is it guru if I could use the word , It can also stands on its own but the you know infancy it was very important too like you know Fletcher I credit maybe it’s like all the courses so where we are now we can stand , because I had lots of questions Bank of Zambia in it leading commercial bank in Southern Africa Everybody now is talking defy and then the experience has just being amazing it was cutting [inaudible] depending on what you guys are talking about. - Nkumbu Zyambo, Practitioner, Ministry of Finance (Public Sector)

“Yes it is, it is very important...you know when you have a, the digital spaces is fairly new and a lot of people have a trust in a brick and mortar universities so for now it’s important that it is certified by a university, but I think when, after sometime it will be fine just having it as a standalone qualification not having to be backed by a university because people now already have the confidence. Look at these other professional bodies like chartering, sort of purchasing, ACCN they don’t get from a backed by a university that’s because the profession has been there for a long time and the people are able to recognise it for what it is so for now since it is a new that’s important to get backed but what I see in the next few years when more people have done the course and they are now aware that okay this is something that can stand on its own, it will be fine to just to say okay this is offered by DFI, without having to say it’s backed by... because I think the credibility it’s not really about it been backed by a university I know it’s just a because from what I have seen its able to stand by its own, is just that is not very much well known and not very much appreciated so yes that’s why I say it’s okay, backed by a university otherwise as we go forward with the changes and the mind-set, when people start seeing the value of those courses it will be fine to just even drop , to say it’s backed by a university. Just say it stands on its own, own programme by itself”. - Samson Muchindika, Manager, Zanaco (Private Sector)

An FSD Zambia Manager, acknowledges the value practitioners will place on the certification with a reputable academic institution, but notes further that **the value from his standpoint is derived from course quality and the practitioners’ ability to apply the knowledge and skills gained** through the course in the workplace and digital landscape.

“I think on, I mean we are very much focused on practice on everything, and our attraction to these courses were that its practical and I think that’s number one. I think from our uh the employee perspective it think they always want something that is certified by a financial institution that you can put it on the CV, but one the things that we have mentioned to our colleagues that whenever you attend such courses I think focus more on what you do with it than just the certification you know. So I just think that yes it’s good for them to be able to put on their CV that it’s their certification, that is very important especially that I mean the reputation of the institute I interact with the other FSD’s as well and you know all of them in Rwanda, I have colleagues there that went through it and they kind of feel better. Like uhm I’d give you like for micro- finance the Frankfurt School Germany is always refer to and because of that reputation then people feel nice that I got something from there, so I think yes its good but we always want to ensure that they don’t just have the pride of getting something certified by an academic institution but apply. If anything if, if maybe in 5 years’ time we can say who has done this you know in terms of application because we’re at one point, we’re all trying to praise those that did very well, but now the next level is to say who has really you know, created a game changer and even in our KPI’s here include: are you changing the landscape you know, like yeah, so if you come up with an idea that actually causes significant change in the market, for us that will be a plus. So you’re right we’re comfortable because the reputation that comes with that and also the confidence that we are sending people to a course that is well managed and it has great content but we always emphasize to them that

you know, don't just add to your papers but apply yeah". - Lemmy Manje, Manager, FSD Zambia (Development Sector)

7.7. Impact

7.7.1. Value of DFI

As with other markets visited, great value is attached to the DFI courses. For some practitioners, the courses have provided new knowledge and skills in DFS, for other practitioners, the courses have consolidated their knowledge base. Practitioners and Managers interviewed were very forthcoming in recommending the course to other colleagues and employees. Both the Bank of Zambia and Zanaco have had many employees undertaking the courses which has in turn strengthened their respective DFS organisational capacity and 'shift' in thinking about banking.

"Yes it's been very valuable, very valuable like I mentioned. It has awareness of that digital thinking has been imparted and we see a shift in terms of our approach to banking, not just thinking about the brick and mortar and also just certain areas like to try to go out in other areas and that thinking is, I have seen it even in the when you are working with, because like I can tell you we are working in the projects office, so from time to time we are working with different people from different departments, and I have worked directly with, maybe three or four people that have attended this course you can see from the conversations that they're agenda, their understanding of the digital space is on point. Yes so and you find even though you are working say you are testing something they try to tell you how about scenarios like this and you can tell these scenarios are not scenarios that are into traditional banking but they are scenarios coming from one understanding of how a digital space should operate so I think it impacted their personal experience...It's a good initiative to have those courses and I'm looking forward to doing a course there myself which gives the sense of how much I come to trust the brand so far". - Samson Muchindika, Manager, Zanaco (Private Sector)

"And then the other thing I wish Jimmy was here, because he told me, I didn't realise but after doing the certificate in digital money, he's the one who told me, he's my supervisor. He's the one who told me, somehow I notice that you have gotten to know quite a number of things but I knew where it was coming from. It was coming from the same certification". - Practitioner, Bank of Zambia (Public Sector)

"Yes there was value. Before the course I always had an interest in Digital Space so this consolidated and gave me more broader knowledge on fields within the digital space from uhm financial inclusion to regulatory aspects uhm the different types of uhm payments for example business to business, customer to business and uhm I think it started to bring about new ideas on uhm the challenges". - Chisanga Mkasang, Practitioner, Zanaco (Private Sector)

“Exactly... exactly... Mhm we’ve just successfully completed the basic minimum micro product in the internet banking space and it’s been very very instrumental, and at times when the digital guys IT guys come to tell you, look we’re doing xyz, we’re doing the deployments, all these things, you just go like “what are you talking about” and George had to come in and say “look, this is what it means” the interpretation is this and this and he’s been very good at it, ja... day-to-day service training helped. I wish I had attended the training as well, but uhm... Seeing the results that... from George, I would only assume that I’ll be seeing another George, so with that I think gives me more confidence, because I won’t just be picking from the documentation, I’ll be picking from experience, you know what I mean, so I got a good taste, you know, so when I see the same colour, it’s easy for me to see it... So if given a chance, I’d want everybody in the communications space to go through this training, just give them that extra comfort, you know, confidence in front of the client, because George is one person who will go to PUMA for example, and meet the MD and I’ll be confident he’s doing the right thing, ja. I think I would recommend that everyone goes through this training”. - Morris Bwalya, Manager, Zanaco (Private Sector)

Practitioners from Zambia who participated in the survey had an overwhelmingly positive association with the CIDM course on them as digital finance professionals as depicted in Figure 53 below. The associations that occurred most were: “understanding”, “knowledgeable”, and “confident”. There are also associations with financial inclusion, customer focus and the realisation that rural communities have to be reached as well.

Enhanced overall DFI **understanding Knowledgeable Confident Competence Knowledgeable Confident** Analytical *Collaboration has been a lot easier* Context of how digital money is moving *Develop better shifting products for rural most areas* **Understand** *Digital disruption* Financial inclusion *Customer focus* Value add *Relevant* Transformational *Practical* Enlightening *Progressive* **Confident** *Professional* Skilled **Knowledgeable** *Exceptional* Insightful *Educational* Changed my perspective - money is not only a medium of exchange but also a store of value *Grasp the digitization aspect* Enabling me to understand how to leverage existing platforms to promote digital money

Figure 53. Associations Depicting the Value DFI Courses Have for Practitioners

7.7.2. Employability

Participants reported that completing the DFI courses would add an advantage to a candidate’s employability; however it was noted that various factors are considered when recruiting. Practitioners also perceived the course completion to provide “an edge” to their marketability in the recruitment process. And for one practitioner from Zanaco, the knowledge and skills gained from the course have contributed to a career promotion and advancement.

“Yes I think so, I think that right now people that can demonstrate skill in DFS are few, we are few so I believe that if somebody is looking for a digital financial service expert then yeah why not”. - Charity Chikumbi, Practitioner/ Manager/ CoP Facilitator, FSD Zambia (Development Sector)

“I think it should give me a bit of an edge, I’m just waiting for the opportunity I don’t know why I haven’t been noticed yet I’m here screaming”. - Mweemba Simaanya, Practitioner, Mahindra (Private Sector)

“Okay as I speak, the one who is reporting to me who’s been doing test he attended interviews in the digital department to just focus on digital development and he came out top of the interview there so his been offered a job which is more senior then what he has now because of his knowledge of digital products so he was able to like shine through the interviews and they saw the potential that he could actually add more value in the other digital department, so come next year he will be transitioning in to the other room which will actually give him more time to practice what he has learned from, from your courses....Yes, like I mentioned, the one who reports to me is transitioning to digital and one of the things that helped him to score a row in that interview and to be looked as a potential candidate is a, his training that he has done, that DFI courses, so it’s definitely something that will influence the ability of a person especially with the changes in the agenda around digital financial inclusion, so somebody with that knowledge would actually have an upper hand”. Samson Muchindika, Manager, Zanaco (Private Sector)

7.7.3. Market Changes

Participants interviewed noted certain DFS market trends and changes in Zambia. Notably is the uniqueness of Africa, “no one solution fits all”, as well as the rise in financial inclusion initiatives, where a definitive shift from traditional banking methods to an increase in agency banking and MNOs to meet customer needs is reported. The Zambian Government is moving increasingly to digital and where Zanaco explains one such example is through the Farmers Support Input Program - an initiative by the government to provide prepaid cards to farmers; another similar initiative is the Social Cash Transfer Programme - also an initiative by the government that allows the government to bi-monthly provide funds for the less fortunate and disabled. A participant reflects on the DFI courses role in encouraging conversations around DFS progression for Zambia and “acceptance of using digital”.

“Yes it does, like I mentioned earlier one thing that the course has done a lot is to facilitate or instigate a lot of digital finance conversations happening that need to begin to happen for us to get to that point where digital finance in the country gets to that maturity level so I will say yes it does”. - Lubasi Mpasa, Practitioner, FNB (Private Sector)

“Yes, yes actually it has u made me to be able to identify the various stakeholders in developing, in delivering the service that is needed on the market. But also maybe to add on with financial inclusion there’s a strategy that government has put up, the special financial inclusion strategy which runs from 2017 to 2022, so what we’re saying is that in order to make it a reality to have a lot of people included, financially included we need to take care of the customer paying points which will be tackled by all the stakeholder, service providers, the regulators and also giving

acknowledge the consumers themselves so that as we try to, to race towards the 80 is it 89% financial inclusion by 2022”. - Eunice Hamavhwa, Practitioner, CPCC (Public Sector)

“The mobile platform is unique and it has changed the landscape for the better the typical brick and mortar banking which the western world adopted is different from Africa and that is why Africa is unique because in Africa if I am a CEO of a big commercial bank I won’t remote to set up a bank because I know I have two customers there and my return on the investment will be very little, so on the mobile platform have Telkom put a tower a kilometre away and I have my grandmother with a 2G phone able to send and receive money buy produce, buy seed like a planting season for me that is key and I think the course I have done with DFI have tried to expose and see different concept work but I think it will be mindful that there’s no one solution fix all each environment each country had different spaces, Zambia is no different”. - Chisanga Mkasanga, Practitioner, Zanaco (Private Sector)

“How quickly MNO’s are eating up the banking space, customers and the need to put certain products to market but be more customer focused. And then I guess to sum it all up, it was a mind-set change in terms of the usual traditional banking models to now meeting the customers’ needs. Most of the customers these days don’t want to get into a branch, wait at a queue and now Zanaco has all these digital platforms where you can transact and not even go into a bank...Gone are the days of brick and mortar....Yes even especially agency banking, they are now going mobile app. And I think we’re the bank that’s leading when it comes to agency banking. Yeah so there’s a lot of value going forward, mind-set change”. - Chisanga Mkasang, Practitioner, Zanaco (Private Sector)

7.8. Zambia Summary

Overall practitioners indicated that their individual **capacity for DFS regulation had improved**. Although participants interviewed were not solely responsible for regulatory changes or amendments, **some participants were part of working groups which influenced policy, directives and regulation (initiated)**. Additionally, **three survey respondents referred to being involved in the facilitation on the implementation of the policy on the national financial switch**. At an institutional level, practitioners indicated relatively **high levels of capacity for DFS regulation but noting that there is still room for improvement**, in terms of regulatory skills, knowledge and understanding. **The DFI course and CoP attendance has enhanced practitioners networking abilities and potential for cross-sector collaboration**. The CoP has aided collaboration between the public sector regulators and the private sector. **One country initiative actively being implemented by the CoP is a CoP Whatsapp group (private initiative)**. **Similar to other markets visited, the Zambian CoP is also in the process of registering and setting up an association for DFS practitioners (private initiative)**. **The CoP has had involvement in contributing to and commenting on a position paper relevant to the DFS private sector regarding a fourth MNO entering the market**. **Both managers and practitioners report practitioners’ increased DFS capacity (private initiative)**. Practitioners cite application of learning in terms of integrating knowledge and skills gained through the courses, within their

workplace functions whereby improving performance. For some practitioners who already had a DFS background before enrolling on the DFI courses/s, the courses helped to consolidate their understanding of digital money. **The majority of practitioners did not report any jobs changes and / or promotions;** however some practitioners did report that they’d been given new projects and / or greater responsibility due to the knowledge gained from the DFI courses. **One practitioner from Zanaco did report a job promotion, and where the practitioner believes his DFI course training was instrumental in this promotion.** Most respondents reported that the **certification of the DFI courses is very important within the Zambian context**, although respondents had a positive perception of the DFI courses. **Participants reported that completing the DFI courses would add an advantage to a candidate’s employability; however it was noted that various factors are considered when recruiting. The key change in the Zambian market is a rise in financial inclusion initiatives**, where a definitive shift from traditional banking methods to an increase in agency banking and MNOs to meet customer needs is reported. These were not necessarily attributed to DFI.

8. Rwanda

Please see Table 12 below for the participants who participated in FGDs or interviews during the in-country visit in Kigali, Rwanda. This was the second time that DFI collected in-country data from Rwanda, and as such served as a follow-up to the FGDs conducted in 2017. 21 in-country respondents were from the private sector (Mvend Ltd, Cogebanque, Kigali Startup House, I&M Bank, KCB Bank, Bank of Kigali, Ericsson, Association of Microfinances Rwanda (AMIR), MTN Rwanda, and Access to Finance Rwanda), two were from the development sector (SEEP Network and FSD Rwanda), and no respondents were from the public sector. It should be noted that because no representatives from the public sector in Rwanda participated in interviews and FGDs, there was little evidence to support findings for indicators related to DFS regulations in this market.

Table 12. FGD/Interview Participants in Rwanda

Rwanda In-Country Participants	
Practitioner Interviews	
Jimmy Rutabingwa	Mvend Ltd (private sector)
Practitioner FGD 1	
Kayumba Polepole	Cogebanque (private sector)
Straton Habyalimana	SEEP Network (development sector)
Olivier Kamali	Kigali Startup House (private sector)
Faith Kobusingyea	I&M Bank (private sector)

Innocent Ntwali	KCB Bank (private sector)
Kevin Rudahinduka	Bank of Kigali (private sector)
Arlette Rwakazina	Ericsson (private sector)
Aime Munyanganzo	AMIR (private sector)
Jean Paul Musugi	MTN Rwanda (private sector)
Practitioner FGD 2	
Renita Nabisubi	FSD Rwanda (development sector)
James Kwezi	Access to Finance Rwanda (private sector)
Waringa Kibe	Access to Finance Rwanda (private sector)
Herbert Kamanzi	Bank of Kigali (private sector)
Kayijuka Eulade	Bank of Kigali (private sector)
Geofrey Muhizi	Bank of Kigali (private sector)
Aimee Nizeye	Bank of Kigali (private sector)
Monique Niyigena	Bank of Kigali (private sector)
Robinson Mbae	Bank of Kigali (private sector)
Line Manager / HR Manager Interviews	
Michael Obiero	I&M Bank Rwanda (private sector)
Alain Gafegaboloso	
Aimable Nkuranga	AMIR (private sector)
Jackson Kwikiriza	
Bintou Ka-Niang	SEEP Network (development sector)

CoP Facilitator Interviews	
Jimmy Rutabingwa	Mvend Mtd (private sector)

The overwhelming majority of **survey respondents** were from the private sector ($n=11$; 92%) with only one ($n=1$; 8%) from the development sector and none from the public sector.

A large number of survey participants ($n=9$; 75%) indicated that they had completed the CIDM course, with only one ($n=1$; 8%) indicating that they did not complete the course. Two ($n=2$) respondents did not complete the question (see Figure 54).

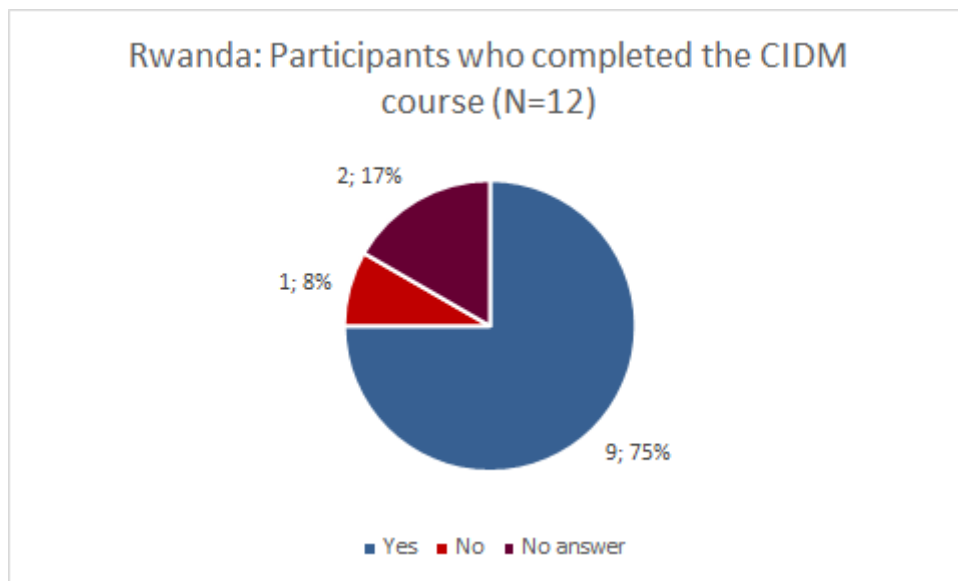


Figure 54. Proportion of Practitioners Enrolment in the CIDM Course

Half of survey respondents ($n=6$; 50%) from Rwanda had completed the CIDM course during 2017, and 42% ($n=5$) completed the course between April and June 2018. One respondent ($n=1$; 8%) did not complete the course, and there were no Rwandan participants on the July to September 2016b course, or on the current course. Rwanda's participation in the respective cohorts is reflected in Figure 55 below.

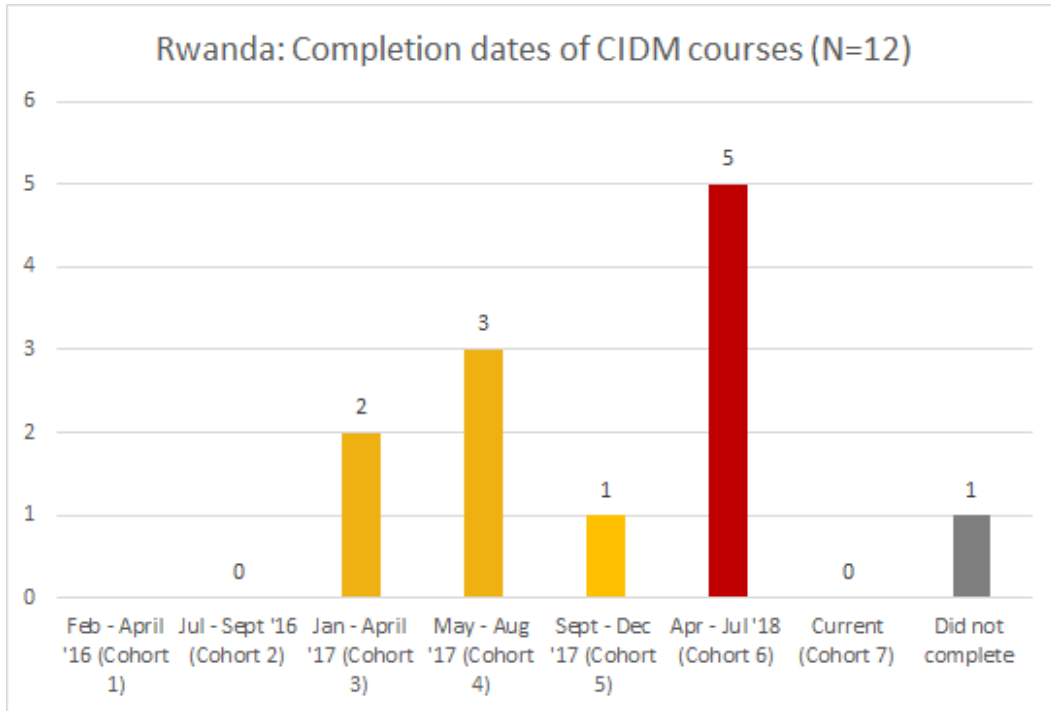


Figure 55: Distribution of practitioners per CIDM cohort

Nine ($n=9$; 75%) of Rwandan respondents also completed one or more other DFI courses. Between them, they completed thirteen (13) courses, with five ($n=5$; 56%) of them completing *Operationalising Global Money*, and three ($n=3$; 33%) completing *Leading Digital Markets: A Global Tour*. Two ($n=2$; 22%) completed *Consumer Protection as a Business Strategy*, and *Remittances in the Digital World*, while one ($n=1$; 11%) completed *Bitcoin: Back to the Future*.

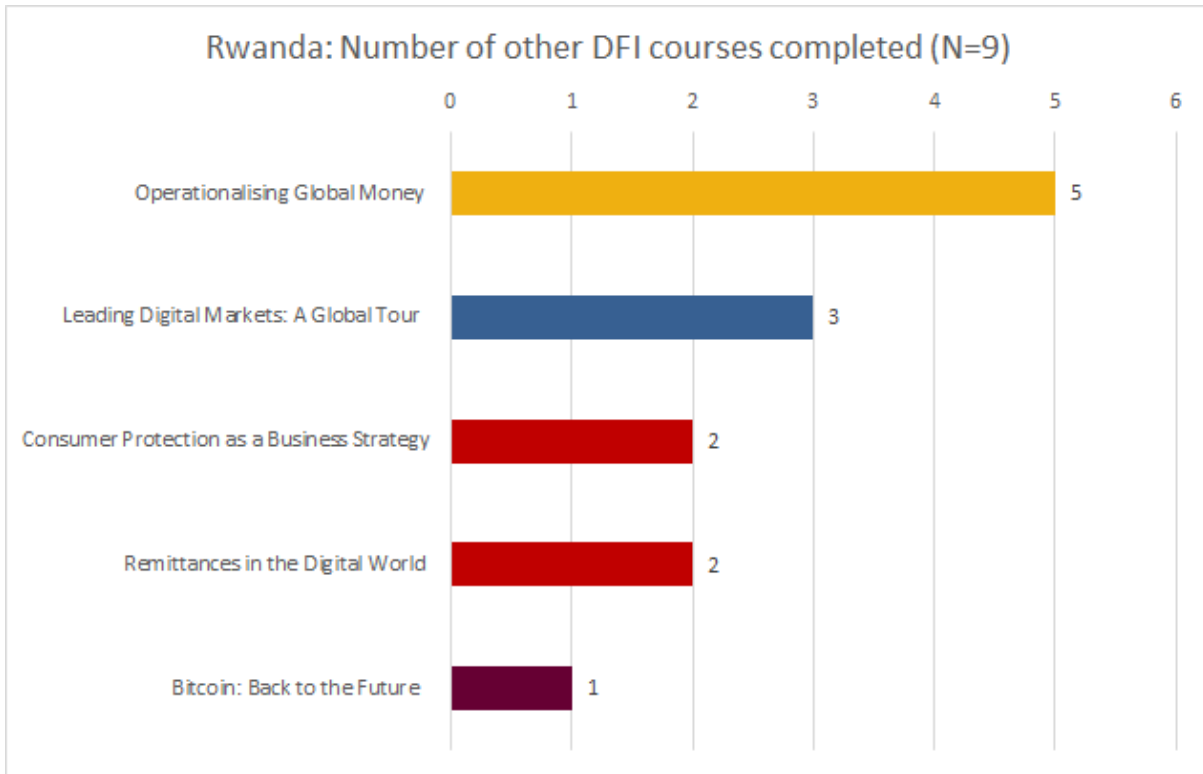


Figure 56. Distribution of Practitioners respondents' by other DFI training course completed

Three-quarters ($n=9$; 75%) of survey respondents confirmed that they were enrolled for the CDFP Journey (see Figure 57).

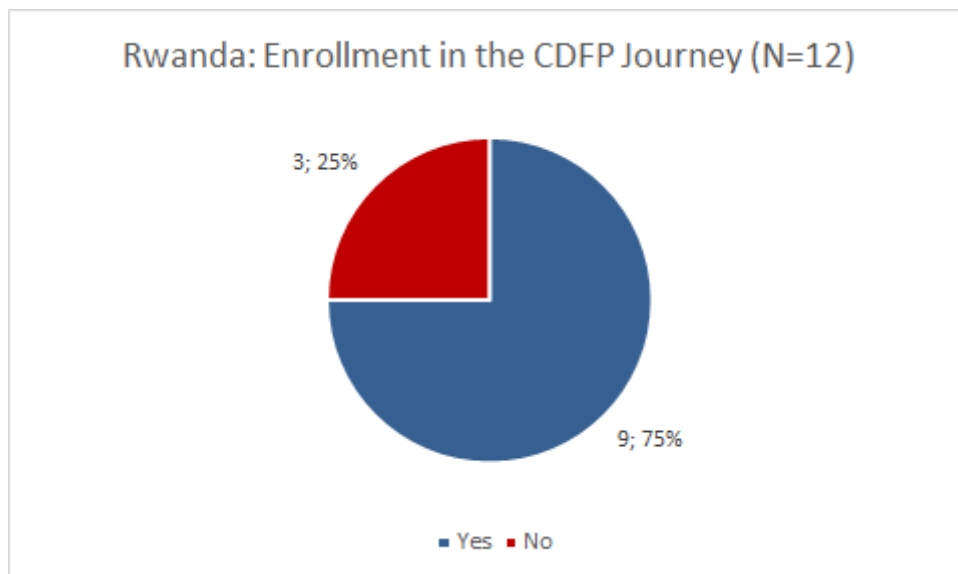


Figure 57. Proportion of Practitioner respondents enrolled in the CDFD Journey

8.1. Institutional Capacity for DFS Regulation

As noted above, given that no public / regulatory institutions participated in the interviews and FGDs, most respondents were not in a position where their core business focused on DFS regulation directly. However, some **participants indicated that their individual capacity for DFS regulation**

had improved, even though they do not serve as regulators. Particularly, several practitioners shared that they feel more well-informed and confident to engage in conversations with regulators and on regulations than they had before they participated in a DFI course. Some practitioners are called upon to make comments and input on a particularly regulation under review, including practitioners from I&M Bank, AMIR and Bank of Rwanda. These practitioners felt more capable of providing insightful feedback and contributions about what would and would not work for the industry or Rwandan context. This finding is congruent with that found in the 2017 focus group report, which indicated that since having completed a DFI course, practitioners had “richer and more informed conversations.”

“[I’ve] been able to form insightful contributions to regulation it’s something where we’ve had no choice but to get involved because we are aware now. We are aware, so when the discussions is going on, you kind of know how to direct the conversation or challenge a party on their side to say, ‘hey I expect ABCD from you,’ because we are part of the same alumni and we can pull a few questions here and there because you know that eventually we building the country.” - Faith Kobusingye, Practitioner, I&M Bank (Private Sector)

“For a previous job at AMIR I was consulted on a regular basis where it came to regulation in the sector. [...]. However the skills then were not that complete, but now if I go back to the debate I will, I guess will be more useful.” - Aime Munyanganzo, Practitioner, AMIR (Private Sector)

“Yeah I would say, yeah for sure true...I mean I will take an example like when the regulator was revealing the agency banking rules, the team which went there to represent the bank was able to engage and give its views based on the knowledge which we have picked up some maybe from the experience here, but also from the course which we did, like we knew this will work, this won’t work, this is what we are proposing. So that was I would say like when...the regulator here is very open so they normally invite you, they normally get feedback from the stakeholders before they pass any regulation, so I would say the contribution from our members on things like those are really keen getting the right sort of regulation passed like Rita said on the inter probability still the industry is still collaborating and we are able to give more...more valuable feedback which not only is for the benefit of the bank but for the whole industry. So that’s why I would say we might not be involved in setting the regulation per se, but we will be able to give our feedback in terms of how this regulation should be set. [...]. Yes, an active participation and contributing feedback instead of sometimes you are coming for the meeting and you don’t have much contribute cause you don’t know much about the field, but now that you know about the field, you will be able to say yes, no, maybe this can work like that, so it’s better for the industry as a whole, not only for the bank that the more people who have the base, especially CIDM, the better conversations we will be able to have.” - Robinson Mbae, Practitioner, Bank of Kigali (Private Sector)

In addition, Jimmy Ratabingwa, founder and CEO of fintech Mvend Ltd, noted that learning about regulation during the DFI course/s helped him to understand where his role and/or business fits into the DFS ecosystem, and **provided him with the knowledge to consider the relevant regulations**

when developing new products for the market, ensuring that his company is abiding to those requirements.

“Big time. Big time. Just even knowing that there is regulation [audible laughing]. You know, yah it exists and being able to see where are you fit in the whole ecosystem, yes it has [improved] and that where beyond that, we have had a relationship with the regulator, we have had conversations about the need of a sandbox environment for companies like ours that are still in the innovation space, the fintechs and as a result yes, now we have a sandbox. We have two environments with the regulator as a result of some of our conversations and many more. [...] you don’t know that you need regulation but now we, as we create a product we are very cautious of its implication for this, do we need regulation, do we need certification, do we need them to know what we are doing? So we keep them informed about what we are doing and they also let us know we think with these then you are moving into this space [...].” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

8.2. DFS Regulations, Policies and Directives Developed or Adapted

As previously highlighted, given that no public / regulatory institutions participated in the interviews and FGDs, most respondents were not in a position where their core business focused on DFS regulation directly. **However, practitioners in the private and development sectors indicated that their participation in the course has played a role in their ability to participate in discussions related to amending policies, directives or strategies at both an organisational-level and industry-level.**

Faith Kobusingye used her learning from the DFI courses to draft the I&M Bank’s digital strategy for 2019-2021 (initiated), while Robinson Mbae noted that the DFI courses helped provide guidance in developing new policies for the Bank of Kigali (initiated). At an industry level, Faith also felt more knowledgeable and aware of regulations from the DFI courses and as a result could **participate more meaningfully in discussions on regulations, including those on interoperability (initiated)**. The CoP facilitator indicated that most CoP members are participating in these interoperability conversations, particularly practitioners from I&M Bank and Bank of Kigali, and he believes they participate with more confidence and an appreciation. Moreover, **Straton Habyalimana from the SEEP Network, completed DFI’s consumer protection course, which enabled him to make relevant contributions to “the client voice”, an initiative of the Smart Campaign which has a focus on consumer protection acts related to DFS (initiated).**

“At the industry level I have participated in the interoperability discussions that are being championed by BNR and AFR. Within the Bank I have drafted the Bank’s digital strategy for 2019 - 2021. This has been shared with our Board and Group office. It generally is a paper on how the Bank can digitised both front and back office aspects of our operations. A concept I picked up from the lessons with David and Ignacio during the CIDM and LDMM courses. During the interoperability discussions the issue of differentiating channels and stores of value was a huge debate. Most

players felt threatened by a shared platform. They saw it as a form of competition. I was able to explain in the group meeting that where a store of value is not moving from the initial player there is no competition. I used my lessons from DFI to explain that we can compete and differentiate at a product level but share infrastructure to deliver affordable services - especially if we are to really drive and achieve a level of deeper financial inclusion. [...]. So yeah, [I've] been able to form insightful contributions to regulation. It's something where we've had no choice but to get involved because we are aware now. We are aware, so when the discussions is going on, you kind of know how to direct the conversation or challenge a party on their side to say, hey I expect ABCD from you because we are part of the same alumni and we can pull a few questions here and there because you know that eventually we building the country.” - Faith Kobusingye, Practitioner, I&M Bank (Private Sector)

“Policies...I'd say policies within the bank are evolving because we are undergoing a digital transformation strategy so it's...we need to be digital to the core, so that means that all our policies will change, not...I wouldn't necessarily subscribe it to the DFI course, but I would say that the DFI course is giving us the right guidance in how to craft these policies so it's...it's assisting.” - Robinson Mbae, Practitioner, Bank of Kigali (Private Sector)

“In Rwanda we've recently completed the client voice, and actually this big survey has an objective in the policy making and the policy makers to make sure they are taking consideration of actual issues on the ground. It's very much orientated towards DFS [...]. So I'm representing the practitioner world but it also represents some regulatory bodies like Central bank, (inaudible), so we have a group of seven people who [are] representing different players, different stakeholders to make sure that different aspects are taken into consideration during the survey. But also that their findings are very seriously relevant to our sector. So I'm sitting on the board of the client voice. We were hoping to get the report out by end of November. [...]. So for example I was able to make some inputs into the questionnaire and they were using the... I made some inputs and the merging of findings etc. [...] the courses I have taken I can at least make relevant comments and advise.” - Straton Habyalimana, Practitioner, SEEP Network (Development Sector)

“But I also know that a couple of our members have contributed to the conversations about the Rwanda inter probability solutions and they've contributed and it's something that's a work in progress with, we hopefully see next year this will come out and solve their financial service providers and all other stakeholders leads to finance.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

Straton Habyalimana further indicated that that **concepts of digital identity and data protection have now been integrated into a new consumer protection law, which previously did not include digital aspects. The law is currently awaiting approval by parliament (initiated).**

“If you send information through mobile phones, how do you keep the information safe that exist? Someone was talking about digital identity, that there is a law requiring actually all those providers

which access information from the client make sure that there is some mechanism to protect the data from the clients. So all those aspects have been integrated in the new law. We are hoping that maybe by quarter two next year the law will be approved by the parliament.” - Straton Habyalimana, Practitioner, SEEP Network (Development Sector)

Furthermore, two participants recalled that **a key role player in the Central Bank (director of payment services) participated in one of the first CIDM cohorts, which exposed him/her to the need for more effective regulations within the DFS sphere. Subsequently, the Central Bank established a sandbox environment** where, for example, they have welcomed the input from fintechs such as Mvend, **Jimmy Rutabingwa’s company, to test their products and assess which regulations pertaining to fintech need to be amended or created (initiated). I&M Bank have also participated in the sandbox (initiated).** Moreover, Faith Kobusingye from I&M Bank believes that the **changes in PSP regulation, e-money wallet regulation, and agency bank regulation can be in-part attributed to regulators’ exposure to CIDM (fully developed).**

“[...] we closely work with the Central Bank and one of the leaders there, who leads the payment service providers department [...] was amongst the first alumni, the first people that took us here at the CIDM, so them knowing what we do, that has also opened their eyes to know that as a fintech there is regulation that is not in place to protect us. So, as a result, which I also think was in their plans, they put up a sandbox environment so they are happy to receive not only our company but even more, to go through this sandbox environment to be able to test our products and then see where we fit within the regulation, or if there is no regulation to see how they can provide the regulation so that we don’t disrupt the ecosystem, the financial system but enhance what, what we are doing.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“I think in keeping the interest with DFI I think now the director of payments is an alumni of DFI. So a lot of the things that we’ve seen changing, the PSP regulation, the wallet e-money regulation, agency bank regulation. A lot of it you can trace it back to, for example the Certificate in Digital Money and how the Central Bank monitors, has oversight on things like that, and how does the payment council come in, how do they play in that space. We’ve seen sandboxing coming up and some players have actually used sandboxing, I know we as a bank did it. And it’s not just the industry that’s evolving and Central Bank catching up but, we’re partners, so it’s a hand and glove kind of thing, where you have an alumni who is in Central Bank who is in a key role and as former students or current running students were able to interact freely, because there’s no sense of all those guys are supervisors and they going to catch on ABCD. It’s easy to approach him and say John why are we doing this, why does this happen. But then again you’re able to trace it back to the things we’ve been studying and seeing the justification behind it.” - Faith Kobusingye, Practitioner, I&M Bank (Private Sector)

Only a small percentage of **survey respondents (n=2; 17%) indicated that they were working within the public sector or in the regulatory or policy making field;** or had the ability to impact it. Only one of these respondents have actually **developed new DFS regulations, policies or**

directives or adapted existing ones for the financial market since having completed the course, and only this respondent felt that their organisation had more skills and knowledge in the DFS regulation since they and their colleagues received training.

Taken together, at least seven regulations, policies and directives were initiated and three were fully developed. While DFI alumni may have contributed input to discussions on these regulations, it cannot be claimed definitively that these are in-whole attributable to participation in a DFI course.

8.3. Cross-Sector Collaboration

Some participants reported that they engaged in collaborations with other DFI course participants or with contacts made via those participants. For example, Olivier Kamali from Kigali Startup House and Aime Munyanganzo from AMIR met through the CoP network and are now working together on tools focused on assessing the extent to which financial service provider institutions are complying with the requirements of consumer protection. Olivier also recommended a DFI participant to provide feedback to the Central Bank on the current consumer protection law. Additionally, Faith Kobusingye from I&M Bank introduced Jimmy Rutabingwa to the bank who are now in the process of collaborating and sharing information. Jimmy's fintech Mvend Ltd also received support from two CIDM alumni who provided his business with phones and sim cards. Jimmy acknowledges that these collaborations could not have come into fruition had he not done the DFI courses, and that as he enhanced his network, it became easier to approach other students and alumni for support. A practitioner from Bank of Kigali also indicated that the bank is trying to collaborate with Access to Finance Rwanda to agree on how to cooperate on core infrastructure, but still compete on product offerings. Jimmy also indicated, from his CoP facilitator perspective, that he has seen some cross-sector collaboration particularly between MNOs and banks in an effort to serve clients more effectively.

"[...] after the completion of consumer protection as a business strategy, I was trying to assess a few banks and microfinance institutions on how they are complying with the requirements of the consumer protection and actually one of the consultants who came to my mind is Aime, because actually I have met him through this network, and I have actually, he is the one who is helping me with one of the tools I'm actually using to check whether the principles are met by the financial service providers. We prefer to use what we call mystery shopping, so he is actually the one who could see if he could be one of those mystery shoppers, and also he's working on a report of what we did. I knew his capabilities of these financial institutions simply because of design network. That's a very tangible example. [...] another example I can just give is we were some time asked by the Central Bank to talk about giving feedback about the current consumer protection law (inaudible). And I remember I recommended someone from DFI, actually we were also invited to discuss, and how to (inaudible) can be taken into consideration by the law which is drafted by Central Bank and I think we made meaningful contributions. So those are some practical things we can mention." - Olivier Kamali, Practitioner, Kigali Startup House (Private Sector)

“[...] with the financial provider we were working with I&M and Faith was one of the people that introduced us and said come let us see how we can integrate with your fintech and support these groups and we are already in the process and we signed an NDA. We are sharing information and I am trying to see that eventually they can plug in the two systems in together, we can share APIs and all that. At an MNO level one of the, two of the members that did CIDM were able to say okay we will support your group with 2000 sim cards, we are happy to give you the phones for those that do not have good rates so we brought them on board as a result, but those are network, those are support that we received because we came to the CIDM. I wouldn't have known those people if I hadn't come and they wouldn't have known what I am doing hadn't we shared this course and shared the challenges that we face.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“So Access to Finance Rwanda is supporting the factor to get interoperable services, so we are trying to bring them together, because you know they often compete, so we are trying to bring them together to agree on how to cooperate on the core infrastructure and then get to compete on the product offerings so we are trying to figure out what are the standards of operations and how can that work but also, work also with the regulatory bodies like the Central Bank you know to make sure that this is well within the regulation.” - Practitioner, Bank of Kigali (Private Sector)

“I've seen for example banks connecting [...] and been able to collaborate cross sectors (inaudible), and the financial institutions and I agree on how to serve their clients better, it's ok for a client to move money from his account to the MNO wallet, and the wallet to the bank account. You know, been able to for instance, pay for taxes using the mobile or the bank and you have the same platform. So you choose if you want to pay by bank, or do you want to pay by mobile. So on both platforms having that ability for the client to, so we see that across sector collaboration especially between the MNO's and the banks.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

Participants also expressed that they felt well positioned to engage in such collaborations in the near future when the opportunity arises. With the connections they had made, especially through the face-to-face interactions at CoP meetings, practitioners felt that they would be more comfortable approaching their new contacts for future opportunities.

“I think when the opportunity comes [to collaborate] it will be much easier to approach anyone who we've met in this course. We sort of know each other, we exchange, have become like colleagues and I think we can help each other more now and collaborate better. So I think collaboration was really, the likelihood of collaboration was improved by these COP meetings.” - Olivier Kamali, Practitioner, Kigali Startup House (Private Sector)

“[...] it's easier when you go to them, when you have met before than when they don't know you or you don't know them.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

Participants indicated that **their expanded network of colleagues in various sectors, organisations and projects, and at various levels of experience, also helped enhance their capacity in terms of having an improved understanding of other sectors, projects and concepts.**

“I wanted to say actually the COP meetings were very good in terms of creating a network and also getting to understand what’s happening on the market because you have bankers, you have vendors like Ericsson, you have consultants, like Straton. Yeah so for me it was a good opportunity to learn more and make sense of what’s happening on market especially on a lot of initiatives. [...]” - Olivier Kamali, Practitioner, Kigali Startup House (Private Sector)

“Even the people that have done this that you can know, you can knock on their door, we can say we trying to do this, how did you do it, what were the challenges, what should we look out for. So I believe there is so much that is yet even to happen.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“Yeah I was saying that was very important in this COP is that sharing of experience. Some are consultants, some are consultants, we have bankers, we have those who are in mobile network, so altogether we came up with discussions that turned around how we can increase you know, people who are not financially included. You know that was the main topic and it was very amazing.” - Polepole Kayumba, Practitioner, CogeBanque (Private Sector)

The overwhelming majority of survey respondents (n=9; 90%) strongly agreed (n=3; 30%) or agreed (n=6; 60%) that their ability to network with individuals and across sectors had improved as a result of the CIDM or other DFI courses (see Figure 58).

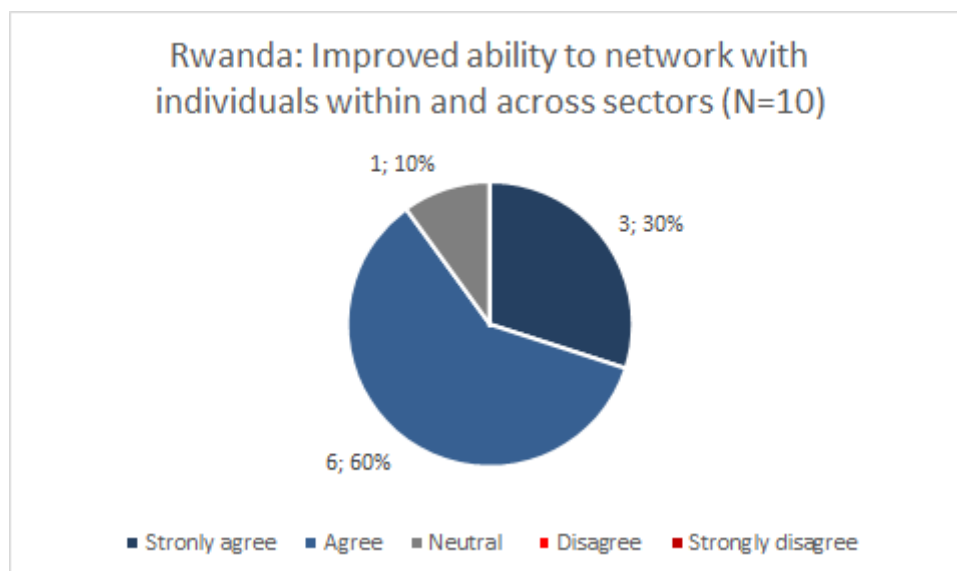


Figure 58. Proportion of respondents’ ability to network

All ten (n=10; 100%) **regarded themselves as better able to collaborate across sectors** since attending DFI trainings, CoP or SWITCH.



These 2018 findings are congruent with those in the 2017 focus group report, which highlighted that the Rwandan participants were making a “genuine effort to collaborate within the ecosystem.”

8.4. CoP Country-Based Initiatives

One private initiative was actively being implemented by the CoP, which was a CoP Whatsapp group, while a second private initiative, which would also have benefits for influencing policy, was in the process of being implemented, the Rwanda financial diaries.

In addition to the CoP meeting regularly, practitioners are also part of a **CoP Whatsapp group (private initiative)** where they are able to share information and resources relevant to the sector. The Whatsapp group also helps the alumni keep in touch outside of meetings and outside the course, allows for practitioners to ask one another questions or introduce new products and initiatives, and also allows practitioners who cannot attend CoP meetings to be part of conversations.

“Through WhatsApp we particularly by our friend there, Faith and Jimmy are very very useful and I’m particularly grateful to them. They very encouraging and in a timely manner, we will receive insights from around the world [...], important updates that are really relevant to this particular profession that we are embracing and I think it’s from this platform, from this community of practice I understood better actually how digital frontier platform work and how to take advantage of opportunities, and to move and have marks and succeed.” - Kevin Rudahinduka, Practitioner, Bank of Kigali (Private Sector)

“Yes we do have a COP WhatsApp group. So we see more conversations on the group which keeps us together. [...] Yes they post resources you know, videos, maybe block chain or something new that’s in a different market, or products launched. Then people get to know and oh congratulations, how does this work and others ask more information about it so it keeps us together [...] it’s quite active.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

According to the Rwanda CoP facilitator, one of the key initiatives that the CoP is working to develop is **Rwanda financial diaries (private initiative)**. The diaries, the idea of which was based on similar diaries emerging from Kenya, is intended to enable a platform of country-based information to inform the development of new products that are specific to Rwanda’s context, develop products that are client-centric, potentially reduce costs of services, and identify gaps in the market. The initiative would provide benefit practitioners working in the private sector and could be used as a tool to inform and influence regulations, for example discussion around interoperability and financial inclusion. **The CoP is working on this initiative in partnership with Access to Finance Rwanda, and is still a work in progress.**

“Well the one that’s a work in progress is the Rwanda financial diaries. It’s something we’re trying

to see whether we can work on together as a community in Rwanda, in partnership with Access To Finance Rwanda. Looking at the success story of similar diaries that were done in Kenya which we were able to learn about in CIDM. We trying to see, ok, can this happen you know in Rwanda? Can new products be innovated as a result of this? Are there gaps that we don't know about that we'll get to know from a practitioner side but also from a regulatory side so, that's something that's a work in progress. [...]. We imagine, we imagine we will see more innovation of financial products that are really tailored to the findings that we would find because of the research but also [inaudible] enhance the product centric approach to our clients instead of different stakeholders coming to design products out of they are own researchers [...]. We believe we will see more financial innovations, products being innovated as a result of that and we are also trying to see could that bring down the cost of providing these services [...]. [...] doing a financial diary as a country but where we all come together as alumni and even agree how to do that because we have read about these in Kenya, still the CDIM course, and we can see that is something that has come out of the community of practice meetings, we are trying to see okay can we do this we have learned about it, what will it look like, would we participate in it, would we get a consultant. So it's a conversation still on the table that we are trying to see how we can collaborate and hopefully if that is successful then we can see more projects coming, as teams coming together to work on such problem solving.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

Participants reported that the CoP as an addition to the course content taught online is highly valuable. The CoP allows practitioners to engage with practitioners in other industries, sectors and areas of expertise, exposing them to new points of view and knowledge which may inspire ideas and innovations for one's own work. One participant indicated that the CoP helped him pass the course because he was encouraged by a fellow student to participate and reap the benefits of keeping up with the group's conversations.

“Of course it [knowledge] improved, it improved even I realised that during the COP, that's when I realized something changed compared to what I was before. [...]. So this course has meant different things to different people so when you actually sit and talk to different people you realise okay, maybe I need to go to relook at that or if you have a question if you don't really understand something there are guys who are really good at some of these things, people like Kevin and Jimmy [are] quite experienced in this skill so it's good to hear their points of view when it comes to this thing.” - Aimee Nizeye, Practitioner, Bank of Kigali (Private Sector)

“Yes, the COP was very interesting in that this is an open platform where we meet with colleagues from different organisations, so sharing that experience and get to know different experience from different industries. Like me I'm from mobile telecommunication, but again I could get experience from banking industry, from other sector that could of course contribute to the objective of the course. It was very interesting, so and again, just imagine we are all coming from one country. We could again share our common experience on how we want to drive cashless economy as our main objective that our country's taking forward.” - Jean Paul Musugi, Practitioner, MTN Rwanda

(Private Sector)

“What I can tell you particularly somebody like Faith, [...] she will always come with new things, new ideas and then you ask how did you get this, then she’ll laugh and tell you well I was communicating with these people and I got to learn this, and I was communicating with this one and got to learn this. And then I tell her that’s what getting ideas is all about. [...]. So I think in terms of networking I would say, that is something that you can see, it’s so obvious, particularly in Faith.” - Michael Obiero, Manager, I&M Bank (Private Sector)

“I remember there is a time, I did the certificate in digital money twice. Actually the first time I failed. I used to just do my homework on Sunday’s and sometimes I would miss one Sunday and I would (inaudible) So I got enough marks but it was too late for me so I didn’t pass that one so I had to repeat. And I remember it was during a COP meeting when Faith said you know what, guys if you want marks, comment, open when it’s still fresh. Read and comment. And I did that, and the second time around it was much easier for me. During the day and in the morning I would just open, see what’s the topic out there, comment and then go on with my normal duties and it was very easy so, I think it came from the community of practice. So it helped me practically yes.” - Straton Habyalimana, Practitioner, SEEP Network (Development Sector)

8.5. Capacity Development

8.5.1. Practitioners

Practitioners reported **improved DFS knowledge and skills**. Practitioners noted that they were introduced to and explained relevant concepts that enabled them to understand their industry better, as well as the Rwandan context in which they operate. Through this enhanced capacity, practitioners felt more capable in providing advice, guidance and feedback on DFS-related projects, and more capable of contributing to conversations within the industry. Practitioners also noted the value of being exposed to international examples, and that this helped them consider how these initiatives could be applied and adjusted to the work in Rwanda. Further, given their enhanced capacity, practitioners also reported improved **confidence** in their work.

“The courses have been helpful. I’m also thankful, as my colleague had said. It’s been a good platform where you get to understand what is happening around the world. In my function and what I do normally we are in charge of electronic channels, digital financial services. So the courses have been some way to source knowledge and understanding so that I can use them in my everyday work and it has really been helpful.” - Innocent Ntwali, Practitioner KCB Bank (Private Sector)

“I think...I appreciate the course because of the...I think it has given me the ability to join a conversation and understand what is being said, because when you look at the kind of engagements we have in this market or in even a farm [...], we look at work around the interoperability agency banking. Without having done the course, I don’t think I would have been

aware of what is being talked about or even in a selection of a consultant [...]. That ability to understand context and understand the conversation I think for me that has been the greatest, the greatest benefit. Like in terms of practical use, we are doing the national payment system and right there on the website there is a whole paper on national payment systems for countries, something like that gives you a reference point for the project you are implementing [...]. I did the gender course [...] and for me that is really practical because we really now mainstreaming gender in our project and we want to have a gender lense and we have learned a lot from the DFI gender course because four of us did the course at the same time and it was practical.” - Wairigna Kibe, Practitioner, Access to Finance Rwanda (Private Sector)

“[...] the digital money course, I think above all what it did was create like a repository where you can go and find information about relevant things, if you talking about regulations, if you talking about what do these technical things actually mean. So when I joined the organisation I really didn't know much, because I came from a technical background computer programming, that's where I came from computer programming, very technical IT things so when I came to the financial inclusion world, it was very timely because I did the course I think three months after I joined so it really helped me start looking at things differently [...].” - Robinson Mbae, Practitioner, Bank of Kigali (Private Sector)

“So, I'm grateful, I'm particularly grateful to digital institute for the course that I've obtained from them. I've been empowered by new skills, new capacity to participate confidently in the development of digital financial solutions in Rwanda. So, we are still at the initial phase but Rwanda is really moving and I'm proud to be part of that change. I'm proud to be part of active professionals who contribute positively in that development.” - Aime Munyanganzo, Practitioner, AMIR (Private Sector)

“So I...my background is actually technical, so I needed something to help me understand what is actually this finance, I mean how finance is merging with the digital world. So this has been the perfect thing for me. I started with digitising mobile money as a short course, very interesting. And then I did the Certificate in Digital Money and now I'm doing the Leading Digital Money Market, so it's really what I needed I mean not only now understanding what is digital finance but also what is happening around the world. Yeah you can read that course, you can watch but I mean Leading Money Market has really given you insights of what is happening, what is really happening in India, in Sweden. I work for a Swedish company, but I didn't' actually know that they were really good in digital finance and now I understand why they ventured into mobile money. So yeah, I got an opportunity to really know what's going on in this area.” - Arlette Rwakazina, Practitioner, Ericsson (Private Sector)

Wairinga Kibe, a practitioner from Access to Finance Rwanda also expressed that because of her improved capacity, **as a female practitioner she felt that she has a seat at the table** in what is typically a male-dominated sector.

“That’s what I am saying it gives you some...you are able to discuss, you come to the table with knowledge which I find useful and especially because the DFI course, the certificate for a digital money it takes you to different contents and what’s happening there and that’s a good exposure.” - Wairinga Kibe, Practitioner, Access to Finance Rwanda (Private Sector)

Practitioners also reported that their participation in DFI courses contributed to their ability to **design and develop new products or make adjustments to improve existing products**. For example, Kevin Rudahinduka from Bank of Kigali found the concept of customer-centred design to be useful for designing products for the mining sector; Straton Habyalimana from SEEP Network found the concept of interoperability to be useful in the development of a mobile banking solution, and consumer protection principles were useful for a mobile application; and Jimmy Rutabingwa from Mvend Ltd found that hearing success stories from other countries inspired improvements in his product offerings.

“Currently I’m supporting the Rwandan mining sector to come up some financial products [...]. So one concept which was very useful for me in the process was the customer centred design. So the concept itself helped me to design the approach, the methodology to use and the providers but also the whole value chain to come up with some products they can propose which could address the needs of people who are in the mining sector.[...]. The second example as I told you I’m also doing some assessments of finance sector assessment in terms of financial service providers in terms of compliance, the consumer protection principles. So during one of my assessments during the briefing meetings, I was challenge to provide some technical guidance on how they could improve and how they develop appropriate products for their customers, and actually the concept and the models I learnt from this course also helped me to actually provide very practical advice and I think the institution has already started and backed upon implementing some ideas which were recommended to them for improving the way they adjust products, but also develop a new product in terms of the area of financial services.” - Kevin Rudahinduka, Practitioner, Bank of Kigali (Private Sector)

“Yeah I think I would say like... for us as the bank we’ve been able to design better products which we’ve been trying to release to the market.” - Eladikai Ejuka, Practitioner, Bank of Kigali (Private Sector)

“[...] there have been key courses that have been very useful to me you know when you develop a mobile application, when you come up with a mobile banking solution you expect customers to enjoy all type of products and services through the mobile phone. So the concept of interoperability, the way it is exposed by Digital Finance Institute was very key to me. And another thing, consumer protection understand[ing] how by using a telephone, people will rely confidently and safely on the user for mobile phone. So we went through that project, we, it was well completed and the handover was good, the customer was really satisfied and I’m particularly honoured, I was particularly honoured to see that finally the products there and the products work

and all principles have been followed and respected and that's something I owe to the Digital financial institute.” - Straton Habyalimana, Practitioner, SEEP Network (Development Sector)

“Yes of course even us, the project we are working on digitising the savings group of corporations from the manual way of operation, to the digital way of operating. Micro savings, micro loans and we hoping to also add micro pension and micro insurance on top of this so, this result of getting to appreciate the overview of where digital finance is moving to, the success stories in different markets you know.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

According to the survey, out of the 12 practitioners who responded to the question, **58% (n=7) indicated that they were applying the knowledge and skills gained during the DFI course/s in their workplace**, while 25% (n=3) indicated that they have not yet applied the knowledge and skills in their workplace, and 17% (n=2) did not respond to the question.

Regarding changes in their capacity resulting from attendance of CIDM or other DFI courses, **only two (n=2; 20%) survey respondents indicated that while the information has taken time to digest, and respondents were able to make the necessary connections to apply their knowledge. Half of respondents (n=5; 50%) felt that they had not been applying their new knowledge as much as they had hoped.** Despite this, the vast majority (n=9; 90%) reported that they are already making valuable contributions to their teams and organisations, and the same number were confident that they will be able to make meaningful contributions in future. All survey respondents (n=10; 100%) were of the opinion that they were better informed about DFS; and had enhanced DFS skills.

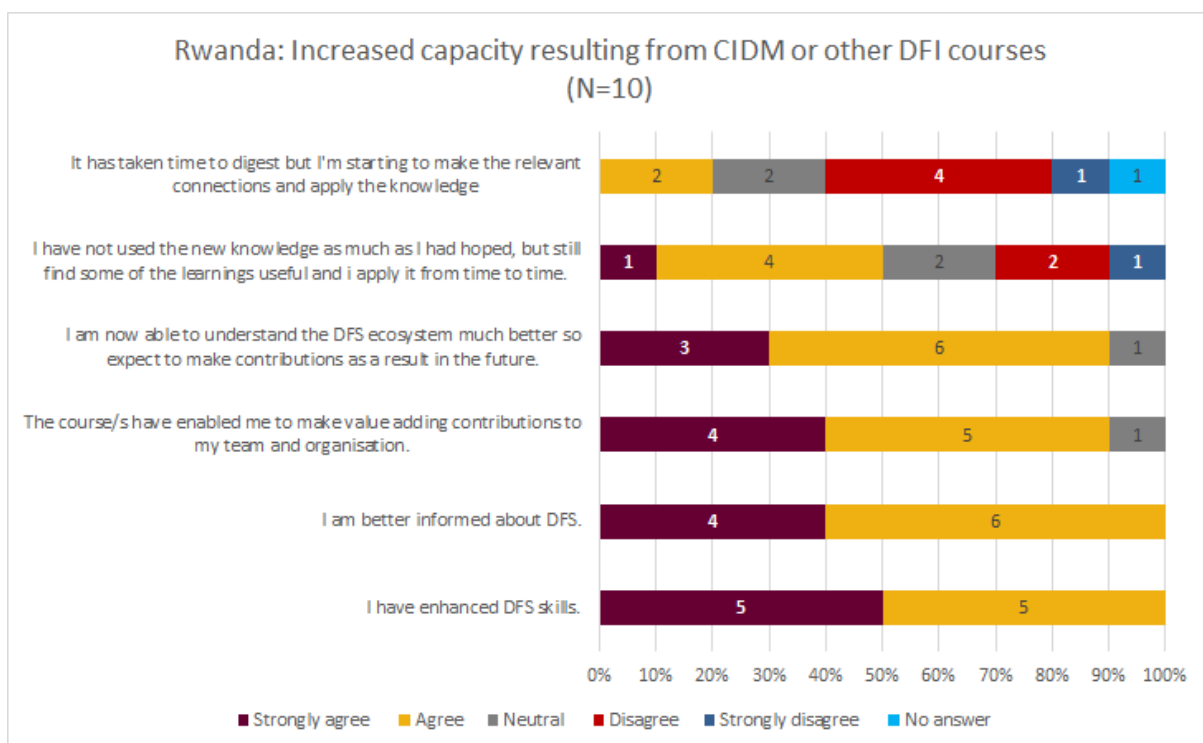


Figure 59. Extent to Which Rwandan Survey Respondents' DFS Capacity Has Improved

Confirming that they are indeed applying their new skills and knowledge, the survey indicated that half of the respondents ($n=5$; 50%) applies it daily; and two ($n=2$; 20%) applies it once a month, with the same number applying is seldom, while one ($n=1$; 10%) never applies it (see Figure 60).

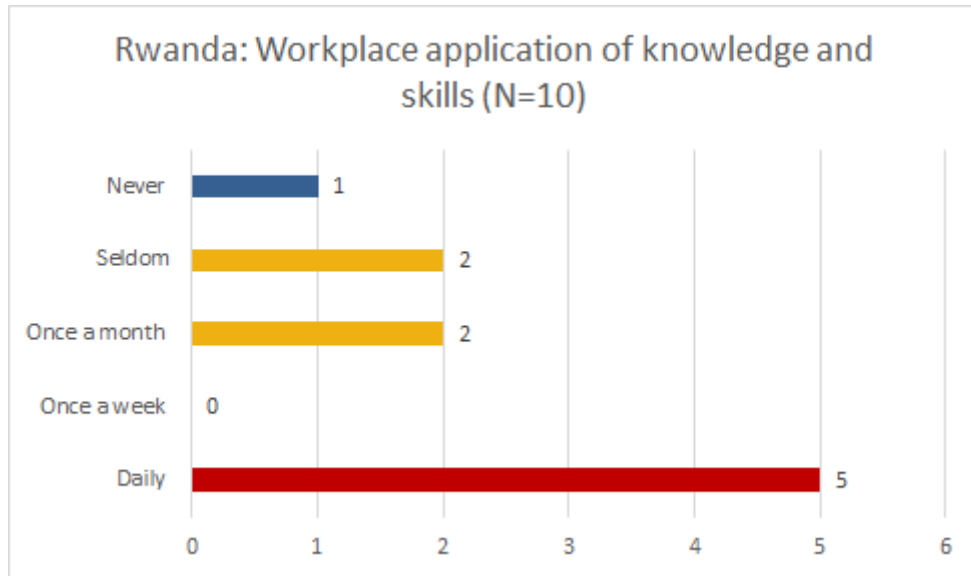


Figure 60. Extent to Which Rwandan Survey Respondents Applied Their New Knowledge and Skills in the Workplace

Slightly more than half of respondents, between 56% ($n=5$) and 78% ($n=7$), had some post-course engagement with the training materials and other participants or further training, as shown in Figure 61.

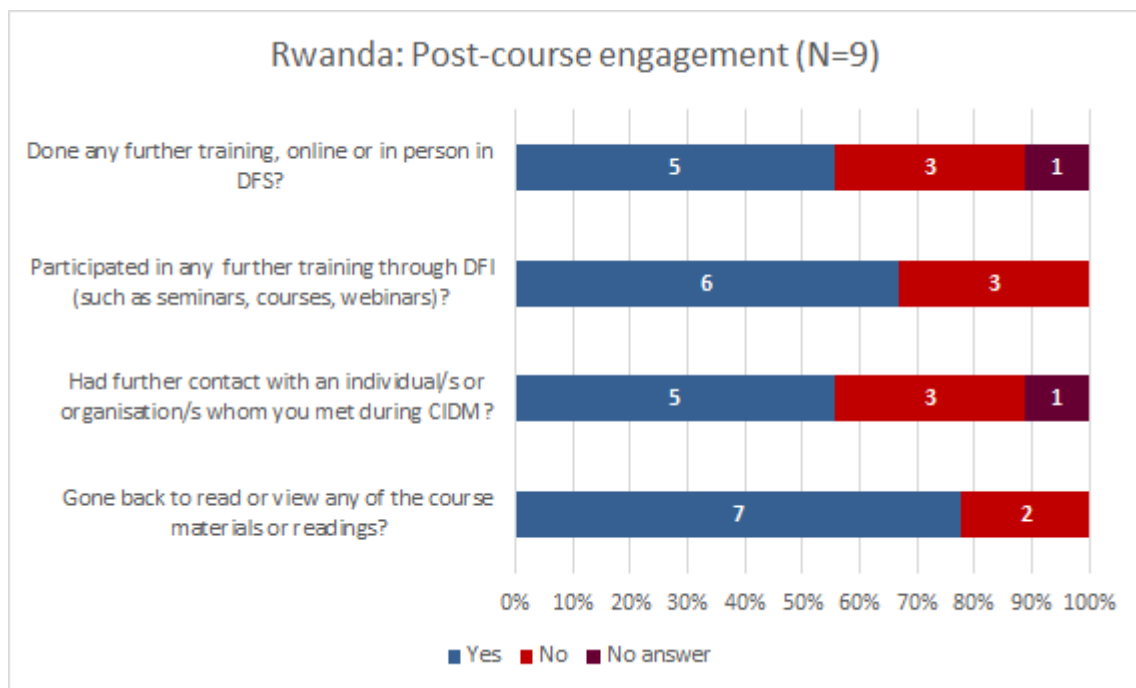


Figure 61. Practitioners' responses to involvement in post -course engagements

For the CIDM course only, survey findings indicated that capacity building did have some impact on individual CIDM alumni (see Figure 62) and on the way they engage in the work and industry environment. More than half of the respondents reported increased confidence, ability to understand the topic, converse on it, and initiate or support relevant activities:

- 78% ($n=7$) have gained confidence in their ability to engage on DFS;
- 56% ($n=5$) have joined in new conversations about DFS or have engaged in a new way in existing conversations;
- 67% ($n=6$) have felt better able to understand reports and news in the field;
- 67% ($n=6$) have been able to see the specific context in a wider comparative perspective; and
- 89% ($n=8$) have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in respondents' home country or elsewhere.

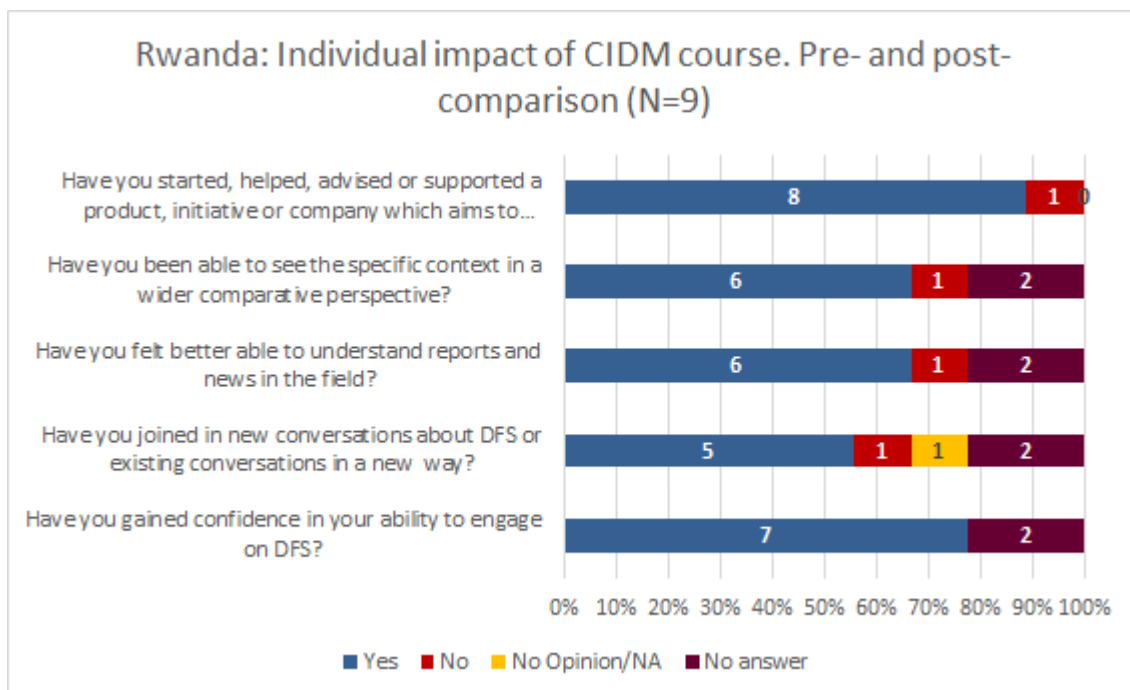


Figure 62. Practitioners' indication of how the CIDM course had an impact

There are indications that the impact of the programme has filtered through to the work environment. When asked what their supervisors' and colleagues' perceptions would be regarding changes in their knowledge, skills and application thereof, most **respondents were of the opinion that their supervisors and/or colleagues would have noticed improved knowledge; contributions made through new ideas and concepts; initiation or participation in design of new products; or improvement of processes:**

- 90% ($n=9$) respondents felt that they were showing greater knowledge about DFS: 60% ($n=6$) "a lot"; and 30% ($n=3$) "somewhat";
- The same number of respondents felt that they have come up with new ideas and concepts;

- 90% ($n=9$) of respondents felt that they have been able to either suggest new products or have been able to participate in the design of new products: 50% ($n=5$) “a lot”; and 40% ($n=4$) “somewhat”;
- 80% ($n=8$) of respondents felt that they have been able to improve processes: 30% ($n=3$) “a lot”; and 50% ($n=5$) “somewhat”; and
- 90% ($n=9$) felt that they have shown more confidence in the subject matter and have been able to participate more readily: 80% ($n=8$) “a lot”, and 10% ($n=1$) “somewhat”.

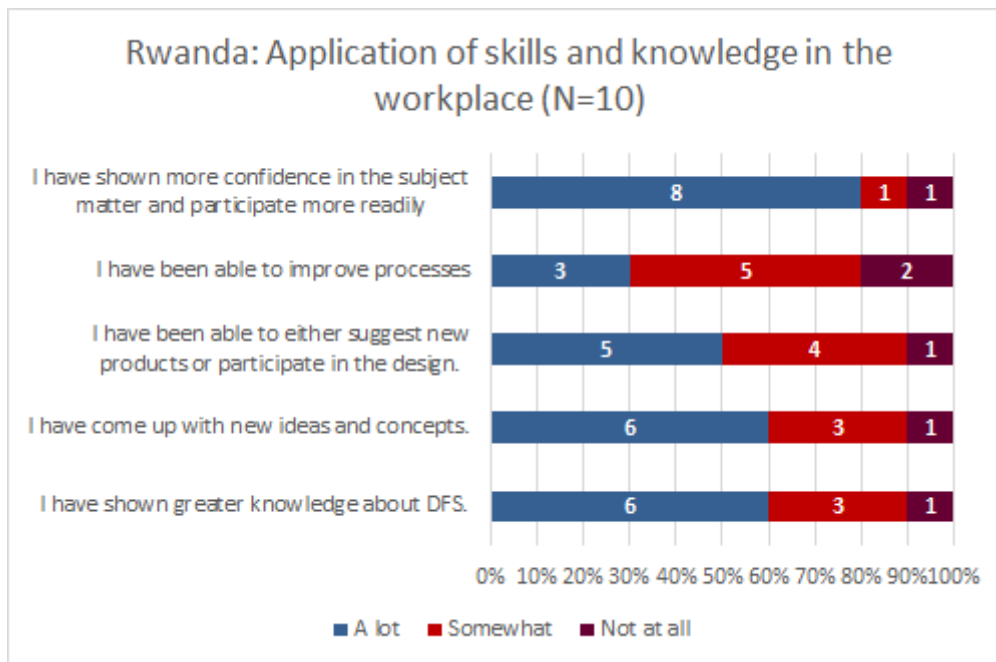


Figure 63. Extent to Which Practitioners Agreed That They have Applied Their New Knowledge and Skills

Some practitioners also reported that they had experienced a **job change** in some facet since having completed a DFI course. Job changes reported included promotions, increased scope of a work, increased funding / investment, and moving into a different job and organisation. These job changes increase confidence in the fact that practitioners are applying the knowledge and skills they gained in the DFI courses, and that they have become more of an asset to their companies.

“My role was expanded since the time I started. I can relate it to the time I started doing the DFI courses so initially I was in charge of some electronic banking platforms, some online, some mobile, but with most of my, I think of my suggestions and some of the tasks I have been taking on since I did the courses, there are some policies that I was part of, documenting procedures, strategy. I’ve recently had a change of roles which has expanded so now I pretty much carry a little more than I can bite off right now, but it’s exciting so I get to do a little bit more within the same organisation but with more responsibilities. So yeah, that’s the change for me.” - Faith Kobusingye, Practitioner, I&M Bank (Private Sector)

“Promotions [...] Faith had her scope of work expanded. [...] All of them [Faith, Dianne and Patrick]. They have all been promoted.” - Michael Obiero, Manager, I&M Bank (Private Sector).

“When I started this program I was heading the administration in general services for my institution. I changed jobs now I’m the head of SME banking. It’s understandable that in my CV to get that new job, I present it as so myself as an alumni of digital finance from the finance institute, so it’s contributed in that course of direction in one way or another.” - Polepole Kayumba, Practitioner, CogeBanque (Private Sector)

“We were sponsored by Access To Finance which we really appreciate but also they went on to support our initiative and I believe it was because they knew that now we understood what we were supposed to do. [...]. They were also able to be able to give me a grant for my pilot, to pilot this product. [...]. Now we are in phase 2, yah. So, because they appreciate what we are doing so now we are in phase two because they appreciate what we are doing there are certain issues that we did not know about that we were able to recognise now [...] to me I believe this is as the result of having done that DFI course but also actively participate in the ecosystem, you know the network that we build as a result. [...]. Because of this because at least before that we have never got any donation maybe hopefully because of this we can approach other funders to see whether they can support us.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“Recently I was promoted to senior officer, digital operations enquiry. [...] so I am trying to apply what I learnt from DFI in merchants [...] I think...Yes everything happened after digital money, that’s where my mind was very open.” - Practitioner, Rwanda

“Mainly in the banks, we have two who work for Bank of Kigali and also I&M bank. I am aware that promotions have been achieved as a result of that [participation in DFI courses].” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

While the 2017 focus group report did not specifically identify which alumni experienced job changes, at the time of the report in 2017, one alumni had set up a new fintech business, one moved from development to government and one received a promotion. Taken together, from the 2018 findings herein, there were at least three to five promotions at I&M Bank, one practitioner moved jobs, and one received a grant to pilot his product; indicating that job changes are steadily increasing over time since practitioners completed a course.

Survey responses confirmed that the transportability of skills associated with attending a DFI course may not have been fully realised yet, with **equal numbers of respondents (n=5; 41,5%) indicating that their work situations have changed or have remained unchanged**. Two (n=2; 17%) did not answer the question (see Figure 64).

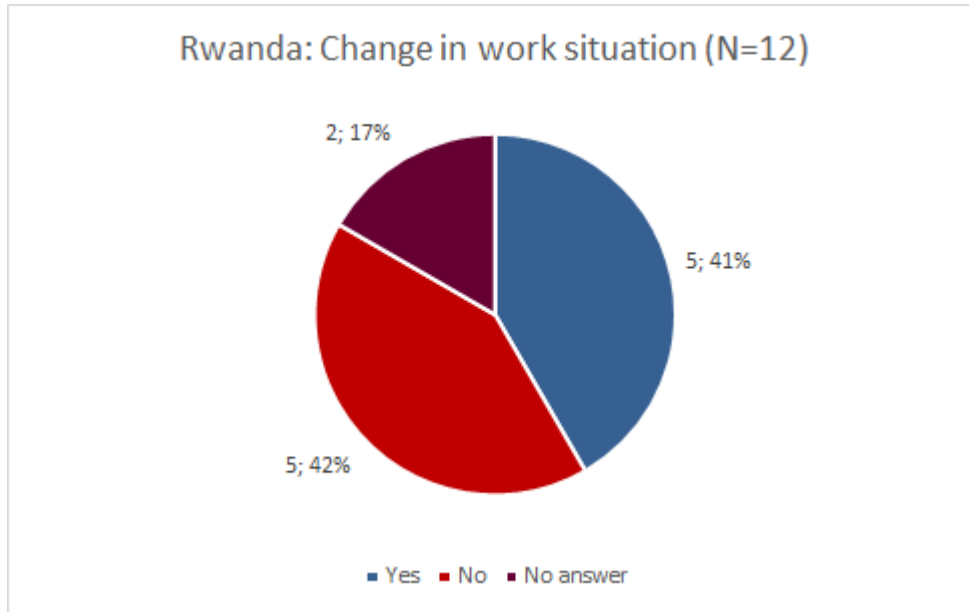


Figure 64. Proportion of Practitioner Respondents Who Reported a Change in Work Situation

A total of five respondents indicated changes, and some reported more than one change, as follows: Two each reported improved job satisfaction, being promoted and having a different job; while one each reported having received a salary increase, working for a different employer, and having joined the labour force after completing the course.

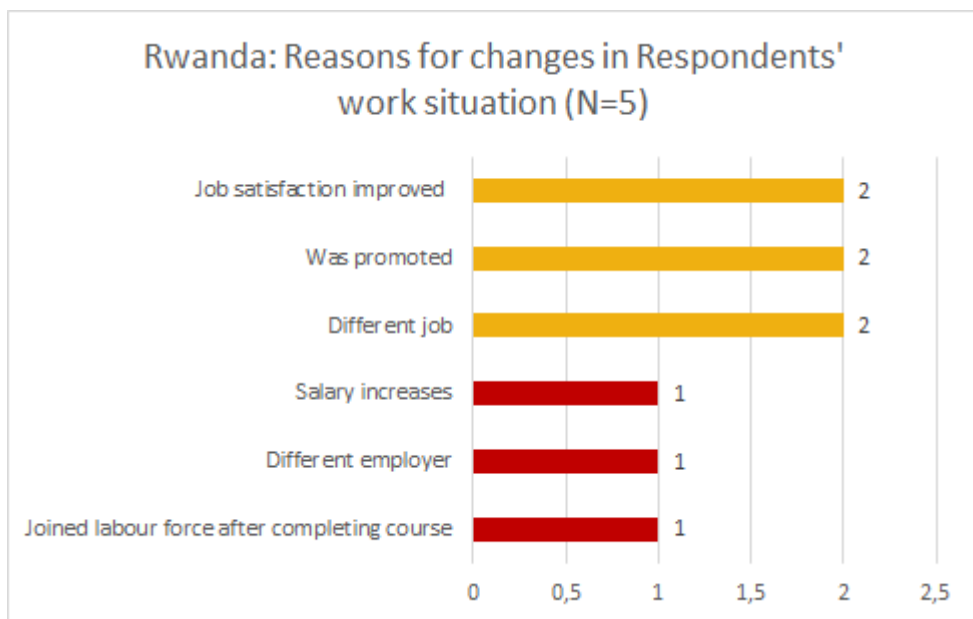


Figure 65. Work Changes Among Practitioners Since Completing a DFI Course

8.5.2. Line Managers, HR Managers, CoP Facilitators and Institutions

In addition to practitioners attesting to their enhanced DFS capacity, their **managers also reported examples of their employees' exhibiting improved or high quality performance in their work**

since participating in a DFI course.¹² Michael Obiero, a manager from I&M Bank, indicated that within the last year, three DFI alumni have played an instrumental role in building and structuring an alternative channels department within the bank. Although he did not work with the employees before they enrolled in the DFI courses, he surmises that the courses played a part in improving their capacity to manage the department. Additionally, Aimable Nkuranga, a manager from AMIR, recalled that a client was very happy with the services provided by one of their consultants, a DFI graduate. Again, although he did not work with the employee before he enrolled in the DFI course, he expects that the employee implemented the skills acquired through DFI during the project. Aimable also noted that there are few practitioners in the Rwanda market with the type of skills this employee has, and he considers this employee to be one of the best in the sector.

“Faith had the alternative channels department where all these things [operations] happen. Dianne heads the sales part for alternative channels and Patrick is [...] working under Faith within alternative channels. [...]. They have been the brains behind alternative channels if I [can] put it that way, so I would want to believe that the courses they took had something to do with alternative channels [...].” They have their support function that is headed by Faith and supported by Patrick. It’s an area that we’ve put together not too long ago, I think just about less than one year. These are the people that have structured the department. They have done the procedures. They have done everything actually. So I must say they’ve benefited [...].” - Michael Obiero, Manager, I&M Bank (Private Sector)

“There’s a recent example, where one of our members which is called Vision Fund Rwanda. They wanted to implement a (inaudible) bank network and they needed technology for that. They contacted us and then we contacted Aime and then Aime came here and then he started working with them according to their terms of reference that they had developed and the platform was launched a few months ago, like four months ago and our client was very happy about the platform. Probably the skills he used, he got them from DFI. [...]. I think in the space of digital finance there are not many people [with DFS skills], there are not many people. Actually I can only think about Aime first. Definitely there are some other people but Aime is one of the best, so I don’t know if he got it from DFI or elsewhere but Aime in the space of digital finance is someone who can refer to other people.” - Aimable Nkuranga, Manager, AMIR (Private Sector)

Bintou Ka-Niang, a manager from SEEP Network expressed that although there has not been an opportunity for her employee to implement what he has learned, she is confident that the knowledge will serve the organisation in the future, and she values having an employee who is able to understand DFS, and be able to link it to consumer protection.

“I mean the thing is especially as the person who is in the microfinance sector who is dealing with consumer protection him having this extra knowledge, capacity in digital finance which is one of

¹² It should be noted that most managers interviewed did not necessarily directly oversee their employees, or did not oversee employees within the period that they would have completed the course. As such, most were not in a position to identify with certainty any changes between before and after their employees/ participated in a DFI course.

the ways forward for this sector is something that is you know quite useful. [...] even in Rwanda digital finance is becoming more and more important and having someone in place who understands this, understands these issues is important to us, it's just that we haven't worked in that space yet but having...ensured that we have somebody who can understand these things and can also...from his understanding be able to link the themes of digital finance and consumer protection is important to us, it's something that we can use in the future but it's also something that as a person who has worked at SEEP...even then could go ahead and use it in his future career and is still a good thing for the sector. [...]. For Straten's case [...] know at least...because he has that knowledge if he were to do anything digital, I will come and say how can you bring your new knowledge or acquired knowledge to contributions so that we can do this well.” - Bintou Ka-Niang, Manager, SEEP Network (Development Sector).

Bintou Ka-Niang from SEEP Network also noted that beyond DFS capacity, she believed the DFI course in consumer protection helped improve her employee's capacity for consumer protection in the country, and that he is considered one of Rwanda's experts in the field.

“[...] but I am also hoping that the acquired knowledge from the training have...has helped him in understanding even better the issues around consumer protection and maybe help facilitate. I'm not saying it's what happened but it might have helped facilitated his access to status but, I knew that locally he is really one of the consumer protection expert he's been among the first ones to do work in the area and he is the one providing technical assistance or...overseeing the technical assistance that has been provided to micro finance institutions in Rwanda around consumer protection. [...]. He's called in for meetings, for committee's...you know all these discussions around consumer protection is definitely something that either he has promoted or stimulated or that he has been called in to participate and have a say in...so definitely one of the experts in Rwanda around that.” - Bintou Ka-Niang, Manager, SEEP Network (Development Sector)

8.6. Certification of DFI Courses

Most respondents reported that the **certification of the DFI courses is considered to be very important within the Rwandan context**. Some participants explained that a certified course is necessary to receive a study sponsorship from either one's employer or a third party funder; it assures sponsors that there will be some kind of return on investment. In one FGD, out of nine participants, four indicated that they would not have done the DFI course had it not been certified. Participants spoke to a perception in the Rwandan market that certified courses on one's CV is more likely to open doors to employment or consulting opportunities, and make one more competitive in the market. A certified course conveys the perception that the student is equipped at a high level, has received a quality education, and has interacted with reputable materials and individuals. The association with a respected and well-known academic institution establishes a sense of credibility not only in Rwanda, but internationally. Currently, the DFI brand is not yet established enough to garner the type of recognition that the Fletcher School does.

“I think it’s important to a degree that our certifications are from a renowned academic establishment. [...]. They assign a certain sense of worth, globally. The world over. If you say you’ve done management accounting certificate, so when I’ve been asked by people that I’ve told ‘Oh no I’m doing this course’. Which one is it? Who certifies it? Then they like, ok, it gives a sense of credibility that what you’re studying is not just flimsy. It’s actually, it has its weight in gold and you can actually sit back, talk about practices across the world and people would say ok that makes sense. So actually for myself explaining DFI to people and when you say but it’s the university and then oh, Fletcher School, I know that. But when you talk DFI they get lost, where is that? How long have they been around? Who are they? And when you say no they’re affiliated and certified by, it makes the paving a little bit easier. I think in terms of resourcing as human resources when we go out into the marketplace, to be able to compete, just to have a voice sometimes in a room when a discussion, having that at the back in certain places, it matters. It gives a sense of ok, this is something we should do and from me I think also personally it has been for me to get my HR to as a company to invest and push people. [...]. So I find like from a personal point of view I can understand it I will invest, put time to it. But when you’re trying to get someone else to pay for 5 / 10 people to do a course they really want to feel like the grade or the paper that will come from this is something they will you know, is an investment to them as an individual, so I think it matters to that sense. And I think in this part of the world, papers still make sense, we argued in different parts of the world that it’s knowledge that matters but I think here, sub-Saharan Africa, people still want to know what’s your qualification, how high have you gone and was it GPA or whatever and was thinking does it matter really? But it does matter.” - Faith Kobusingye, Practitioner, I&M Bank (Private Sector)

“That of course is very important because when we are building people's profile internally, and if they don’t have something it becomes difficult for one to even get to tell that they’re equipped at that level. So I think it’s very important that we have that kind of certification.” - Michael Obiero, Line Manager, I&M Bank (Private Sector)

“Well, personally because I am self-employed I did not place so much weight on that but I believe as you present a profile to even a donor they want, it has given us more opportunity. There is something I forgot, because of that I figured maybe now I see its value I was able to get a facilitation with Better Than Cash Alliance, they had other country, you know peer to peer country visit, and just because of that certificate I found somebody called Juan who had done it so he interviewed me on Skype and was like you have done this course are you sure, he asked me a few questions, I mean he checked of course on Switch and I was there and as a result I think was able to get that certificate, I was able to get that opportunity which was a short term consultancy. So it enhances our profile ideally, to me as a course, as a digital financial course, about the university I[...] for me it’s more of the knowledge I picked out, the content, the practicality of the things that we learn to me and of course the network as the result. Maybe if I consider more consultancy then maybe that’s when it would add more value, but yes I have benefitted as a result [...]. I think it is [important to a sponsor]. I believe they put money where they see value.” - Jimmy Ratabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

Faith Kobusingye, a practitioner from I&M Bank, explained that she would have completed the shorter courses without a certification, but she would not have committed to the three-year CDFP journey without it. On the other hand, Jimmy Rutabingwa, although acknowledging the need for the certificate to receive a sponsorship, does not hold as much importance to a certificate because he is self-employed. Bintou Ka-Niang, a line manager from SEEP network, on the other hand, places more emphasis on the quality of the content and knowledge gained from a course, rather than the achievement of a certificate as explained in the quote below.

“It’s something that can be good in their CV that it’s something that is...you know...it’s like check if it’s the valid kind of training that they do, it’s a recognised certificate so this is good for the employee. But for the organisation itself it’s like, what does the person know, how can the person contribute to what we are trying to do? So even just having experience in the field is good, it’s not the certificate itself, the paper that you have done, [...] but what do you know about that, what can you contribute to our work in this area?” - Bintou Ka-Niang, Line Manager, SEEP Network (Development Sector)

8.7. Impact

8.7.1. Value of DFI

Participants had a **positive perception of the DFI courses and the quality education it provides.** One practitioner who studied finance at a tertiary level expressed that the DFI courses are different to those traditionally taught in university, and was more enlightening given its focus on the latest technologies used for digital finance. Another practitioner who had spent over 10 years in banking was still able to learn something new about financial inclusion by taking a DFI course. Michael Obiero, a manager from I&M Bank, expressed that he would like more of his employees to complete the course, and that he himself is interested in doing the course too considering the value he has seen it provide. Moreover, as listed in DFI’s alumni records, the Bank of Kigali have sent 17 employees on the CIDM course since 2016, indicating that the institution highly values the knowledge and skills that the course is imparting on employees.

“[...] I did finance at university but then I loved the DFI courses because now they are bringing the digital finance aspects, which is totally different from the traditional way finance is done and there is so much technology that comes in and being able to understand that, some of the terms and being able to understand the new ecosystems, being able to understand the technologies that are supporting the traditional financial services and for me it was quite exciting and eye opening.” - Jimmy Ratabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“Yes sure, actually it’s a course that I’m very interested to take myself and again encourage others from within this organisation [...]. Digital finance is something that they need to be conversant with as they think about new products that they can offer to their clients. They think about new delivery channels to use, I think they need to take, more of them need to take this course.” - Aimable Nkuranga, Manager, AMIR (Private Sector)

“As a person with long experience in banking I’ve spent more than 10 years in banking. I was trying to figure out oh my gosh, what will I do, what will be my line as consultants. Now I think I’ve got a focus. I say proudly that I’m a financial inclusion consultant in digital financial operations. I’m well positioned now.” - Polepole Kayumba, Practitioner, CogeBanque (Private Sector)

Most practitioners have already recommended the courses to colleagues, some of whom have taken up the courses since. One practitioner has also recommended the CPFD journey to a colleague in the Central Bank.

“I told them [my colleagues] no you don’t need to do that, you need to learn a lot of things you don’t need the bank to wait for you and show you what to do you need first to believe in yourselves, so you better apply for the courses, like for now I got three who applied for the 2019 courses because I explained to them how for me how it changed and how we are now, the future is growing, it’s digital.” - Kayijuka Eulade, Practitioner, Bank of Kigali (Private Sector)

“Yeah we’ve already recommended and it’s one of my colleagues and he’s planning to start the journey and I’ve recommended to another colleague of mine who works in Central Bank who is so interested to start the journey.” - Jean Paul Musugi, Practitioner, MTN Rwanda (Private Sector)

Practitioners from Rwanda who participated in the survey had an overwhelmingly positive association with the CIDM course on them as digital finance professionals as depicted in Figure 66 below. The associations that occurred most were: “confidence”, “knowledge”, and “understanding”. There are also associations with engagement and exchanging information with other stakeholders.

Streamlined acquisition of **knowledge** *Understand* Use *Appropriate*
recommendations Empowered *Mind and eye opened* **Confident** **Confidence**
Knowledge *Skills* Comprehensive **understanding** *I can confidently* exchange with
fintechs Motivated for change *Insightful inputs* Engaged discussions *Enriched business*
cases

Figure 66. Associations Depicting the Value DFI Courses Have for Practitioners

8.7.2. Employability

There was agreement that completion of the DFI courses makes a practitioner more employable, and this is primarily linked to the fact that it indicates that a practitioner possess up-to-date, relevant knowledge for the sector. Michael Obiero, a manager from I&M Bank, noted that the DFI courses have enhanced the personal development of his employees, and suggested that the courses have made them more marketable and desirable to competitors. Bintou Ka-Niang, a manager from SEEP Network, indicated that when recruiting new employees, knowledge in digital finance is definitely considered an advantage. Further, a practitioner from Ericsson noted that she would proudly include a DFI course on her CV as it indicates that she is up-to-date with the market.

Additionally, as noted in the section of capacity enhancement, one practitioner also expressed that having the DFI course improved the funding his company received from a donor.

“Yeah to them as individuals, like you see now the personal development is people who have now a profile that is unique to themselves, and I think that is contributing significantly for their own personal development. I know that as individuals, I mean, they even get to be known in the market to an extent you know, it won’t be so difficult for them to even cross the road to go to the competition. But of course we are also aware of that. [...]. What I learnt there is the market seems to look at her [Faith] very favourable. In other words, the market believes she has a lot of value addition within that space, so they give her a lot of hearing and she’s contributing to any subject. I would say the course, definitely opened her up more [...] and she is able to contribute at that level.”
- Michael Obiero, Manager, I&M Bank (Private Sector)

“Somebody who comes in working for the financial inclusion space at SEEP and who comes in with knowledge of digital finances definitely... you know rated higher than someone who does not have it, for sure. Is it that they gained it from a specific institute, I’m not sure about it, but they have the knowledge and the experience in these academic areas, it’s definitely a plus.” - Bintou Ka-Niang, Manager, SEEP Network (Development Sector)

“I would put it on my CV now and I think it matches with my background, my experience. It’s like continuity. So when you say I’m going to study block chain, digital identity, it’s like, that’s a, it matches what’s going on actually in our domain.” - Arlette Rwakazina, Practitioner, Ericsson (Private Sector)

8.7.3. Market Changes

The CoP facilitator and some line managers’ shared that **the key change within the Rwandan market in the past two years has been the move towards more digital products and services.** The CoP facilitator noted that banks have developed more digital products and services, including mobile applications, mobile banking cards, and mobile money, and he attributes the increased emergence of these to the DFI courses. A manager from I&M Bank indicated that the national government of Rwanda is also promoting a digital direction, and have consequently held meeting with stakeholders across the industry to work on promoting a digital path. A manager from AMIR agreed with that financial institutions are increasingly embracing digital channels and services. Moreover, as indicated in the section on DFS regulations, policies and directives, Faith Kobusingye from I&M Bank indicated that there has been changes in PSP regulation, e-money wallet regulation, and agency bank regulation, which she believes can be in-part attributed to regulators’ exposure to CIDM.

“[I’m] seeing the convenience of using let’s say mobile applications to serve their clients and reducing the lines that we see in the banks reducing the human interface with the banks and let’s say having more mobile banking using cards, mobile money, more use cases that would, for

instance been able to pay digitally for electricity, for water, for school fees. You see those products been developed with the banks which were not there before. So in the last 2-3 years we see more products, digital use cases coming up as a result, I believe, of this course.” - Jimmy Ratabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector)

“And there’s a lot of change because the government itself is now trying to promote digital (inaudible). That is why they from time to time call for meetings from across the industry. We sent two representatives who then go there and share their views, you know. How do we do it? How do we structure it? There is a team there at the moment who is part of that team, sorry... Faith is part of this team.” - Michael Obiero, Manager, I&M Bank (Private Sector)

“Yeah, the change in the microfinance space for instance, we’ve got a big number of institutions which is still operating manual systems, using books and... I mean operating in a paper based system and currently most of them if not all of them actually. All of them are computerized in computerising their systems. And they are also adding digital channels to that computerized system. For instance [...] where most of their clients are tea growers and when it’s time to sell their produce or when it’s time to get paid [...] they need to access their, the funds on mobile phones. They’ve just finished implementing a system that is allowing them to offer services via mobile phones to their clients. Their clients are able to apply for a loan via mobile phone and that is not an isolated case, many of the MFI’s have tried to do that so there is a change in and there is that trend of embracing digital channels and offering digital services. In the last two years as you said there is that change of moving from paper to computer then from computer to digital channels.” - Aimable Nkuranga, Manager, AMIR (Private Sector)

It was noted that there are still not enough human resources within the sector who possess the DFS skills, and thus there is a great need for courses like those offered by DFI. This echoes the findings of the 2017 focus group report, whereby Bank of Kigali line managers reported a marked shortage of digital human resources in Rwanda.

8.8. Rwanda Summary

Practitioners indicated that their individual **capacity for DFS regulation had improved**, even though they did not serve as regulators - their participation in the course played a role in their ability to **participate in discussions related to amending policies, directives or strategies at both an organisational- level** (e.g. bank policies and strategies) **and industry-level** (e.g. consumer protection law, Central Bank sandbox). **Taken together, seven regulations, policies and directives were initiated and three were fully developed.** While DFI alumni may have contributed input to discussions on these regulations, it cannot be claimed definitively that these are in-whole attributable to participation in a DFI course. Some participants reported that they engaged in **collaborations with other DFI course participants**, and for those who had not, they felt well positioned to engage in such collaborations in the near future when the opportunity arises. Participants also indicated that they had an **expanded network of colleagues in various sectors, organisations and projects, and at various levels of experience.** Participants reported that the

CoP was highly valuable, and that **one private initiative was actively being implemented by the CoP (a CoP Whatsapp group), and one private initiative, which would also have benefits for influencing policy, was in the process of being implemented (Rwanda financial diaries).** Practitioners and line managers agreed that practitioners’ **DFS knowledge and skills and job performance had improved**, and they were more capable of designing and developing new products or improving existing products. Some practitioners also experienced **job changes** since having completed a DFI course, including a promotions, increased scope of a work, increased funding / investment, and moving into a different job and organisation. Most respondents reported that the **certification of the DFI courses is very important within the Rwandan context**, although respondents had a positive perception of the DFI courses and the quality education it provides. The **key change noted within the Rwandan market in the past two years has been the move towards more digital products and services, but these were not necessarily attributed to DFI.** There was agreement that completion of the **DFI courses makes a practitioner more employable**, and this is primarily linked to the fact that it indicates that a practitioner possess up-to-date, relevant knowledge for the sector.

9. Uganda

Please see Table 13 below for the participants who participated in FGDs and / or interviews during the in-country visit in Kampala, Uganda. This was the second time that DFI collected in-country data from Uganda, and as such served as a follow-up to the FGDs conducted in 2017. 20 in-country respondents were from the private sector (FINCA Uganda, DFCU Bank, Terrid Company, Eco Bank, Centenary Bank, Stanbic Bank, Mwamba Development Agency, Equity Bank, EBUL, Diamond Trust Bank, Ugarode, CK Musoke Consulting, and Wholesome Consult), seven were from the development sector (FSD Uganda and Catholic Relief Services), and three respondents were from the public sector (Ministry of ICT and Uganda Roads Authority).

Table 13. FGD/Interview Participants in Uganda

Uganda In-Country Participants	
Practitioner FGD 1	
Sharon Kiggundu	FINCA Uganda (private sector)
Diana Akullu	DFCU Bank Ltd (private sector)
Derrick Sekiziyivu	Therrid Company Ltd (private sector)
Joseph Lutwama	FSD Uganda (development sector)
Godfrey Muhindo	Eco Bank (private sector)

Jerry Kagoro	Centenary Bank (private sector)
Veronica Sentongo	Stanbic Bank (private sector)
Scovia Nanziri	FINCA Uganda (private sector)
Christopher Luwaga	FSD Uganda (development sector)
Practitioner FGD 2	
Sam Kutosi	Mwamba Development Agency (private sector)
Queentine Nakacwa	Equity Bank (private sector)
Alice Lubwama	FINCA Uganda (private sector)
Joyce Nambasa	Equity Bank (private sector)
Ian Muyione	Uganda Roads Authority (public sector)
Ronald Namawa	EBUL (private sector)
Muzoor Kabuga	Diamond Trust Bank Uganda (private sector)
Moses Mandeo	Centenary Bank (private sector)
Patsy Kiconco	DFCU Bank (private sector)
Christopher Musoke	CK Musoke Consulting (private sector)
Ronald Lwanka	Ugarode (private sector)
Edwin Byaruhanga	Centenary Bank (private sector)
Practitioner FGD 3	
George Muga	FSD Uganda (development sector)
Godfrey Isinggoma	FSD Uganda (development sector)
Jimmy Ebong	FSD Uganda (development sector)

Line Manager / HR Manager Interviews	
Joyce Nambasa	Equity Bank (private sector)
Joan Larok	FSD Uganda (development sector)
Dominic Mutabazi	Catholic Relief Services (development sector)
CoP Facilitator Interviews	
Ann Muhangi	Wholesome Consult (private sector)
Institution Interview	
Vincent Waisa	ICT Ministry (public sector)
Julius Torach	ICT Ministry (public sector)

Survey respondents were mostly from the private sector ($n=8$; 67%) with a third ($n=4$; 33%) from the development sector.

All survey respondents who answered the question ($n=11$; 92%) did complete the CIDM course. One respondent did not answer the question ($n=1$; 8%) (see Figure 67).

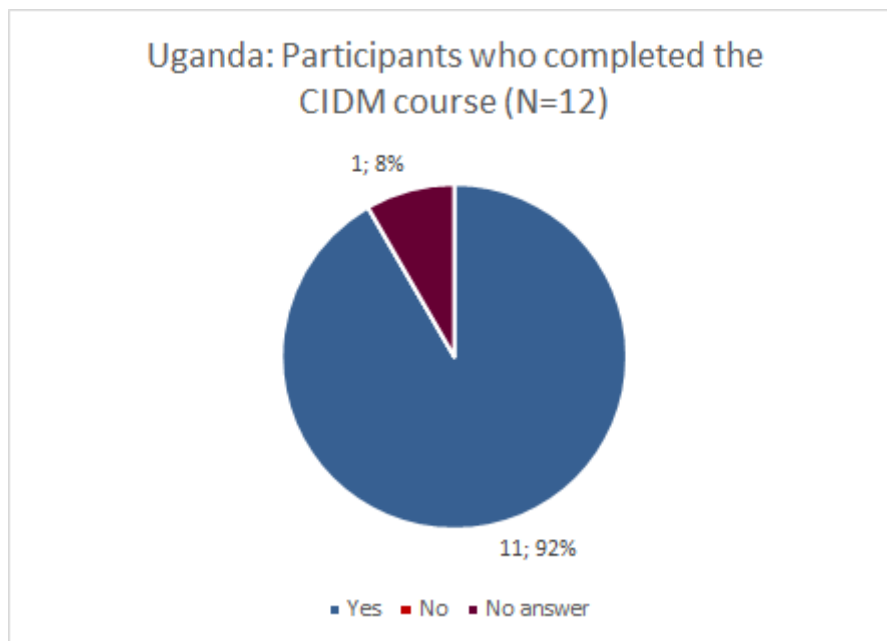


Figure 67. Proportion of Practitioners' completion of the CIDM course



Slightly over half ($n=7$; 54%) 2; 71%) of Ugandan survey respondents completed the CIDM course during 2017, and four ($n=4$; 31%) April to July 2018, with two ($n=2$; 15%) in 2016. Ugandan participation in the respective cohorts is reflected in Figure 68 below.

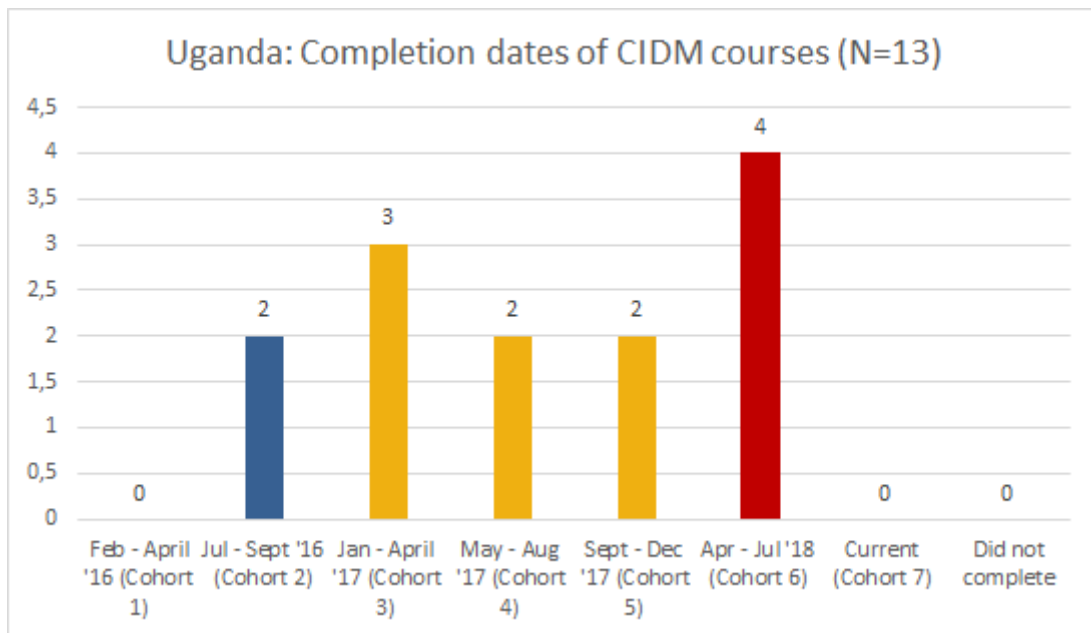


Figure 68. Distribution of practitioners per CIDM cohort

Four ($n=4$; 31%) of Ugandan respondents also completed one or more other DFI courses. Between them, these four ($n=4$) participants completed six ($n=6$) courses, as follows: Two each ($n=2$; 33%) completed *Operationalising Global Money* and *Leading Digital Markets: A Global Tour*, and one ($n=1$; 17%) each completed *Digital Identity* and *Digital Humanitarian Cash: Extreme Operations*.

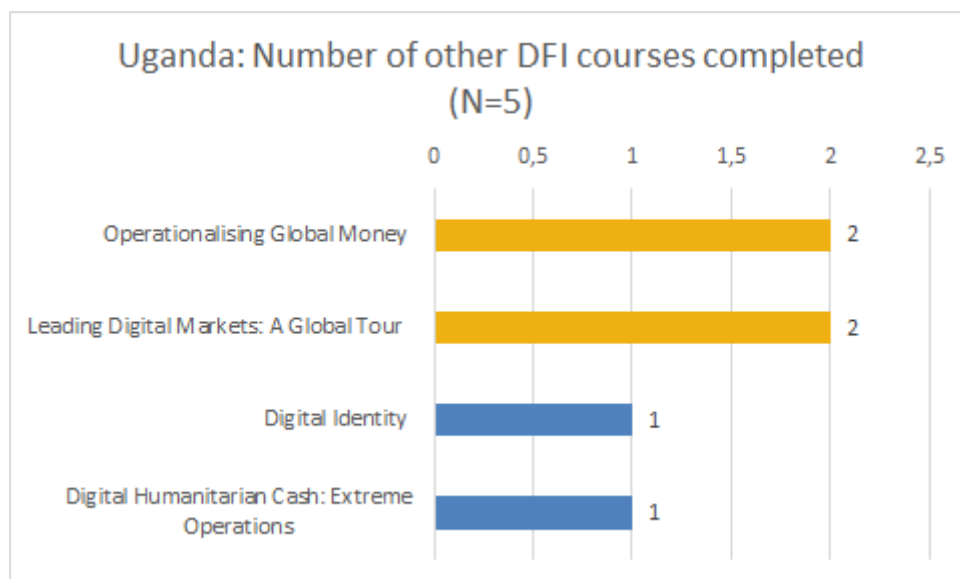


Figure 69. Distribution of Practitioner respondents by other DFI training courses completed

Slightly less than half ($n=6$; 46%) of respondents confirmed that they were enrolled for the CDFP Journey (see Figure 70).

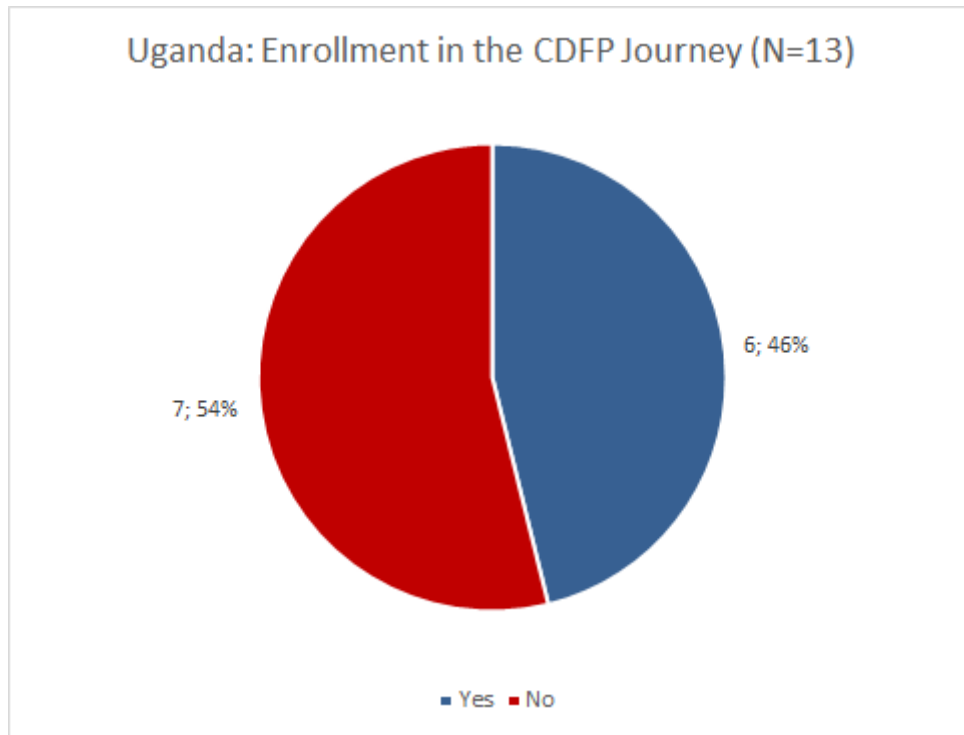


Figure 70. Proportion of Practitioners Enrolled in the CDFD Journey

9.1. Institutional Capacity for DFS Regulation

From multiple perspectives, **FSD Uganda reported that their institutional capacity for DFS regulation had improved.** Although they are not a regulator themselves, regulation forms part of the organisation’s core pillars and they work closely with Uganda’s regulators. Joan Larok from FSD Uganda expressed that before employees completed DFI courses she would have rated FSD’s capacity for DFS regulation as zero on a five point scale, whereas now she believes they are heading to four out of five. Like in other markets, this improvement likely due to the fact that FSD sponsors numerous employees to attend courses, therefore increasing the likelihood that organisation-wide changes changes can occur.

“I must say that I’ve been able to put together that project [digital transformation journey with four regulators] partly because of some of the knowledge I’ve been able to pick from the course that I did.” - Joseph Lutwama, Practitioner, FSD Uganda (Development Sector)

“It has made things much much easier given the fact that my background has primarily been in the mobile money space, but I think it did give a much broader overview in terms of how regulators work, in terms of their concerns in DFI, the risks that are there in DFI coming from banking space, now to the digital space, so it has helped to understand more, and now that I’m with a different institution, that not only looks at innovations in the mobile money sector, but looks at innovation sector, I think it equipped me well and I’m ready for this particular role. [...]. More importantly, in terms of having a broader thinking whilst dealing with different projects, from different innovators,

different fintechs on why they do, you want to do it, as they look at bringing the financial inclusion agenda. So like I said I am able now to understand better from a regulatory perspective what they are, what are their concerns, the things they talk about when they talk about innovations, talk about interventions, so I'm able to understand and put it into perspective.” - George Muga, Practitioner, FSD Uganda (Development Sector)

“[From] I what see, [I] would say yes [that DFS capacity has improved], because I have seen those regulatory bodies who started the insurance regulatory authority, you have like Bank of Uganda for the banks, we have now once we just have to put it in place. There's one for microfinance institutions, TF4 and there's a fintech Associations I think it includes MNOs which is to include MTN, most times they come to FSDU for knowledge, to ask about, okay, the case of mobile money tax, FSDU has been one of the reference points and when this came up, so this has come up what can we do, things like that... so I imagine that they come to FSDU because they see the capacity because they see the capacity, also they trust that you have the capacity to do something like this.” - Jimmy Ebong, Practitioner, FSD Uganda (Development Sector)

“No uhm regulations is a business... is one of our core pillars. So it's called a business environment and in this business environment, the pillar looks at regulations, looks at policies, looks at laws, guidelines that govern, and so Joseph heads that, and he works closely with the regulators, the Uganda Bankers Association, the Microfinance Association, the Bank of Uganda, the Ministry Finance and they have been working on regulations, whether it be Mobile Money, guidelines and things like that, and he has been leading these discussions, so... and we are taking lead in really ensuring that we have a proper regulation for DFS. It [capacity for DFS regulation] has [improved]... like example the Digital Transformation Project that I gave is one live example. [...]. We are heading towards a 4, but maybe not yet 4, yes...[...] most staff did not have the background... ja so I would say we were maybe perhaps at 0 [before the DFI courses].” - Joan Larok, Manager, FSD Uganda (Development Sector)

Jerry Kagoro, a practitioner from **Centenary Bank**, reported that **although the bank had some DFS regulation capacity before, through the course some gaps were filled**. He expressed that through the course learnings, employees now ensure that the bank's products, such as mobile banking and mobile money, comply with regulations related to DFS, and that they draw on principles of the draft consumer protection bill to protect their customers.

“It [understanding of DFS regulation] did [change] especially in digital finance the rest of the other things we were already complying, but with digital finance the course has helped a lot because we know even if the regulator does not know because we are learning the regulator on the job when it comes to digital finance they are actually also learning with us, yes it has really helped. [...] if I can say this course we knew something but it [...] we've borrowed some things that we didn't have and we added to what we had. [...]. Okay I had 50% from what we had here and now it bought the other 50% that was missing.” - Jerry Kagoro, Practitioner, Centenary Bank (Private Sector)

Additionally, Joyce Nambasa, a practitioner and manager from **Equity Bank**, expressed that the **bank's DFS regulation capacity has improved since employees have completed DFI courses**, but there was still much progress to make. She would have rated Equity Bank's capacity for DFS regulation as 1.5 on a five point scale before DFI, and would now rate the bank's capacity as a three. She explained that the challenge is when management, or those who are responsible for directly communicating with the regulator, do not fully understand DFS regulations and have not been capacitated in this regard.

"I think it's still a journey, it's still a journey when it comes to regulation it's still a journey. Uh why I say it's still a journey? First if you don't get uh management to understand it fully, okay I could say that basically it becomes a struggle to put it there, uh that's my biggest problem. I think it's still a journey yeah we're still getting there, because you can have the information, you can have uh, you can understand it but if the next person who is supposed to forward it to the regulator is not understanding it, [it] would take some time, yeah. [...] it would be 3... I think it was 1.5 [before DFI]." - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

9.2. DFS Regulations, Policies and Directives Developed or Adapted

Participants, who were not working as regulators, indicated the indirect roles that they played in either developed or adapting DFS regulations, policies or directives for the Ugandan market, signifying that practitioners do not need to work within the Central Bank to change policy and practice. **Taken together, five regulations / policies / directives have been initiated and one has been fully developed.**

Sam Kutosi, a practitioner from Mwamba Development Agency, expressed that from the experience he gained from DFI, he carried out **research to inform regulation concerning fintechs, who have been progressing more rapidly than the regulatory services, government, and financial institutions.** The report has not yet been disseminated, but the hope is that regulation will be amended to consider the needs of fintechs (initiated).

"I just, from the experience I got on this course [...] I participated in a consultancy to carry out research purposely for regulation and this research was conducted by Microsave and then the collaboration with the Cambridge Centre For Alternative Finance and it was funded by Financial Sector Deepening. The essence was to harmonise regulation between the fintech's who were moving faster than the regulatory services, government as well as the financial institutions. The report has not been disseminated fully but we discovered that, of course it was also meant to enhance business development especially the part of fintechs, so that when the roles are passed they have to consider the needs of the fintechs which we discovered in this country that they were just, just slightly above start-ups [...] and you see that even the mobile money which was, which became contagious did not put into consideration the needs of the fintechs, yeah. So we had a lot of findings and that some point it will be [disseminated] because we interviewed the Bank of Uganda and government agencies like Uganda Communications Commission and then the leading financial institution in this country as well as very outstanding fintechs in the market. And if that is

disseminated and taken on by different parties it will lead to proper regulation in this country.” - Sam Kutosi, Practitioner, Mwamba Development Agency (Private Sector)

Joyce Nambasa noted that **Equity Bank has also played a role in providing feedback on regulations and policies which have not yet passed.** Joyce, along with two colleagues reviewed and provided feedback on the Central Bank’s draft bill on National Payment Systems. The bill has not yet been passed (initiated). Furthermore, Equity Bank also provided feedback on the Agency Banking Guidelines, but this is yet to be under review (initiated).

“Uhm there hasn’t really been, that is... what? Countrywide, right? Yeah... We haven’t really been, haven’t really adapted, why? We just had Central Bank implement... drafting the bill when it came to National Payment Systems. What was done... every bank was given an opportunity to share their ideas so me, and two other staff, were given the opportunity to look through it and give feedback, but it’s not yet passed so... Ja it is not something that we can say that it’s already been done. One thing I know is the feedback about the agency banking guidelines, they are yet to be under review and we’ve shared some uh feedback about the same. We have this process flow, all agents have to be approved by the Central Bank, so have first of all, besides other competitors like Centenary... We have a very fast and quick spread of a network. Today we have 1600 agents, but there’s so many that are pending because they have to go through Central Bank, so I could say for now that’s the only thing, the others... Now people are doing more of a... before it’s passed, can you actually have contribution from different players and uhm we’ve done that part for the National Payments Systems Bill, but for the agency guideline, we’re given our review on that.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

As noted above, **FSD Uganda is undertaking a two-year digital transformation journey project. The organisation is working with four regulators to see how they can to improve their processes and systems** in order to align with the digital strategies financial institutions are adopting, and be in a better position to regulate DFS (initiated). Joseph Lutwama expressed that he was able to put the project together partly because of the knowledge he gained during a DFI course. Moreover, Jimmy Ebong described that **FSD Uganda has a research forum to bring regulators together to discuss research initiatives, particularly those on DFS.** One of the ongoing discussions, among Joseph, has been focused in the Ugandan law which does not allow some of the developmental agencies to be part of the agency network platform. While talks have been initiated with the agency network, Jimmy explained that there has not yet been a change (initiated).

“My role within FSD is I work with government and industry associations. Being part of the various courses offered by DFI, it has given me a strong background in digital space and part of my work I’m doing now is [to] promote digital financial services and digitization within government. Currently we are working on a project where we are going to work with four regulators, to take them on a two year digital transformation journey where we’re going to work with them so see how they can be able to improve their processes, their systems, to be able to be in a better position

to regulated digital finance services. Like you've heard on this table there are various financial institutions that are adopting digital strategies in the same vein, the regulators who regulate them need to be able to be moving in the same direction so that is really part of my peer education and I must say that I've been able to put together that project partly because of some of the knowledge I've been able to pick from the course that I did. [...]. Yes we're working with the Central Bank that is covering banking we are working with the insurance regulator that is covering insurance, we're working with Capital Markets also a security regulator that is covering the security markets, and we will be working with the Uganda Communications Commission that is dealing with the telecoms that provides the infrastructure that runs most of these digital products.” - Joseph Lutwama, Practitioner, FSD Uganda (Development Sector)

“We have a forum, a research forum in that we bring regulators and others, it's not for influencing but we have been talking about research initiatives, more of an initiative on DFS related things because we realised there is a lot that goes on... that if we had agencies do research they sometimes keep the findings in their files, so the dissemination will conceive such studies how to inform the research agenda, that is what we have been discussing with these forums so it's more facilitating collaborations on research on financial inclusion, DFS being one of the topics. I know Joseph has done a bit more on the some policies, some policies, there has been some the collaterals registries things and there have been discussion around the agents, there is a law on agents right, and that law does not allow some of the developmental agency in Uganda. MDIs does not allow MDIs to be part of the agency network platform, so there have been, discussions have been ongoing about that and Joseph, and the agency network, there is something not correct about the law in Uganda so the agency informed they exclude some other financial institutions. So there have been discussions around that [...]. It has been initiated yes. It does not reach the level that we have seen a change, but perhaps that will change. But perhaps it will go that direction.” - Jimmy Ebong, Practitioner, FSD Uganda (Development Sector)

As will be described in the section on CoP country-based initiatives, the Digital Frontiers Association (DFA), which emerged out of the CoP, played a role in advocating against **advocating against the mobile money 1% tax, which was subsequently reduced to 0.5% on every transaction following the DFA's engagement with parliament** (fully developed).

Julius Torach, a practitioner from the **Ministry of ICT**, has only just recently completed a DFI course, and thus has not yet had sufficient time to implement major changes within the Ministry. However, his manager, Vincent Waiswa, expressed that he expected the course learnings to be helpful in the Ministry informing policy makers and regulators. The Ministry is currently assembling a fourth industrial revolution advisory committee which includes senior officials from the Central Bank. **Vincent believes that Julius and his colleagues who have attended the course will be in a better position to help sensitize the Central Bank on a mobile money regulation, which is currently not well-regulated** given the inadequate convergence of regulation between the Central Bank and Telecom regulator.

“I already had such understanding of the course and, and that sort of content it helps to demystify and to put things right and inform policy makers and regulators, that you may not necessarily say or issue a statement denouncing. Now we have developed, we are putting together a fourth industrial revolution advisory committee where part of the people that vote on that committee are senior officials from the Central Bank and the reason for them is very simple, to sit with us and associate in the technology as it unfolds, so that they don’t make reckless pronouncements [...] so they have a better understanding of context so I think, I think that’s the value that comes out of the course in uh, in uh in a sense that it explains the various aspects with good examples of how digital money flows and the implications thereof. So for Julius and company who have acquired the knowledge they will assist us in uh sensitizing the Central Bank because uh we’re still working on regulation of mobile money, it’s not entirely well regulated but it’s working. [...]. Yeah it’s working, it serves the purpose of our financial inclusion, but enough of the fact there are aspects that we need to, to sort out because telekom companies are regulated by a Telkom regulator, Central Banks are regulated by the Central Bank but there is no convergence of regulation. [...]. So the regulation and understanding of how we regulate digital finance for me is the area of interest [...].”

- Vincent Waiswa, Manager, Ministry of ICT (Public Sector)

Only a third ($n=4$; 31%) of **survey respondents indicated that they were working within the public sector or in the regulatory or policy making field**; or had the ability to impact it. Only two ($n=2$; 15%), **of them have developed new regulations, policies or directives. Some respondents, even though they were not working in the regulatory or policy making field, or despite the fact that they have not developed new regulations, policies or directives, were of the opinion that their organisations had more skills and knowledge in DFS regulation since they and their colleagues received training.** Most of the respondents who answered this question, reported increased organisational skills and knowledge: Six ($n=6$; 46% said their organisations had improved skills and knowledge; two ($n=2$; 15%) said their organisations did not have improved skills and knowledge, and five ($n=5$; 39%) did not answer the question.

9.3. Cross-Sector Collaboration

Various participants reported that the DFI courses and CoP expanded their network, which in some instances has led to project / initiative collaborations both within and external to their own sector. Some practitioners reported being able to call upon colleagues they met during the course for input or guidance on areas of work that their colleague was experienced in. For example, Muzoor Kabuga, a practitioner from Diamond Trust Bank, reported that through the course he connected with a practitioner in Zambia, who asked for his input on work she was doing to help farmers save money using a mobile money application. Both Godfrey Muhindo from Eco Bank and Derrick Sekiziyivu from Therrid Company have also called on fellow-alumni whom they met during the course to provide guidance on business cases or proposals; where they experience or knowledge or skills gap they draw on their colleagues’ strengths and expertise. Julius Torach from the Ministry of ICT also met practitioners from Eco Bank during the course who enlightened him on the issues related to the integration of simcard database with the national ID.

“Okay as far as collaboration and networking is concerned, I think uhm when I did this course it was the interactions that we had with the on calls, the conference calls, and the assignments that we did with uhm with the groups you know across, across the globe I mean for the students that were in the different cohorts. We got to know in some way or the other, each other’s strengths and uhm there’s a particular person who was in the same cohort as me from Zambia and we’ve become very good friends at the time they were working on a project to support sesame and maize farmers in some rural areas of Zambia and I think the collaboration comes in the sense that well I’ve been when they were doing that project, we were interacting a lot and I was very keen on knowing what they had in plan cause what they were trying to do was helping farmers with an application, where they could do some saving which we have here called More Cash on mobile money, so she shared a couple of documentation of what they were doing and requested me to help tweak here and there, for me I think it’s, it was a very good platform to network and it was a very good collaborate because at the end of the day we are looking at broadening and the world becoming a global village. So, I think it’s a very good thing and it was great that we had those partnerships with other people, those different cohorts from other countries.” - Muzoor Kabuga, Practitioner, Diamond Trust Bank (Private Sector)

“Yes personally I’ve been able to I mean because we do a lot of papers, business cases and memos for management approval you’d not want to have a document that is going to be returned to you for having insufficient information. So quite often I’ve been able to call friends and I’ve gotten to learn through this whole journey that I’ve gotten to know through this whole journey I call them to ask them about certain things, how they do certain things, certain statistics and I put up my cases, so for me it’s been something that is very helpful and again, I must say that I pride myself for being one of those people that the bank relies on when it comes to some of those documents that are required, for I mean for capacity of approval.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector)

“I share with him the same ideology for example when I was coming up with my proposal I had to call some people who have also done this course so that I can get more knowledge and we’ve... So he’s more technical than some of us so you will realise that we might share the same knowledge but he is more technical, when it comes to banking and I’m more technical, when it comes to telecom bit something like that so something where you have knowledge gap you raise him and he shares.” - Derrick Sekiziyivu, Practitioner, Therrid Company Ltd (Private Sector)

“Now the, the other impact and I wanna call it impact at this stage, is uh putting me in touch with should I say professionals or people who are experts, like form Eco Bank and in terms of who are practitioners in digital money. So I think my interaction with them I see it as beneficial also because it helps in delivering of the message around that, because as you’re aware we have been jumping into integration of simcard database with the national ID so if one of the beneficial services is on digital finance this partnership or my being part of the group, will empower me because I will know better where the pain points are so that is [...] I see as one of the benefits of the course.” - Julius Torach, Practitioner, Ministry of ICT (Public Sector)

Joyce, a practitioner and manager from Equity Bank shared numerous collaborations she has engaged in since having attended the course, including collaborations directly with alumni themselves. Joseph Lutwama from FSD Uganda has advised Joyce on regulation work. Derrick Sekiziviyu from Therrid Company is currently doing agency banking for Equity Bank and Joyce has also introduced him to a banker who can help him with credit. Edwin Byaruhanga from Centenary Bank helps Joyce with the research in most of the product development that she's doing, and Joyce consults Ann Muhangi, the CoP facilitator, for personal and career development. Additionally, her colleagues have connected to a proprietor of Zintech through the course. Through the Digital Frontiers Association (to be discussed in the following section), Joyce and Equity Bank colleagues have met with Mastercard, Parliament and Innovation Village to discuss potential areas of collaboration.

“Yeah, uhm for most of my teammates at least now they are friends with most of the people here, the alumni he knows ‘if I want to ask about cryptocurrency I’m not coming to Joyce’, you know previously when I’d talk about cryptocurrency everyone would be like okay that’s good I’d look more like the expert, but now you expose this person to this course, and when they come and he’s bringing to them someone who has particular or specialisation in that area so they tend to see more. Ronald and Fin have met this person, I’ve forgotten the name but he’s one of the proprietors of Zintech, Zintech it’s a fintech yeah and it’s, they have a mobile wallet and they also deal in cryptocurrency so they get to understand these people. When it comes to regulation I found myself working a lot with uh FSD’s Joseph because when it comes to regulation there are things you assume the regulator will know, but before you go to the regulator, because most times the regulator is backward I get to learn from him so it’s a, it’s a good thing that we meet these guys. Then also there are opportunities, people have, have gotten a chance to meet Mastercard through the association, yes I will meet them as a bank there you strictly talk about what your bank wants but here you open up, this is what we are doing, how can you come in, what can we do together? Then also met with some members of Parliament they also have, so you meet quite a number of people and you have someone to relate to and someone to even guide you in what you’re doing oh by the way you guys have, you’re working in this particular product, but there is regulation coming about it so as you’re doing it please note. [...]. Okay currently we are working with Derrick, Derrick Sekiziviyu, who handles uh solar energy okay. One of the things as we worked together now are sharing was, he came on as a customer to go agency banking cause he has been doing it for the Telcos, he’s been doing as a mobile money agent now, he’s doing agency banking for Equity Bank. We’ve now taken it a notch higher with doing the distribution of solar panels we, for Sun King, Derrick does it for Sun King, so I’ve introduced him to a banker who can help him with the credit and them understanding the whole process through him so those are things that uh we’ve done together. Edwin is also in charge of research for DFA, usually helps me with the research in most of the product development that I’m doing. Because when I’m asked to do a particular research paper or bring in a new product or I maybe [give] options of what I think we should do on additions for our new products, I usually ask Edwin cause he does a lot of research so once in a while for 2 months we can work on something together. Then for Ann, Ann is I could say this person who is how do you call them? Is good with personal branding, is good a mentor, she can really help you with

what you're doing besides doing as a COP, usually I consult her when areas of my personal development career wise, presentation, cause I think uh I'm more of trying to get out of my shell, so those are things that we do together but even as DFI we've worked with these different companies, Parliament, then uh Innovation Village where we've even met other members like we've met companies like Esibuko we've me we've worked with Clinic (inaudible), it's good to know these guys, and it's a whole lot more collaboration cause most of these guys I've actually, currently I'm working with them in regards to integration for the bank, yeah so to me it's a good thing." - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Practitioners have gained new contracts as a result of the people they met during the course.

Ann Muhangi is now consulting to Equity Bank on financial literacy. She also reported that Equity bank is working for PTYA in the road solution, and they attribute this collaboration to the course. She expressed since DFI it has been easier for practitioners to reach out to one another, and stakeholders like the Bank of Uganda have become more accessible. Sam Kutosi from Mwamba Development Agency was also able to connect with a number of people and is now working on a project on process mapping and digitising the current market gaps.

"People have found contracts just because of the networks I got to know someone in the bank who made a connection with somebody, myself I am talking to Equity Bank to do financial literacy just because I have networks, so with the position that I do, otherwise it would have been hard for me to be getting to do that so the networks are interesting. [...]. It's very easy now you just pick up the phone and call that person the first thing and it happens but before then, [...] you need to be with the bank or with the ministry or from...you know stuff like that but now you have people calling Bank of Uganda, Bank of Uganda come to our people to tell them can we meet, what can we do and what's there?" - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private)

"And then partly, on a personal note when I left where I used to work, when I was doing this course and then I joined the consultant's organisation which I left 1 month ago. I was able to link up with a number of people, of course we are working on a project with one of the leading banks of this country and the assignment was on process mapping where we were supposed to recommend different gaps with the aim of digitising them. So still we have networks and I believe the circle is keeping growing, yeah." - Sam Kutosi, Practitioner, Mwamba Development Agency (Private Sector)

Participants also reported that the course provided a platform to connect to service providers or partners for projects, because they came recommended by other alumni. This has helped organisations like FSD Uganda in their procurement processes by narrowing the search of potential suppliers, and have helped Jerry Kagoro from Centenary Bank to identify service providers who have local knowledge of the Ugandan context and the unique challenges the country faces.

“Yes yes and it’s especially sharing, I think it has provided them with a platform to, to find out who else has done what we intend to do and who did for them. For example some of the researchers so they would share with us as who did this work for you? Who would you recommend? Yeah so that has also been helpful so that it make sense that we have not needed examples to go through a full kind of procurement to look for a service provider who can provide us, because there are already examples or experiences that other members that are on the course have, have had so that has saved us because then we have not gone through the procurement process, the payments but now we kind of narrow the search into an area where we know the people that can do the work we can actually find.” - Joan Larok, Manager, FSD Uganda (Development Sector)

“Exactly because when it was brought up many of the service providers like he said either they come from South Africa and that they have no clue about these things we are actually in Uganda and we know where the challenges are you are able to advise accordingly and you’re participating so it makes it more visible than if you just get a consultant who knows a little bit about boardroom decision and not inside peacocking you going to suffer so it has already helped a lot.” - Jerry Kagoro, Practitioner, Centenary Bank (Private Sector)

These findings contrast starkly with the 2017 FGD findings, which indicated that “the ecosystem in Uganda comes across as disconnected. The key players are not talking to each other and we found little evidence of collaboration.” As such, the 2018 findings suggest that there has been significant growth in the sector in terms of collaborations in the past year, and that increasingly these changes are being attributed to DFI.

Most survey respondents (n=11; 85%) strongly agreed (n=6; 46%) or agreed (n=5; 39%) that their ability to network with individuals and across sectors had improved as a result of the CIDM or other DFI courses (see Figure 71).

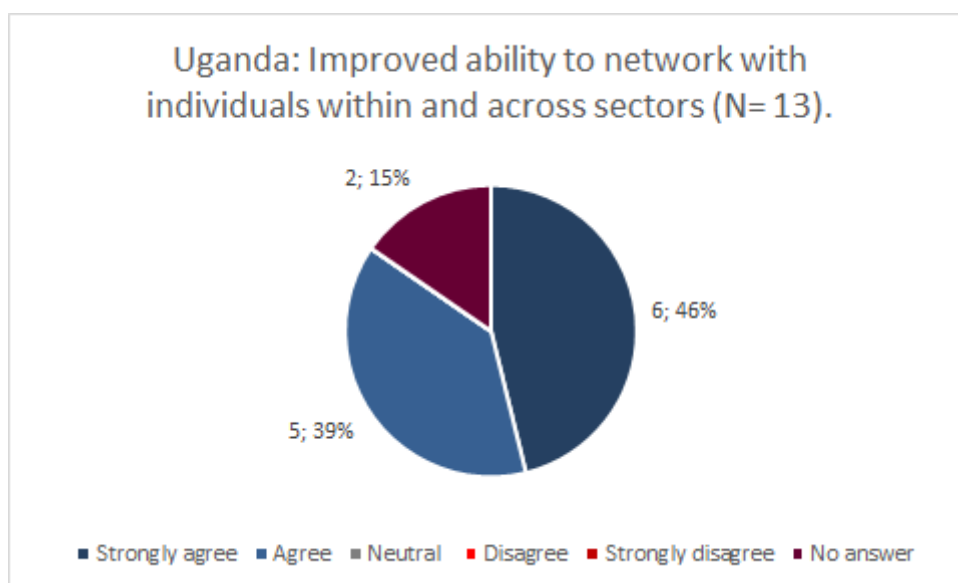


Figure 71. Population of Uganda Practitioners reporting improved ability to collaborate across sectors

Correspondingly, a significant number of **survey respondents (n=13; 81%) regarded themselves as better able to collaborate across sectors** since attending DFI trainings, CoP or SWITCH.

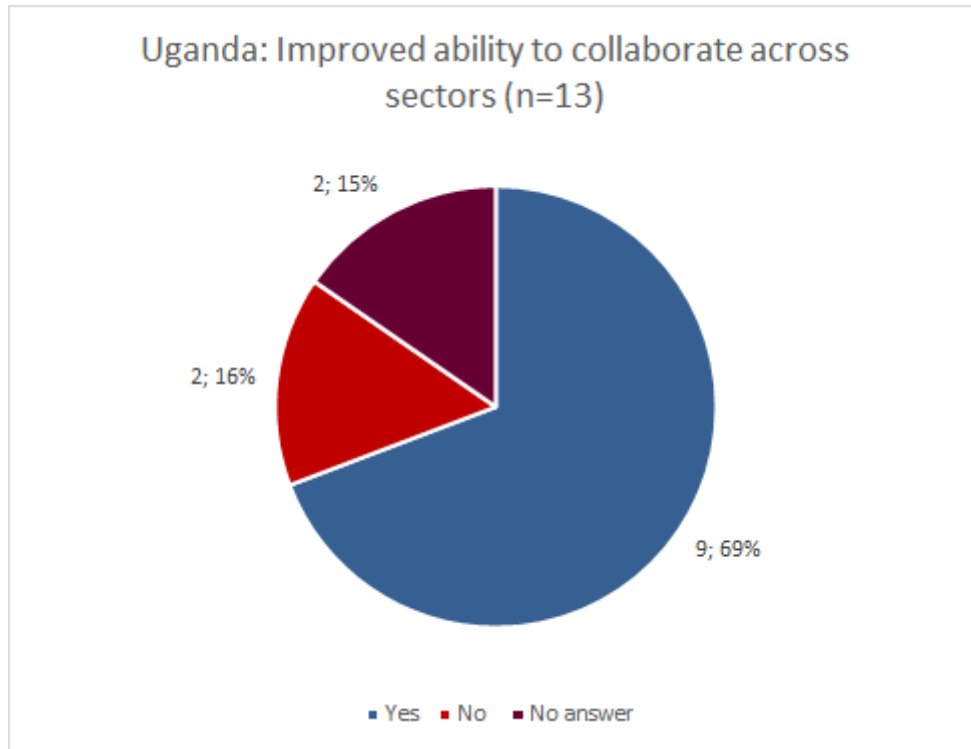


Figure 72. Proportion of Mozambique Practitioners Reporting Improved Ability to Collaborate Across Sectors

9.4. CoP Country-Based Initiatives

In total, the Uganda market was implementing **four private CoP initiatives and three policy-related initiatives.**

Through the CoP, an association of digital finance professionals of Uganda was formed, known as the DFA (private initiative). The association consists primarily of alumni from various cohorts, but non-alumni have also started to request to join. The association has a constitution and has been registered as a company. There are approximately nine members, with seven or eight members on the interim steering committee which were selected from cohorts 2, 3, 4 and 6. The DFA is now working on a code of ethics, and recruiting members to sign up with the association and pay annual membership and/or subscription fees, which has so far funded the association’s branding and draft website. Membership is open to persons who are qualified scholars or practitioners within the DFS field. DFA will be receiving a DFI approved logo for their materials, which will link the association to DFI and thus enhance its credibility. The members meet regularly to progress matters of the intended association.

“Right now, we have 9, of which, 7-8 are part of the interim committee. The interim committee have to lead from the front. So everyone has to pay their membership fee which is 1000 (Ugandan Shillings), and their subscription fee which is 100,000 and that money has helped us to create

[inaudible], documentation, website – which is a draft one, I will show you tomorrow [inaudible], get the members sorted out and a small place that we can pay for. Yeah, something like that. We are now developing a membership form, we need to develop a code of ethics for members, like I said, we started something but now it's becoming bigger, so yeah, it's exciting.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

Ann Muhangi, the CoP facilitator and member of the DFA steering committee, explains the story of how the association came about in the quote below. She expressed that the association would not be what it is without DFI, because the information and challenges shared during the courses helped shape what the association wanted to discuss and change.

“The association one it's a very interesting story. So I was mandated to do what we call an alumni COP, so I go for the first meeting, two people turned up and I was thinking really? [Laughing] and then the third meeting, three people turned up, so right there [I'm] thinking what can we do, so we realise you know what, people need motivation, because most of them have done the course so what happens from here to there, and one of them asked me what is it, is going to be in that meeting. So we...we kind of brainstormed to say what is it that we can create to bring these people, we need to create something that we know it will, so the association came about, why don't we do associations and business associations and hear about which policies influence policies, creating significances about digital finance professionals among other things. So that's how it came up, the interim committee, and they started putting things together, it's not just that we are recognised, we are recruiting members and what the association was aiming that one; knowledge sharing, collaboration because we realise that there are so many things that have gone wrong in the industry, but the stand alones and because of that when the elephants fight [inaudible] the people end up suffering, so the collaboration has to be facilitated and the big thing is the influence, to influence policy, to talk to the people who make decisions tell them this is where we should be going. Because China has done it, because Kenya is doing it this year, because you know India is doing it that way, this is the world and I think will be, people are excited about it and people want to associate and yes that is where we are, we need to build it to make its presence felt, but I think it has a cross cut and it force wouldn't be who we are without DFI all these ideas will come through at the meetings that we'd have online with DFI and the different facilitators are crossed about their interest because everyone has challenges so when we are showing challenges...what can we do and then all these ideas come up and as they come up then we review those ideas.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

The first initiative the DFA focused on was advocating against **advocating against the mobile money 1% tax** that had been introduced. The association **wrote a detailed research paper to show financial exclusion to tax causes**, and to furnish the Members of Parliament (MPs) with adequate information to pass a motion against the tax. The also met with the MPs and practically demonstrated how a million shillings distributed through mobile money significantly loses its value because of the tax. **Additionally, an MP from that committee attended the first alumni meeting called the Digital Coffee Place, a forum created by the DFA to learn and share about the digital space in Uganda (private initiative).** At the Digital Coffee Place, the MP was further engaged to

understand the implications of the tax. **Two months later, the 1% tax was reduced to 0.5% on every transaction.** While this change cannot be solely attributed to the DFA given the various other sector stakeholders who participated in advocating against the tax, they still played a pivotal role and contributed to the process (policy initiative).

“What I am realising is that when that came up [the 1% tax on mobile money], we realised no one was talking about it, people that were talking about it were the creators and mainly the Bank of Uganda, the Ministry of Finance, so we said you know we need to be out there. So we got some of the members to write research papers and we went to meet the parliamentary committee and the team in charge of that, shared the research papers [...], so what we did, we sent two members and they went with a form and someone had deposited a million shillings and distributed it around five members. And the entire of it came back which is about 800 something [shillings] and that is when the parliamentarians woke up and said you know what, we have just done it in front of them, this is what is happening, so the parliamentarians have actually passed the policies that they had no clue about the impact it will create. So we got their attentions, so we get them information because they said they can come and help us, give us information we gave them that information and we also held what we call, we have something that we call, it’s an event it’s called the digital coffee place. It’s a event that we come and talk very informally, nothing like a workshop because around here people here are crazy about workshops and then people become too formal and they lose so now we did it informally, we had panel discussants from banks, from telecoms but the most important we got a member of parliament from that committee who participated, and then after that we going wait for what are the report which he took back to parliament to all his members and it went on a bit and after about two months that’s when it came back and they said that they have reduced it with from 1% on every transaction to 0.5% cash made out. So for us, that was amazing.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

“First of all there is a...we have a digital coffee place, that we actually it was the beginning because we invited a member of parliament to our digital coffee place which was an inaugural one, that we held I think that was one of the things I didn’t indicate but we invited the member of parliament and he promised to give us audience to the committee that was concerned. So at that point we were able to through our colleague, Ronald, to present our proposal, our views, and we were able to articulate to them about what the issues is and then the government that is the custodian of financial inclusion, again it’s almost on a way of stabbing its own baby, and I think and yes we didn’t get 0% but I think 0,5 it’s something that we will take perhaps, and our hope is we will be able to push this down to zero.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector)

The DFA have also been invited by the market research committee from the Bank of Uganda to contribute to their market research. This includes informing the bank about the DFS industry so that they are well-informed when developing or revising regulations (policy initiative).

“So we have been privileged that we have been invited by Bank of Uganda [...] bank of Uganda has a market research committee, it invited us to be part of those people... they have not asked us what [inaudible]. What is in the digital finance industry that we need to know so that when we do the regulation we are well informed.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

The association is currently working on collaborating with the Innovation Village, which consists of various associations who are driving innovations in the financial services sector.

The association had a meeting scheduled for 30 November 2018, where they intended to discuss how they could support one another and how the association could advise innovators within the entity (private initiative).

“Yes the Innovation Village we are still...first of all its various associations various platforms that are being used to drive innovation and much of the innovation is indeed in financial services and we had many of our members who had attended some of these, I’ll call them fellowships of the innovation village, and they kept on telling us, look here guys there’s this fantastic forum that we need to engage with, and we are able to have a discussion with them and in having this discussion much what we are going to be discussed tomorrow; is first of all we are going to introduce ourselves to them to get to learn exactly what they are doing and see how we can support and for me as a person who works in financial services in the bank, we get a lot of fintechs, we get a lot of innovators coming to us giving us proposals. I think I have one or two that I can always give them even when I will not take their proposals, so for me it is an opportunity to meet a wider spectrum of people in that area that we can always give advice on, and I think as a country we have been told before I don’t know how true it is that Uganda has a lot of innovators, we have people who are very bright who write very good papers put up really good ideas but when it comes to implementation, someone in Nairobi will pick it and do it better, one for one for because of two things that we are not so much action rated but also the other problem is that we lack institutional support. I will not lie to say many of our institutions, I mean many of our banks for example are foreign so you’d find that some of these ideas when they come to us they lack a person, we need approval from group people to take the matter and then the next thing you’ll hear is that there is someone coming from South Africa, from Nigeria or whatever to give us the same thing, something that someone has proposed to us so I think in my experience I will be able to talk to this...we should be able to advise some of these innovators on how to coin [...] I would like to see how I’m looking at this as an opportunity, I’d provide advice to our innovators to see how they can grow their ideas into very big ideas that can move the continent.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector)

Another initiative on the association’s agenda is to provide input on the Ministry of ICT’s National Digital Strategy. Previously, only banks and telecoms would be invited to input. The association however represents stakeholders from various institutions. The connection between the two was made because of the DFI students works for the Ministry. Furthermore, in November 2018, members of the DFA steering committee engaged with the Ministry of ICT who have now



invited the DFA to draw up and submit a proposal on the parameters of how a collaboration between the two entities could occur (policy initiative).

“So for example, we are trying to get ourselves in to the ICT Ministry. We have been invited not direct, but to input, it’s called the National Digital Strategy. It’s where one of the ICT students came and said ‘wow, you guys need to input into the National Strategy’ and previously they wouldn’t know whom to invite and they would invite only banks, or only telecoms, but this time round when they invite the association, they have, can I say they do not have... the banks with all due respect, they would [push] their agenda. The telecoms are also competing with the banks, but the association is putting every professional from all these industries together and are more objective, coming to do that what is better and good for the population.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

As the DFA grows, **one of the key challenges it faces is limited resources**. As the demand for the organisation's work has increased, they have found that they need full-time staff like a researcher and an administrator, as well as financial resources to afford an office space and create visibility. Additionally, decision-making is slow because all interim committee members must be included so that alumni own the process and results, ensuring sustainability.

“DFA is now a bigger... when we are starting out we thought ‘here is an organization’ the demand is... the demand coming to us is so big that we need to make ourselves legit, we need to make ourselves visible very fast and we need to make an impact then it’s fine. We need a place where people can say... where is the DFA office? And you actually point it out. Well, how can we... we need a researcher, someone who can connect all the members [inaudible]. And administrator who can run a social media campaign. So, it’s having very big ideas with very limited resources. I think that is what we are struggling with [inaudible] apart from that, I think most of it is positive, I love the energy people have. We have many digital enthusiasts [inaudible] they want to learn and they are out there, so it’s just about getting that to them.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

In addition to the DFA, the CoPs also have a **Whatsapp group** where resources like job adverts and updates in other markets (private initiative).

“Yes there are resources, job posting are particularly interesting, and what other markets are doing, what other government is doing because our government is quite erratic, so then our responses, so it’s very interesting.” - Veronica Sentongo, Practitioner, Stanbic Bank (Private Sector)

In terms of the CoP meetings (outside that of the DFA), alumni found that the **meetings added much value over and above the online course learning**. Practitioners reported that the CoP meetings provided a platform for them to engage in rich conversations with colleagues, and hear about other perspectives from those who are working in different branches of digital finance. It was also reported that hearing from experts who served as guest speakers was very insightful. Moreover,



even those practitioners with experience and working in the sector realised that they could learn from people both within their industry and in other industries, and hear examples from other parts of the world.

“The ones I was able to attend were fantastic, the conversation was very rich, it was good to see different point of views especially from people doing different aspects of digital finance there’s so many facts to it and it was nice to see that point of view and it was fabulous, and she facilitated the conversations so well despite the fact she does not have a background in it, it was nice to...she actually gave us a different twist so yes it was really nice I think it definitely helped us along the journey as we were doing the course.” - Veronica Sentongo, Practitioner, Stanbic Bank (Private Sector)

“I think what I liked most about the CoP was when Tanya used to bring the experts to actually highlight for us what they actually go through, I think we had a session with Joseph, we had a session with the...a couple of people so you get to hear from the experts their point of view because they have authority on some of this.” - Sharon Kiggundu, Practitioner, FINCA (Private Sector)

“I think for me the biggest improvement is to get out of their box because most of them started doing the course with the... “let me get this paper, get the certificate and get a promotion” and they have been in their posts behind the desk and thinking they are the drivers... “I am a digital finance officer, IN the bank, I know it all”...and when they come up to the COP meeting, they realise “oops I do not know anything actually, there is a lot more out there” so what you’d realised the knowledge from other people and then they will also understand digital finance on a bigger platform. They get out of their boxes come [inaudible] to finance on a bigger platform either nationally, what are the policies, regulations, what is going on in other industry basically, so I think bringing here is the best knowledge and getting out their platform to see the world is bigger than just here.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

9.5. Capacity Development

9.5.1. Practitioners

From a variety of perspectives and across sectors, it was clear from the interview and FGD data that practitioners’ DFS knowledge and skills, as well as related skills, had increased significantly since having taken a DFI course. Further, practitioners provided several examples indicating that the capacities gained had been directly **applied in the workplace or in different projects and initiatives.**

Several practitioners expressed that the DFI courses were very helpful in **improving their understanding of DFS-related terminology, concepts, and processes.** This was particularly beneficial for two FSD Uganda practitioners who both came from the agricultural sector, and

therefore the DFS knowledge has helped them to be better able to contribute to projects at their organisation.

“My role has been to give assurance to the board and management that things are okay [at the bank], now for you to do that you need to understand processes, you need to understand financial inclusion, so what this course has helped me is understand different enablers and the different technologies and people, regulations, so in that way, I’ve been able to add value at the end of the day.” - Jerry Kagoro, Practitioner, Centenary Bank (Private Sector)

“I actually had a very big challenge, initially I am not from the financial sector. I was more on the agricultural sector, but where I am working currently it’s a programme for advising financial inclusion. I learned a lot, a number of aspects from the certificate in digital money course. At times I did not have confidence discussing with other technical staff who we are more advanced, and understanding the financial aspects and the terms, [...] but all aspects in financial inclusion are going to be a lot more specifically to be able to monitor results, the whole financial debtor related indicators, also the ability to have in-depth analysis performance on institutions and a deeper understanding of what financial inclusion aspect means and ways to measure it.” - Godfrey Isingoma, Practitioner, FSD Uganda (Development Sector)

I did a course this year, I did the course this year June, I think finished in late June or July. I wish I did it earlier I joined FSD in July last year, so by the time I was doing this course it was about a year with FSDU and I am also like Godfrey am coming from Agriculture, from agri-business development, so I didn’t know so many concepts that related to I had to do. So I had to read a lot to try and catch up on this concept, but the course was very useful in the sense that it introduced me to so many concepts starting with understanding money and going to digital spaces of it and how relevant that is...DFS and there was two particular modules, one was there, other one remittances, in the reading material, the other one was Fintechs, distraction of Fintechs and things like that. So last year I had to do a study, it was about remittances that time I was very raw... that’s why I say I wish the course that module would have been and how to conduct research and remittances. And this year we had those studies on fintechs, so when I was doing the course I was the study, but the knowledge that I got from the course was very helpful to help me appreciate where we are going with study, because we have some international regulatory issues, the regulatory sandbox and things like that, so the new concepts I got were those that appreciate the recommendations the consultants gave as far as we have we have as FSDU will have to facilitate the business environment for Fintechs in Uganda, so that was very helpful.” - Jimmy Ebong, Practitioner, FSD Uganda (Development Sector)

“Well, I found the course to be so helpful, so resourceful in terms of understanding the ecosystem of digital payments, understanding risks, and I can tell you we’ve done a re-evaluation, for example our mobile banking system having to understand much more about the risks that affect the digital payment and ecosystem and so many improvements have been done, and the result the company has decided to put two more candidates to go and pursue that course. So a good number of people are doing it.” - Ronald Namaw, Practitioner, EBUL (Private Sector)

Some practitioners also indicated that **the courses helped them to be able to work on strategic documents for their organisations.** For example, Julius Torach from the Ministry of ICT, felt that the course equipped him to contribute to developing the Ministry's Digital Uganda Vision, and Godfrey Muhindo from Eco Bank has felt more confident in discussing and writing about matters relating to digital finance strategy, including an international request for proposals (RFP) for the bank.

“The course in digital finance or certificate in digital money came at a time when we were developing Digital Uganda Vision, so it helped us to be on the lookout for the ecosystem that can help to support digital finance and financial inclusion in general, looking at infrastructure, looking at regulations, looking at the technologies, looking at the people, looking at the processes. So we have ensured that these elements which we have learned more in the certificate of digital money which are included within our digital vision for the country, in our view that is the biggest impact because it came at the right time. [...]. Yeah it, it is helpful because it even covers some elements of the margin technologies, like bitcoin crypto currencies whereas you expect somebody to another course to go in that, but the first layer, I think foundation was covered.” - Julius Torach, Practitioner, Ministry of ICT (Public Sector)

“Yes thank you personally as a person in charge of channels in the bank and as a person who is very keen on acquiring knowledge, I feel I am more confident enough to articulate and discuss matters relating to digital finance strategy because then I am able to understand the interplay between the various systems, the various ecosystems, and exactly what we want, to where we are heading as a nation, as an industry in terms of digital finance. So I've been able to help for example, in writing quite a number of documents relating to strategy in terms of putting on partners. I'm able to do that because I have better knowledge now than I had before. [...]. So I was able to put up an RFP for the country; and as soon as we did it the whole group got interested in what we are doing as a country and as they adapted our RFP which actually became the international RFP for the bank, and we were able to even recommend some of the service providers that were doing the subject to obtain it as a country, and as I talk now the project that we started is adopted by a group and we're implementing it as a group by its strategy and it also triggered the group again to talk to other telecoms such that we have a wider...it's still a project, it's still in project form but it's something I happily say I got related to thank you.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector)

Practitioners also provided several examples of how they became **more capable of contributing to products development, projects and initiatives, and developing digital solutions.** Joyce Nambasa from Equity Bank has become more involved in several digital products that the bank has launched since employees have been on the course, and noted that up to 400 products had been launched in one year. Moses Mandeo from Centenary Bank also felt that his knowledge on the full cycle of products development had been enhanced. Sam Kutosi from Mwamba Development Agency felt better equipped to design projects, while Christopher Luwaga, who is new to FSD Uganda, felt better able to contribute to the organisation's projects since having attended DFI

course. Additionally, Ronald Lwanga from Ugafode Microfinance expressed that the knowledge he acquired from DFI courses, he has been more capacity to work with other sector stakeholders to develop more digital platforms and solutions.

“It really helped me a lot, because later on I was able to do a lot starting with the project team, the corporate market that the bank was taking on. And then today we have a wide variety of digital products and a part of what I handle on a day to day. We have launched out most of them and this is where this particular course helped me in terms of human centred design, what does the market expect, how do you gauge in what you’re doing to what you are able to provide. Now I’ve been able to apply most of it. [...]. The biggest has been 400 products in one year, and the best part about it is now I find it more day to day work focusing on integrations, understanding the whole process and I think that will help with that topic we will be discussing tomorrow of digging into an innovators mind as we are bringing all this together, we are able to understand more of the tech, what is the tech person. What is the fintech, and how do we bring it all together.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Of course also I was able to enhance my knowledge on the product development for the different [...] segments and what is required for you to have successful product of those different products and also the issue of (inaudible), if you’ve identified a certain product if you are rolling out the product the need for it to have a viable cost benefit analysis and that by the time you roll out this product, you are sure that the cost to the consumers will be affordable but at the same time for you as a financial service provider, you are able to sustain that cost in your brand and that you are able to sustain the implementation of the product.” - Moses Mandeo, Practitioner, Centenary Bank (Private Sector)

“When I did the course it enabled me to design some projects, because I was in charge of access to finance to financial institutions. So I designed some projects and one of them was to implement the digital project aimed at transforming all about service and signing cooperatives in this country which is now ongoing, and I’m returned as one of the consultants.” - Sam Kutosi, Practitioner, Mwamba Development Agency (Private Sector)

“I work with the Financial Sector Deepening Uganda and in particular I work with Joseph. I’m new at the company so this course has really just given me the foundations to be able to understand some of the things we do. Our strategy involves leveraging technology to drive the financial inclusion agenda, one of the projects we working with as Joseph said its digital transformation of regulators and just by attending this course I’m able to contribute better to that project.” - Christopher Luwaga, Practitioner, FSD Uganda (Development Sector)

“With the knowledge that we’ve acquired from the variety of the courses, we’ve been able to, or I have been able to interact with innovators, fintech innovators and, and the people who work in that field to come up with platforms that actually transform, let me call it cash-based businesses into an easier but understandable and cheaper platform, a digital platform for people to transact their business. The question has always been how do we convince the people from the lower

platform to move from the cash that they understand and love so much into a digital era and it's both been a mindset issue but also a battle that has been based on how we show them the benefits of digital versus cash. So we've been able to work with innovators and platform builders moving business from cash-based processes to much cheaper digital processes.” - Ronald Lwanga, Practitioner, Ugafode Microfinance Ltd (Private Sector)

Practitioners also noted that the DFI courses were particularly helpful to them in **improving their services to customers from a digital perspective and provide services required by the Ugandan market.** From DFCU Bank, Dianna Akullu expressed that she was able to advise on improving the bank's processes from the customers' point of view, while Patsy Kiconco shared that she was able to improve the customer utilisation of bank channels from 12% to 24% because she applied what she learned in the course about the customer perspective and experience. Joyce Nambasa from Equity Bank also indicated that since the course she has worked on products and projects that are more focused on what the Ugandan market wants. This is consistent with the 2017 FGD report findings, which indicated that “the importance of human-centred design was a key realisation.”

“This CIDM course really helped me in the bank in the e-banking department. At a point we were upgrading our e-banking platform and that was the time when I started doing the CIDM course. So I played an active role in the project to provide advisory services especially when it comes to the designing of the processes looking from the customer facing point of view up to the back end, so that helped us deploy fairly robust solutions and it's a current quick banking application that is been advertised on behalf of DFCU Bank. So this project had been successfully rolled out and I have been able to advise senior management in terms of the direction to take regarding digital, we were able to select vendors who will help the bank move towards the digital strategy they're starting to implement so CIDM played a key role. Right now I'm providing advisory services to now the customer service unit where they need to understand how the digital products work like the e-banking, mobile banking and the agency banking to be able to serve the customers from a digital perspective.” - Diana Akullu, Practitioner, DFCU Bank (Private Sector)

“So when I joined CIDM the things that I appreciated most was, I understood the customer and that's one of the things I took away with cause I was able to apply that [...] if people are not utilising the channel then we as the bank, we are not doing much. So we were able to sit with my team and, and put up concept notes on how we can grow utilization and CIDM, CID, digital money was very, to me, was very helpful because I was able to apply what I learnt in class [...] when I joined the bank we were below 1% utilisation rate and by the end of that year, 12 months later into after I'd done CIDM we were able to grow into 24% utilisation in just 12 months. [...] I have benefitted a lot and I'm one of those beneficiaries that are very proud of DFI and talk about DFI and encourage people to actually enrol for the course as well.” - Patsy Kiconco, Practitioner, DFCU Bank (Private Sector)

“Yes for, for myself for example I'll start with me. Uhm previously I was basically focusing on digital, the products that we have from that we brought on board new other projects, we have what you

call Easy Loan it's basically digital lending, we have what you call Easy Club, managing circles or investment clubs online, we've worked with the developers of this particular product to guide them on what does the Ugandan market want from when they want a certain service, so you work with them in the development and then on the side of uh the fintech i've also worked with the team about the payment gateway, what does the Ugandan market want, how do they need it so to me that's something that I've practically contributed to my organisation, yeah." - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Some alumni have made an effort to share their learnings with either with other colleagues or with customers themselves. Muzoor Kabuga from Diamond Trust Bank expressed that he has used his knowledge to educate others about a cashless economy in order to eliminate their fears and misconceptions about it. Similarly, the CoP facilitator shared that she has seen some alumni assist her with teaching other about financial inclusion. Diana Akullu from DFCU Bank Ltd has been able to provide customer education and colleagues who are at the first point of contact of customers (e.g. at the bank's branches and call centre) to inform them of, for example, the benefits of using a mobile app over USSD.

"And I think one of the ways it impacted me and how I have been able to impact others through the course, you know as far as consultancy is concerned, helping people understand more about how to you know, eliminate, you know this fear of a cashless economy. So I think in one way or the other, some kind of smoke could be contributed in helping people understand that actually digital money is money, because there was a misconception about it. But I think slowly and surely the graph is going up as far as embracing a cashless economy is concerned." - Muzoor Kabuga, Practitioner, Diamond Trust Bank Uganda (Private Sector)

"And then the others that I've had... they come back to teach for example we had one from Bank of Uganda who...you know before if you went to Bank of Uganda and asked about financial inclusion maybe ...but now I...some corporates there are times that I need people to understand something and then I don't have the competence, so I would call some of them and they actually teach their fellow [alumni] on what it is, so I've had several cases coming through." - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

"It has also helped me in the sense that I've been able to provide education customer education is really a key because like Gabriel had then gave us an example we have the digital channels the Apps, USSD, internet banking but you find that somebody has a smartphone and instead of using an app to transact which is free of charge they still use the USSD and for banks it's worse because USSD it's quite expensive each session is charged so it has helped me enlighten the customers, and even the people who are at the first point of contact of customers people at the branches and at the call centre. I've come up with some questions they've needed to ask if the customer has a smart phone let them download the app and transact freely as opposed to using the USSD which is quite expensive so in terms of the course it has been transformational to me and it is helping me also

transform others into that kind of mind-set and in the end the customer is also because the market is really changing.” - Diana Akullu, Practitioner, DFCU Bank Ltd (Private Sector)

Over and above DFS-related knowledge and skills, practitioners also reported that the courses improved their capacity in other relevant domains. For example, Joyce Nambasa from Equity Bank reported that her **problem-solving, creativity, innovation, and communication skills.** Queentine Nakacwa from Equity Bank, Christopher Musoke from CK Musoke Consulting, and Ian Muyione from Uganda Roads Authority reported that CIDM helped them with **decision-making** in some aspects of their organisation’s business. This echoes the findings of the 2017 FGD report, which indicated the CIDM “enabled them to make better and informed decisions.”

“Then when it came to problem solving, we had this course and I usually talk about it a lot because I use it daily, human centred design, so problem solving to me I’ve come to apply those skill sets when they are coming up in the products and I think it’s very much beneficial to me. Then when it comes to creativity, yes we are always doing things cash withdrawal / deposit but then why don’t we just make money move digitally? We’ve thought about that and that’s why we have some of the products that we are doing in channels are being created, okay? So for me it has helped in my skill set, when it comes to problem solving it has helped, creativity it has helped, innovation yes it may take, one thing I’ve seen I have to be patient with the people around me, you bring up an idea and it takes long for them to understand because not everyone will buy in and that’s why I say besides the people in my team doing it we are putting in a proposal for even people in legal cause they always do the agreements, now most times the legal guy will ask me what is this? What am I doing? What is API? What is this that we are coming into? The risk person and the compliance person will want to understand this is risky, how can money move like this? How can you expose our accounts like this? But it just hopped how do I handle people, communication? I’ll speak something and they’ll understand, break it down a bit so even my communication literally has changed.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

“I was in cohort 6. I did a certificate in digital money. Then it helped me with making decisions.” - Queentine Nakacwa, Practitioner, Equity Bank (Private Sector)

“The bulk of our work in FSDU at that time and I believe even now was in facilitating private sector players to digitise their operations especially in light of serving clients, financial service providers mainly. So I had run 3 years with the project with that as the bulk of our work, we were having a hard time trying to understand some of the proposals by our partners in the field. The certificate in digital money was a fantastic help for us to understand exactly what our partners were talking about. They knew what they were talking about, we had a difficult time understanding what they were talking about. But we started understanding this better. The team, most of the team members that time, one of them was in cohort 1, I was in cohort 2. The following cohorts we made sure that everybody attended one of those trainings, because it was tremendous how it turned our understanding of what our partners were talking about, to the extent that we proposed to the board that we have some of the board members also having this course because certain times we

are making decisions and it was not easy to make them understand what our partners were talking about. But now that we could understand, we could try, we thought that it was even better that we also, and I think 2 of them took the course and they found it very, very informative. So, first of all that was enlightening in how they could make decisions. So I would recommend this course to many others who are in the positions as we were in, who are making decisions. You know even both of our partners Diamond Trust Bank. How many of the people that have to make decisions [...] what to do, really understand what it's all about.” - Christopher Musoke, Practitioner, CK Musoke Consulting (Private Sector)

“I really had a good experience when I did the digital money course because one, you can be a very very good risk professional, very good, very experienced very knowledgeable but if you don't understand the trade which you are assessing or the trade in which you are working in, they help the people which you are working with, they help you as a person. So the digital money being that it has the different discussion points which trigger you to think about your environment to think about Uganda as a market and then you think of the agency banking which is in Kenya, the next door neighbour, you think about the mobile applications that are ongoing globally so by the time the digital team is discussing these things you already relate and you can tell how best to assess the organisations risks, so then you are in the position to advise in the right direction either than having discussions which are totally off, you disregard whatever they are telling you because you have no understanding whatsoever. So for me as a risk practitioner it was very informative and helpful in making the right decisions which helped the teams achieve their different projects that they are trying to pursue.” - Ian Muyione, Practitioner, Uganda Roads Authority (Public Sector)

According to the survey, all 11 of the practitioners who responded to the question **indicated that they were applying the knowledge and skills gained during the DFI course/s in their workplace.**

Regarding changes in their capacity resulting from attendance of CIDM or other DFI courses, **only one (n=1; 9%) indicated that while the information has taken time to digest, they were able to make the necessary connections to apply their knowledge. Four (n=4; 31%) agreed that they had not been applying their new knowledge as much as they had hoped.** Despite this, all respondents felt that they are already making valuable contributions to their teams and organisations with seven (n=7; 54%) strongly agreeing and four (n=4; 31%) agreeing and the same numbers were confident that they will be able to make meaningful contributions in future. All survey respondents were of the opinion that they were better informed about DFS: nine (n=9; 69%) strongly agreed and two (n=2; 15%) agreed. All survey respondents also felt that they had enhanced DFS skills, with seven (n=7; 54%) strongly agreeing and four (n=4; 31%) agreeing.

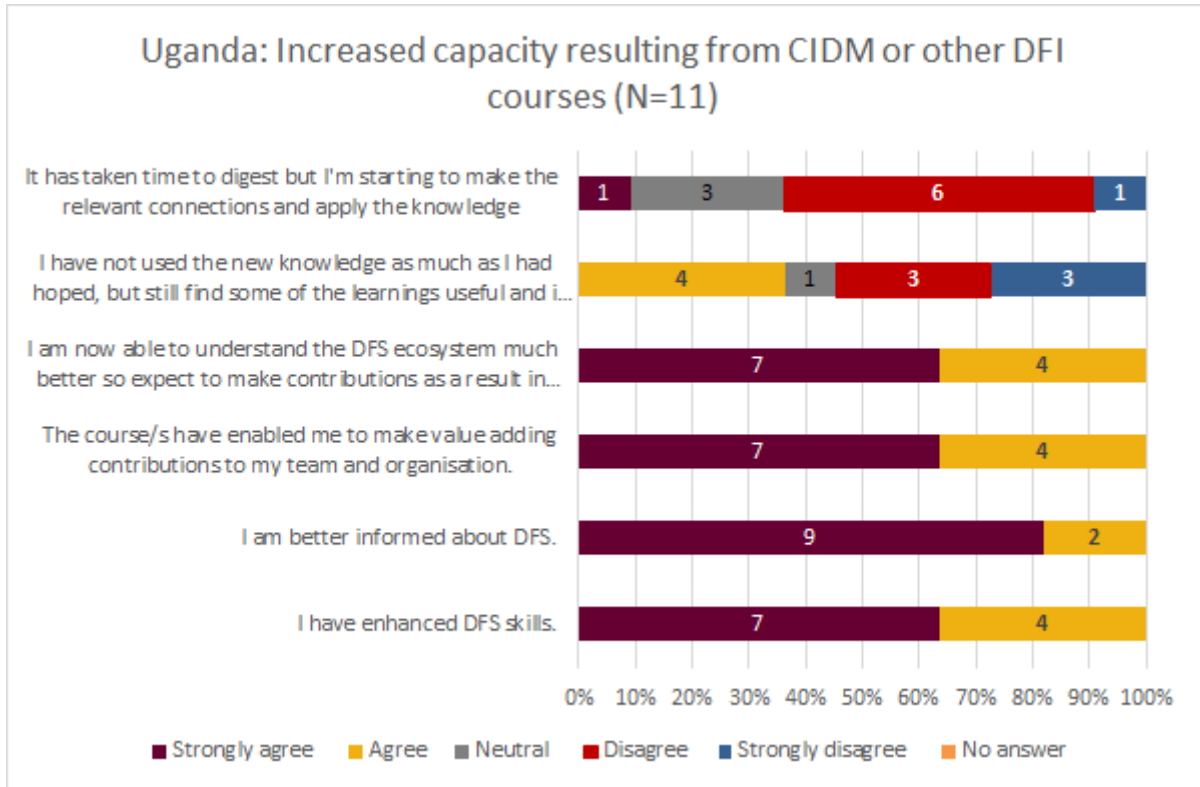


Figure 73. Extent to Which Ugandan Survey Respondents' DFS Capacity Has Improved

Confirming that they are indeed applying their new skills and knowledge, the survey indicated that almost half ($n=5$; 46%) apply their new skills and knowledge on a daily basis; respectively two ($n=2$; 18%) does so on a weekly basis, and three ($n=3$; 27%) does so on a weekly basis. Only one ($n=1$; 9%) participant seldom applied their new skills and knowledge (see Figure 74).

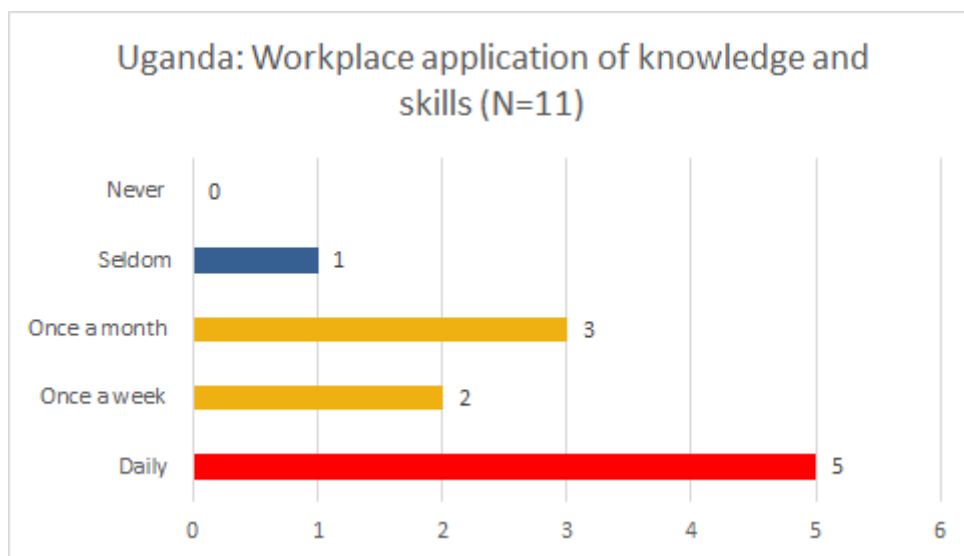


Figure 74. Extent to Which Uganda Survey Respondents Applied Their New Knowledge and Skills in the Workplace

Most survey respondents, between 42% ($n=6$; 55%) and 58% ($n=9$; 82%), had some post-course engagement with the training materials and other participants or further training, as shown in Figure 75.

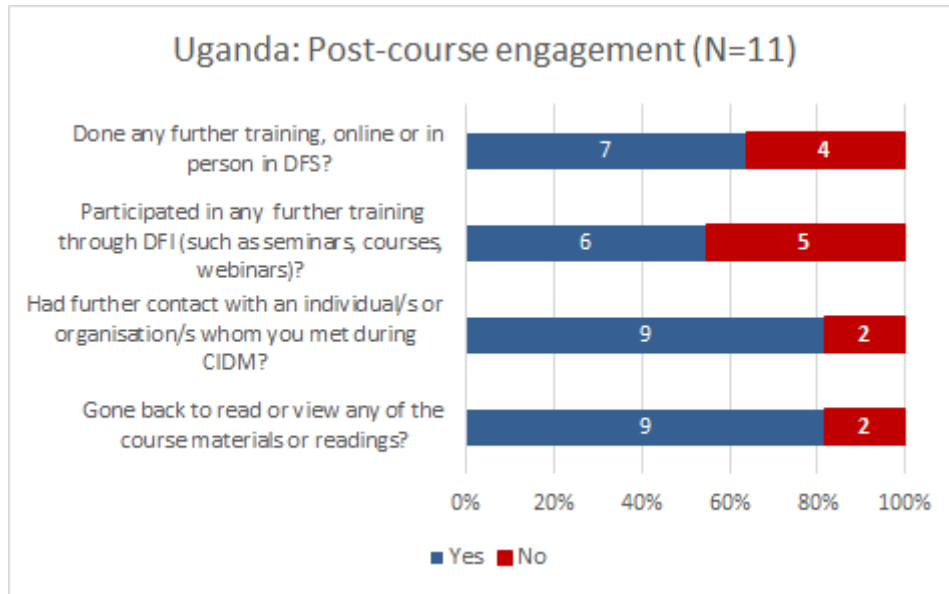


Figure 75. Practitioners' response to involvements in post course engagements

For the CIDM course only, survey findings indicated that capacity building did have some impact on individual CIDM alumni (see Figure 76) and on the way they engage in the work and industry environment. More than half of the respondents reported increased confidence, ability to understand the topic, converse on it, and initiate or support relevant activities:

- 82% ($n=9$) have gained confidence in their ability to engage on DFS;
- The same number have joined in new conversations about DFS or have engaged in a new way in existing conversations;
- 73% ($n=8$) have felt better able to understand reports and news in the field;
- 82% ($n=9$) have been able to see the specific context in a wider comparative perspective; and
- 91% ($n=10$) have started, helped, advised or supported a product, initiative or company which aims to promote financial inclusion in respondents' home country or elsewhere.

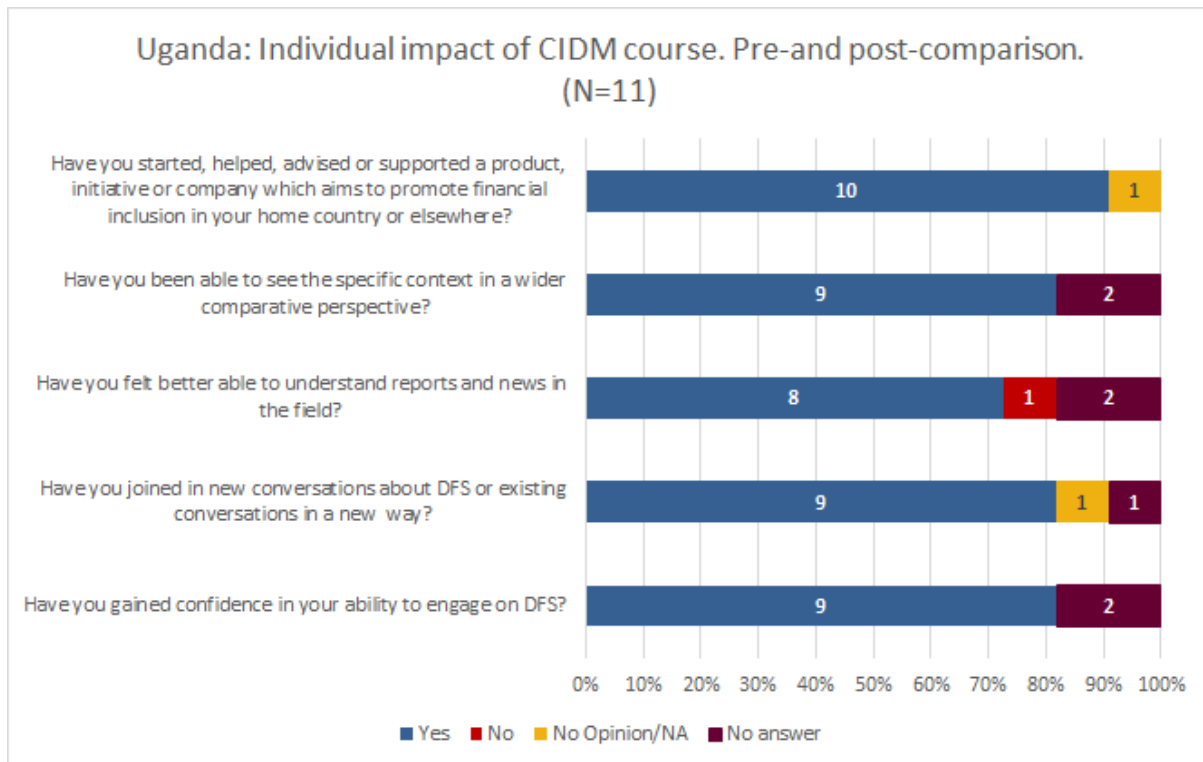


Figure 76. Practitioners’ indication of whether the CIDM course had an impact

There are indications that the impact of the programme has filtered through to the work environment. When asked what their supervisors’ and colleagues’ perceptions would be regarding changes in their knowledge, skills and application thereof, the vast majority of **respondents were of the opinion that their supervisors and/or colleagues would have noticed improved knowledge; contributions made through new ideas and concepts; initiation or participation in design of new products; or improvement of processes:**

- All ($n=10$; 100%) of respondents felt that they were showing greater knowledge about DFS, “a lot”;
- All ($n=10$; 100%) of respondents felt that they have come up with new ideas and concepts: 80% ($n=8$) “a lot”; and 20% ($n=2$) “somewhat”;
- All ($n=10$; 100%) of respondents felt that they have been able to either suggest new products or have been able to participate in the design of new products: 50% ($n=5$) “a lot”; and 50% ($n=5$) “somewhat”;
- 90% ($n=9$) respondents felt that they have been able to improve processes: 80% ($n=8$) “a lot”; and 10% ($n=1$) “somewhat”; and
- 90% ($n=9$) felt that they have shown more confidence in the subject matter and have been able to participate more readily, “a lot”.

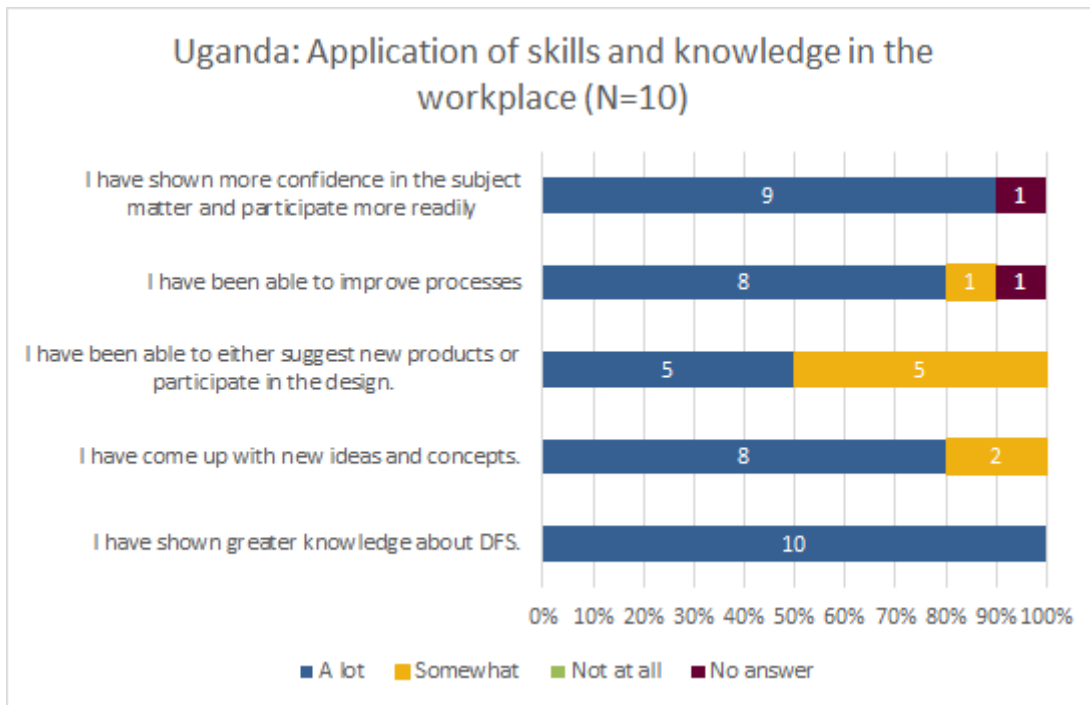


Figure 77. Extent to Which Practitioners Agreed That They have Applied Their New Knowledge and Skills

Several participants also indicated that since having taken a DFI course, they have changed jobs, moved to different organisations, or started their own businesses, most of which were consultancies. From the interviews and FGDs conducted in November 2018, **at least seven job changes were reported.** Sam Kutosi, who was previously employed by NABI, first moved to Microsave international consultants, and then has subsequently started his own consulting business called Mwamba Development Agency which focuses on financial inclusion. Edwin Byaruhanga will also be leaving Centenary Bank at the end of 2018 and moving into a consultancy. Christopher Musoke, who was previously the CEO of FSD Uganda, has also formed his own consultancy, CK Musoke Consulting. Muzoor Kabuga moved from Equity Bank to Diamond Trust Bank where he oversees more, and he believes his participation in the course was a great contributor to this change. Derrick Sekiziyivu, who previously worked for Top Image (as part of Airtel Uganda) in 2017, is now working for Therrid Company Ltd as Head of Financial Inclusion. He is also in charge of the advocacy portfolio as part of the DFA’s interim steering committee. The CoP facilitator also shared that one practitioner left the Central Bank and has gone into research in digital financial data analysis, while another also resigned from a bank to take digital solutions to farmers.

“Still I’ve been one of the beneficiaries of a career change, one of the bigger projects like I mentioned earlier, when I did this course where I used to work, NABI is DANIDA Danish International Development Agency but NABI it’s just a project, a programme enhancing agriculture private sector in agriculture. [...]. But when I did this course it became very clear to design projects, aimed at enhancing branchless delivery services and the last project that I did which I mentioned which is digitising of 200 circles and uh what motivated me was when I presented the project to the board, to people who actually had no idea, they were very impressed because I broke it down to how a

common person at the bottom of the pyramid was going to benefit from that project and that informed my change of career because, when I joined Microsave... Microsave being international consultants, and also moving in digital finance the letter said that was my strength to join them and then from there of course that was how I ended up being innovative to move into forming a private company, but still its financial inclusion so what we're going to, what we are doing is to digitise savings and credit organisations in the entire Eastern Uganda so instead of having a consultant under employment, we are actually now applying the knowledge ourselves, going to... and we are sourcing for funding to roll it out in the entire, and that is going to affect over 80 million people, over 80 million people in Eastern Uganda, so to me that is keeping changing levels in terms of career, thank you.” - Sam Kutosi, Practitioner, Mwamba Development Agency (Private Sector)

“The [...] good side of the course, it has propelled us and for some of us we've been bold enough to go into consultancy.” - Edwin Byaruhanga, Practitioner, Centenary Bank (Private Sector)

“Another young man called Moses [...] who is working at the bank, Central Bank he's resigned recently and he has been into data analysis, digital finance data analysis to make decision making at the bank because they were saying at the bank they do not use data, they just sit on a desk and they say we going to find out about this product how much money will it bring in, it will bring in 2 billion they conclude let's go so his thinking why don't we use the data that you have? So he has gone out actually to do research about the data that I've talked about.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

“Gabriel he also resigned from the banks and he's working with farmers, and then he came, why he came to do course basically was to improve his knowledge about...he needed to do programming and how does he take digital to the farmers so that was his plans.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

“So as far as career change is concerned, previously I was working with Equity Bank and in the e-channels, payments and channels division and also supporting with the digital banking projects. Yes I have changed career, I've now moved to Diamond Trust Bank and still in the electronic channels division, but this time around I do oversee a few things, I think it has been...I think this course has been a great contributor to that, and cause a couple of things lined up as were discussed in the course, you know in the content of the course so I think it's, it has been a great impact as far as my career change is concerned.” - Muzoor Kabuga, Practitioner, Diamond Trust Bank (Private Sector)

“Thank you, first time I did the CIDM course then I was still with the Top Image Uganda as regional supervisor active money, I left and joined the Green Light Planet...I joined Green Light Planet they're into clean energy consumer financing but through clean energy, so later when I began my journey to CFPD I was taken up by Therrid Company Limited as head of financial inclusion, apparently we have come up with a project that UNCDF is likely to fund. When the mobile money tax was implemented it became an obstacle to UNCDF since one of its goals is financial inclusion. How are its farmers going to get a...how are they going to get paid, how are they, how is this

money going to be beneficial to them when this tax was implemented, they realised they can't have these people have their money wasted in remittances they'll have their money wasted and 30% will go into the cost of withdrawals and so forth, so as the head of financial inclusion we're looking at agency banking. UNCDF has tried on agency banking we are going to influence some of the main players in the market banking, so that we can spread more agency outlets in Kaptura and in Footpoto so that their famers can begin using mobile banking to access their money, something like that and I'm great... that is my project it's something I initiated and I'm getting funds anytime from now. Yes, I got that knowledge that side [from the DFI course]. In the first case I didn't know I thought this is only about digital space, however when I deep dive into it, it handles 360 of what goes around for example it comes to farmers, I did the digitalizing the last small hold something like [...] and after that course I realised it is beyond than what we think, we can do more.” - Derrick Sekiziyivu, Practitioner, Therrid Company Ltd (Private Sector)

Several practitioners also indicated that while they may have stayed at the same organisation, some of them **received a promotion or their scope of work has been expanded since they completed a DFI course. At least five promotions or increased scopes of work were indicated.** Jerry Kagoro believes that because his expertise has been built as a result of his learnings in the course, he is now in charge of the financial inclusion division, he takes up third party audits and undertakes revenue assurance at Centenary Bank. Before Derrick Sekiziyivu left Top Image for Therrid Company Ltd as described above, he was promoted from an executive, to a leading supervisor, and then to IT Manager. Joyce Nambasa from Equity Bank shared that three DFI alumni were promoted since having taken a course, but they have also subsequently left the bank and received “better opportunities” at other institutions. She speculates that they left possibly because they felt under-utilised since having gained the knowledge and skills that they did from the course.

“On my side my scope of work has increased although the pay has remained the same [laughing] previously I was in charge of the business technology unit and auditing systems, but now because... along the way the bank has learned I've built expertise in different areas in digital finance, now I'm in charge of the financial inclusion division that is now digitized agent banking, digitized internet banking, digitized mobile banking. Then I've also taken up third party audits because now for example, we outsource some of the services like for examples our visa payment switch is outsourced, so now I find myself travelling to go and do third party audits then there's another element that has come in which is revenue assurance, now I need to give assurance to the board and management that we are getting every revenue, so now if you auditing mobile loans agent banking and looking at the cards, so all those are lines of revenue, so I've had to also go an extra mile and now give assurance on whether we are getting all the income, so basically increased my scope of work.” - Jerry Kagoro, Practitioner, Centenary Bank (Private Sector)

“Okay when I was doing CIDM, I was an executive but it took me two months and then I was promoted to leading supervisor. I was promoted because of this knowledge I got here, I ended up inviting my bosses then, so we began to speak the same language me and them, so they realised this man can do the job, then, after then after two years down the road I was then promoted to IT

manager until I left the company so it has really added value to me. I can have a professional conversation if it's anything to do with digital finance, it can be banking, then some bankers thought I've worked with a bank before but just because of the course I was in position to relate with them yes." - Derrick Sekiziyivu, Practitioner, Therrid Company Ltd (Private Sector)

"Uhm around, for now there are three [who have been promoted]. Yeah and unfortunately or fortunately promoted but then got better opportunities. [...] but most of them actually most times when someone has done the course they feel they are under-utilised so they try to look for opportunities elsewhere. [...]. I could say it's 30 percent [attributable to the DFI course] because there are those who take the course and take the initiative to actually you know this is what I learnt, this is something that 30 percent, yeah because they've been doing their work and all that I could actually attribute that." Joyce Nambasa, Practitioner / Manager, Equity Bank

Interestingly, consistent with Joyce Nambasa's comment above regarding alumni leaving their organisations after taking a DFI course, **the CoP facilitator expressed that she fears banks will stop sending employees on DFI courses because they soon leave their organisation.** She believes that this is because their current positions do not provide the scope for them to practise their new knowledge and skills, which practitioners are excited to apply.

"So I've heard the course inspired people to do otherwise, other things along the way, it has opened their eyes so actually my scare now, that the banks are going to stop sending their people because then after the course and after a few months, they don't want to do the job they've been doing, really because they are excited and they want to do, they want to apply the knowledge they have so you can imagine [laughing]. I don't know what's going to happen but I think it's a good thing." - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

Consistent with the above findings, survey responses seem to indicate that the transportability of skills associated with attending a DFI course may be starting to realise, and **almost two-thirds (n=8; 62%) indicated that their work situations have changed** (see Figure 78).

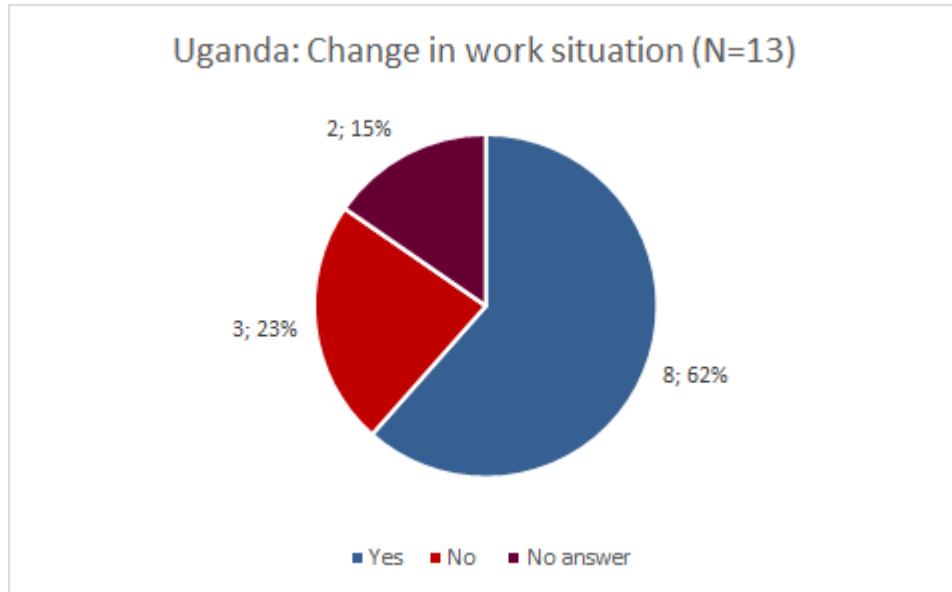


Figure 78. Proportion of Practitioner Respondents Who Reported a Change in Work Situation

It is interesting to note, however, that some respondents who indicated that their work situations did *not* change, did report some details regarding changes such as increased job satisfaction. A total of nine ($n=9$) respondents indicated changes, and some of them noted more than one change. Fifty-six percent ($n=5$) mentioned that their job satisfaction improved; 33% ($n=3$) are consultants who were able to secure more or better contracts; and 22% ($n=2$) each reported that they had started their own businesses; was promoted; and was in a different job, while 11% ($n=1$) mentioned that they had received a salary increase or was working for a different employer.

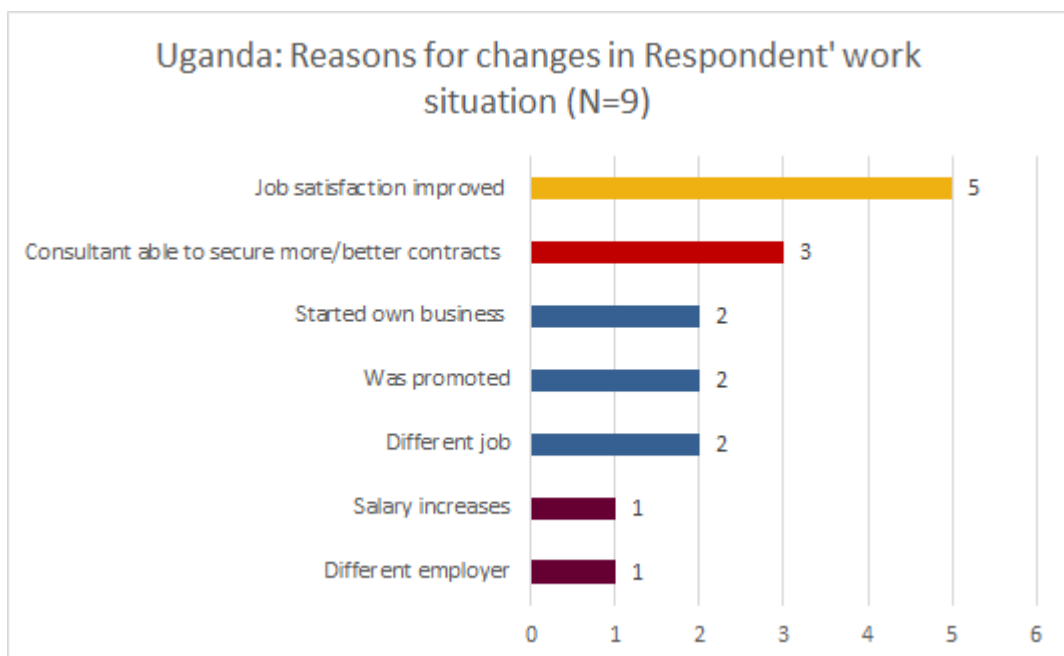


Figure 79. Work Changes among Practitioners Since Completing a DFI Course

9.5.2. Line Managers and HR Managers, CoP Facilitators and Institutions

Joan Larok, a manager from FSD Uganda, shared that the organisation has been encouraging their technical team to complete CIDM because the course provides DFS capacity that even someone with no background in DFS can learn from. She also noted that the employees' participation in different association groups have improved because of the knowledge they gained from the course. She also expressed that she can see the difference between staff members who have and have not done a DFI course. While there is a cost to sending employees on the course, she noted that the financial investment for internal expertise is more cost effective than outsourcing external expertise. She also values that the course exposes practitioners to DFS in other countries, and the common language and terminology the employees can now use. Additionally, she discussed that Joseph felt better equipped by the course to manage and coordinate the Digital Transformation Project, and another employee, the research specialist, was aided in his work in on remittances and fintechs. She stated that Joseph and other employees have become more confident to lead meetings and discussions with regulators.

“[Joseph], he heads the business environment in one of the key projects that he’s really working on in the digital, digital transformation so he, he has to work with Bank of Uganda, with the Uganda telecommunications, the [...] the ones that issue IDs and so on, so we’re already working on how can we have regulations or guidings that can govern the digital space. For him, he says, if he had not attended this course you wouldn’t be able to coordinate or even think about managing this project because the stakeholders he’s coordinating will also do not really have a lot of experience or exposure in digital finance and so for him to be able to coordinate all the stakeholders, so it’s beneficial for him that he actually attended the course and he’s more confident to convene these meetings and lead the direction, lead the discussion within a certain direction. It’s a two year project it started, it’s, he first has to do a gap analysis where are the gaps in the laws and the guidelines and things like that and then the next step will be to really create a sandbox for where this digital work can be tested. I think it’s a lovely example and we’re really so excited about this uh digital transformation project that he’s leading.” - Joan Larok, Manager, FSD Uganda (Development Sector)

“Yes for, for those who have just attended so they’re new staff so they really would not be able to engage in the conversation because, uh yah so there’s a difference, there is a difference between those who have just attended, there is a difference between me who has not attended, and I think what I’ve been challenged to is to attend one of them. [...]. ..cause then I can, yeah because they are saying you, you need to attend this course as well uh yes and then those who have attended like Joseph who attended last year and so... We can already see the projects that I was talking about now, those are the projects that he’s using to apply. Otherwise like I said he wouldn’t have thought about leading on that maybe he could’ve thought about the project but he would not have taken that we would have to maybe hire somebody to do that, so which would be a cost to the organisation, and yet this has been a smaller investment paid in partial funding by FSD Africa so which is really helpful.” - Joan Larok, Manager, FSD Uganda (Development Sector)

Joyce from Equity Bank also noted that her team has acquired new knowledge and skills as a result of attending a DFI course. She particularly appreciates that they learn every step of the project cycle



from project management, human-centred design, products launch, and performance management. As an alumni of the course herself, she understands the knowledge gained by the course, and expressed the value it affords over and above what is offered in a typical university degree.

“Yeah so I think it has helped them in their skills and learning more about what they are doing [...]. For my team I have, I work with the project team as much as I was previously part of it now when we go to, when we meet at fintech and we are asking for what is required on our side the integration part of it, someone who understands first of all the process of project management, product launch okay, customer journey, they understand it, this is how I want the product to be and this is what it should do for the customer, so you have personally acquired skills right from project management, human centred design when it comes to product launch, tracking of my products, are they performing, what should I add, hardware? I get feedback from customers which is a good thing, yeah.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

“Then the other thing is, it's not just a certificate okay, it's someone has understood skills that we don't find for now I could say, what we study you don't find in a normal degree, you won't find it there you won't get to interact or have it implemented, [...], I really push a lot for at least someone to be sponsored and someone thinking but it's a certificate, they don't understand the value of what this can do for someone, yeah.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Dominic Mutabazi, a manager from Catholic Relief Services, expressed that his employee Godfrey has come up with new ideas since having taken a course, including the organisation's emergency programme which helps refugees to develop enterprises and save money. He also explained that one organisation working within adjacent regions, approached Catholic Relief Services to work with them because they held their microfinance approach in high regard. Dominic attributes this to the exposure his employees Godfrey and Anthony gained on the DFI courses, and believes this will help the organisation meet their donor requirements.

“If you want to be cutting edge as an organisation our people need to be at a cutting edge, the profound of the agency innovations he is also coming with new ideas for example orange and pink [pointing to a map] that is our emergency programme, it says we need some lying long programmes over there so the question was how do we help refugees to be some kind of enterprise, b; save; and grouped into groups and that itself was quite interesting, these are refugees but they are host communities across countries serving them in groups amongst communities. Scenario how do you do that, how do you get around that and that has happened [...] so those are the dynamics he likes something new and he's trying to explore that.” - Dominic Mutabazi, Manager, Catholic Relief Services (Development Sector)

“We have these three districts, it should cover about seven districts, we [inaudible] Masika which is another village, went to [inaudible] they got half, which they share the other region so they took

three and we are left with four, but on our microfinance approach he said look guys I think we like your microfinance approach, it is better than us, I think we would like you guys to tell us how do you do your microfinance [...], we may be bringing our ideas of our own but we will like to work with you. Godfrey and Anthony were rewarded [...] that was very good, because here we are influencing another organisation of credibility because of the training and exposure, to be able to make sure it was another organisation and in the nutshell we believe that this will help them report on the donor requirements.” - Dominic Mutabazi, Manager, Catholic Relief Services (Development Sector)

Although Julius Torach from the Ministry of ICT recently completed a DFI course and thus significant changes could not have been evident at this stage, his manager, Vincent Waiswa, is confident that the course will help him in developing the Ministry’s DFS strategy and vision for the next 10 years.

“Oh you finished this week? Okay great uh so we’ve not had the discussion around uh it would be too early to assess based on uh, based on uh, but it’s true like he said we are putting together what we feel should inform where the ICT sector is going in the next 10+ years and very important issues of digital finance are part and parcel of our vision from different perspectives. 1: the local integrators the, the local people are innovating systems that integrate, that integrate mobile systems with the banking system for me to be able to sit here, pull money from my bank account, digital mobile money and, and pay it across suppliers so, so that component we have in, in our vision it, it is reinforced so you can argue probably, Julius’s participation in the course is what informs the reinforcing, we are highlighting it without so much detail but I think overtime we shall see it that now this is the vision and we have to develop the strategy of how to implement the vision so at that stage we unpack everything. Probably his knowledge now will come to play.” - Vincent Waiswa, Manager, Ministry of ICT (Public Sector)

9.6. Certification of DFI Courses

Consistent with other markets, there was agreement in Uganda that the certification of DFI courses holds significant importance at this stage. From several managers’ perspectives, the certification provides assurance that the practitioner has the required capabilities, and is particularly important for senior level staff to show they possess the knowledge. It also provides staff with motivation to complete the course if they know there is a certificate awarded. One manager noted that now because she knows the quality of education the DFI courses provide, she would still send employees if it were not certified, but initially she may not have. As such, the association of DFI with a reputable institution is vital at this stage, but potentially in the future, once the brand has permeated the market more significantly, a certification may not necessarily hold as much importance.

“It makes a difference for certification because certification because certification it kind of provides the assurance that this is certified, this is something that I can present somewhere. Because yes

you can talk about quality but in this space people believe so much on also certificates or documents or certification to really check that off, this person has the capabilities to do the work, and also for their staff as well, it's motivational to have an additional certification... yeah.” - Joan Larok, Manager, FSD Uganda (Development Sector)

“For the senior management, yes it's very very important. Actually what happens when someone completes the course usually you get a copy and share with the HR team and uh because it's open door policy we even talk to the maybe management, oh but I did this course we came across this, and uh we had a partner doing it here maybe you can try it, I could jump in, something like that. [...]. But the certification is crucial. [...]. Uh first, in generally Ugandan concept most people will go for, they will first go for someone who has a Masters okay, now if you're coming in with a certificate okay it has to be accredited to at least an institution and say this, this is a good institution okay? Yeah that's where it's crucial.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

“Yes. I think it's important if it's certified. [...] CRS wants courses that are certified, but CRS has because if you have got to invest in the staff and also we want to see whether the staff is sourcing things that are valuable you see if they are asking how does it add value to you as a person and how are you going to prove this concept I think that is fine.” - Dominic Mutabazi, Manager, Catholic Relief Services (Development Sector)

Several practitioners also indicated that the certification is crucial for them. The Fletcher brand gives them confidence that they are acquiring high quality education, and it carries some clout when a course is approved by a respected university. One practitioner indicated that he would not have done his DFI course had it not been certified, but because his senior recommended the course to him, he was motivated and interested; a recommendation from a respected colleague can hold more influential power than a certificate. These findings are consistent with those reported in 2017, which also found that university certification is important in this market. The report noted that “for organisations to invest in training, the main criterion is certification, ideally backed by a reputable institution. Participants confirmed that the Tufts Certificate attained upon completion of CIDM is important to them and their organisations.”

“In Uganda [...] I think it's very important to have credibility on your certificates otherwise it's a waste of time, because there are so many fake you know... know, I can go downtown and get a PhD today so the Fletcher, is it Fletcher school? Yeah it's very important, for me it was very, very important that, that was there you know to be at par with other qualifications that have, they are all from you know universities you know, bonafide universities, well respected universities so it was very important for me [...].” - Christopher Musoke, Practitioner, Musoke Consulting Ltd (Private Sector)

“No [I wouldn't have done the course if it was not certified], not really [laughing]. I got motivation from my previous employer, my senior is the one who actually recommended because think she

was in 1st Cohort, she challenged me then I said why not and that's how I came to know about the course. [...]. Yes, yes [recommendation is important], and I wanted to know more what it is all about. [...]. Yes, but I had options either not taking all the course but after I heard about it I got interested immediately, and of course we prefer certified courses because it is a more recognised course, with time it will be a more recognised course in Uganda just because it is in the financial, sector space but the few who know it, but the few who know it regard it very highly as beneficial, so even maybe there will be times that if you are either looking for employment in the field it can carry some weight. [...]. No, as I have said Fletcher as I said, helps as there's assurance that confidence, and Fletcher is quite of a brand and you now who you are dealing with.” - Godfrey Isinggoma, Practitioner, FSD Uganda (Development Sector)

On the other hand, some practitioners expressed that the knowledge they gain from a course is the most important factor, especially courses like those DFI offers because it gives practitioners an “edge” in the DFS market. However, certified courses are preferred.

“At a personal level I like a lot of self-learning, I did online I downloaded a lot of documents and I want to be having the knowledge all the time and for me it's bigger than money so for me that is better of course, you also want something that you can take to the bank so I think the certification, the professional certification, I think to me it's a very good one and I think also, I mean most of the courses I mean there are good and better when they are certified I mean when they are attached to an institution that known to reward qualifications. [...]. For knowledge purposes I will go ahead and do courses with DFI because to me it's a mind that matter I treasure the knowledge because you may not be employed somewhere but you can start up something of your own and even be bigger than the employer.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector)

“Yes I would do the courses even if they are not certified because as you look at the world we are going digital so when you have the knowledge in digital finance and the whole digital system it gives you an edge over and above the rest so yes especially the knowledge it's really good it helps in decision making in our day to day lives.” - Jerry Kagoro, Practitioner, Centenary Bank (Private Sector)

9.7. Impact

9.7.1. Value of DFI

Participants agreed that the value DFI courses afford them is significant. Consistent with participants expressing that DFI courses makes one more employable (as discussed in the section below), it was shared that **the content that the DFI courses deliver is very relevant to the trends that are occurring within the field, and is of a high quality.** Organisations like Equity Bank have been consistently sponsoring and sending more and more employees across different units on the courses.

“I could not find the time to, to really go through uh the, the course but I looked at the content, the content is relevant that’s, that’s the reality. It’s contemporary, we are talking about uh digital money, cryptocurrencies [...], countries are looking at their own digital currencies, Dubai or UAE is looking into that. We have had discussions around the entire digitalisation of currency where, I sit in the World Economic Forum, we are discussing if we have domain names [...], .uk for UK, .za for South Africa, .ug for Uganda (inaudible) digital currency that is uh, that is uh similar to the way the CCTOD’s operate, so in that context it’s, it’s we’re having a study and within our small cohorts as young global leaders within the World Economic Forum, for us who are in the technology field to see how that can be shared. So in saying that, the the the content that DFI delivers in my opinion is quite relevant. It’s relevant, when I read I think one or two papers and they could, they were reinforcing what I know, what I know because some of the people I sit with on the World Economic Forum, the young global leaders World Economic Forum are people who are actually, who are actual doctors in bitcoin so they give quality and good context and, and both from the technology perspective the flow and so on the ledgers and how they merge and so on and you know how everything else comes together so, so the content to be quite honest I think is rich, the little that I saw.” - Vincent Waiswa, Manager, ICT Ministry (Public Sector)

“Uh approximately, I know they’re more than 10, more than 10 yeah....cause uhm beside me, we had around uh 3 people in that room who had taken the same course. I’ve also actually uh the entire team that I was previously part of before, they are all doing the course different journeys, now I have a new team which is uh strictly handling digital banking, I’ve just been bring in one by one but uh it must be a total of 10 cause also, we’ve got also people from different units coming in, we sat with the risk team, compliance, now we also want to have the legal team you know a part of it, but approximately 10. [...]. I think uhm when I did it and uh saw the benefits, went to my manager, explained she actually encouraged other people to do it, to start doing it so, most of the time I think for every cohort we try to bring in someone, most of them are starting with the unit that we are part of yeah, the bank is sponsoring most of them okay.” - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Additionally, as shared by the CoP facilitator, Ann Muhangi, **the telephonic meetings she has with other CoP facilitators, coordinated by DFI’s CoP Manager, have been an enriching learning experience.** It was expressed that these meetings have almost become a CoP within itself among CoP facilitators across the world. Additionally, because **DFI provided the platform for the CoP meetings to occur where practitioners from various sectors and backgrounds to come together, which in turn was the catalyst for the formation of the DFA.** Ann expects that in the coming years, significant changes will be made by the DFA in the Uganda market.

“I think for me it would not be good if I don’t say thank you...I do financial increase, with financial inclusion, I was part of those people the committee that did the financial strategy, the financial inclusion strategy ran by Bank of Uganda, still ran by Bank of Uganda, and I think it was very basic we were just looking at savings, investing, teaching people financial ability basically, skills, behaviour, attitude, however I realise there is a whole world that we are not talking about and this

was like four years ago, and for me DFI has opened my eyes to many things, and then DFI has like started it, but the conversations I have with these people every two weeks, they are so enriching they are opening my eyes every day and I think if we get this association going, it's like we giving birth to a baby and the baby, and the baby is going to blow out and give more so I think thank you, thank you very much for doing that I think it's a very good thing and Sarah thank you [...]. I think so [a CoP among CoP facilitator has been formed] I think it will be I think it is and for me the things, the possibility...you might not know what I am talking about, but give it two, three years you will know what I am talking about because this DFA, this association, has to bring together all those professionals and started things that are [inaudible] and no one was talking about digital finance [...] the possibility is just amazing.” - Ann Muhangi, CoP Facilitator, Wholesome Consult (Private Sector)

Practitioners from Uganda who participated in the survey had an overwhelmingly positive association with the CIDM course on them as digital finance professionals as depicted in Figure 80 below. The associations that occurred most were: improvement - “better”, “opening up”, and “digital finance”. There were also indications of participants being able to take action and play a role, as consultants, advisors, playing a guiding role and being knowledgeable professionals and being prepared for the future.

Formed a company aimed at **digital financial** inclusion *Insightful Better professional Consultant Advisor Confident Knowledgeable Progressing* The course **opened me up** to new technologies in the payment *Positive Stimulating Challenging Digital Finance is the way to finance in the future Better advocate of financial inclusion Equipped to guide CIDM opened up new Horizon*

Figure 80. Associations Depicting the Value DFI Courses Have for Practitioners

9.7.2. Employability

Both practitioners and managers agree that having a DFI course on one’s CV makes for a more desirable employee. George Muga from FSD Uganda shared that during his job interview for his current position, he was asked whether he had completed the course, indicating that it was something significant to the potential employer. Jimmy Ebong from FSD Uganda indicated that he feels like a more competitive candidate when he sees relevant job advertisements, especially because his background is in agriculture, having DFS experience in addition provides him with an advantage. From a manager’s perspective, Joyce Nambasa from Equity Bank expressed that it is much easier when new employees have the knowledge from the DFI course, because they understand what is required and undertake work in a more up-to-date manner than those who have not done the course.

“But for me on the personal level before joining the FSDU, I know I was asked if I have done the course, and gladly and confidently I answered yes whether it played the role, me getting position

or not it's something I wouldn't be able to tell at this time." - George Muga, Practitioner, FSD Uganda (Development Sector)

"If you see some some job advertisement that is related, and you think I can compete here so that should also be applicable in this space. Yes, sure. Plus, where I am coming I'm from an agriculture background, then I am more competent for such jobs, someone who has been doing purely DFS cannot compete with me." - Jimmy Ebong, Practitioner, FSD Uganda (Development Sector)

"You have someone who understands what you want, OK? But for someone who doesn't, they will kind of frustrate the whole process... and if they don't frustrate, they will want to do it the old fashioned way of doing things, so there is a difference because you're working with someone who knows, he can actually quote "oh by the way like, how these guys were doing it during the course [inaudible], you understand what I'm doing so I'm not going to spend a lot of time... But then when someone doesn't know, I have to go spend minimum one hour, explaining myself before you actually understand [...]. Ja so when you work with someone who has gone through the course, it's easier." - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

Managers also indicated that when recruiting, they would be more likely to look at a practitioner favourably if they had a DFI course on their CV. It was reported that because there are few graduates and practitioners within the market who have DFS skills, DFI courses indicate that a candidate possesses the required knowledge and skills and will bring a lot to the organisation.

"More like not favouring, but I would ask them those questions just to prove because you know there is a habit of people just doing a course for the sake of the paper okay, but I'd just give them priority. I'll, I'll probably, I'll spend a longer period when interviewing that person compared to the rest, yeah uh is it favouring? [...] or my boss to take me on I remember I was the last person to be interviewed but looking at it I thought my interview time was very long because we didn't just talk about reconciliation, we didn't talk about just how do you support the default, we talked about cards, we argued actually about where is the future? Is it in mobile, is it in carding? [...] so I'd definitely want to have a longer period and I know that yeah I'm going to affirm this person, he knows what he is talking about. [...]. Well actually 2/3 of my colleagues that have done the course, have gone beyond... They've left the institution and found other opportunities, ja... And then actually of the alumni was saying... because the person that introduced me to this [inaudible] was actually from FINCA, the group office in Tanzania, who was previously working with us, and then uhm one of our members was saying, honestly, I was taken on when it comes to marketing, because I had done this course, so that means they understand that you know what, even when this person goes to... Whether they are in marketing, or they are part of this, they will understand why this is going out [...], so they're more employable and you know someone is going to bring a lot the desk." - Joyce Nambasa, Practitioner / Manager, Equity Bank (Private Sector)

"Yes. Yes because we are..., there are not so many graduates if I may say graduates in digital, DFS, really there are not many, so you would land on them that will be helpful. We are

undergoing recruitment for Head of Access, Usage And Financial Services and DFS is one of the things that we would like the person coming on to have, hopefully we can get a candidate with that.” - Joan Larok, Manager, FSD Uganda (Development Sector)

9.7.3. Market Changes

Stakeholders from both the public and development sectors indicated that the major change in the Ugandan market in the last two years has been a **significant increase in mobile money payment services**. Increasingly, fewer people have been using cash, and more outlets and service providers are adopting and accepting mobile money payments. One practitioner also noted that the Uganda Bankers Association developed a common platform for agency banking. However, these participants did not actively state that they thought these changes could be linked to the emergence of DFI.

“Mhm, I think the changes come with the changes in technology really. If...there’s always these fintech solutions that are being developed almost on a regular basis, but I think the issue is how many are, what portion of the population is using those resource services, it’s them and I... it’s the same people but, but I where there’s major impact where there’s things like I mean mobile money payment services...Is, is where it is significant because well the airlights will use anything, anything that, any change that comes in and so it will be utilised. What I see maybe the one that will be coming in I, I saw Safaricom with Western Money, Western Union there’s a done partnership to do Mpesa with Western Money Union, I see that coming in this market maybe MTN mobile money with western union transfer of funds in the, in that uh, in that aspect but overall, in the last 2 years I don’t see anything that is ground breaking or fundamental it’s more of uh, more of the usual, more of the usual and improving systems and probably more outlets, more outlets or providers of services adopting and accepting that you can pay with mobile money. You go to a supermarket and the mobile money account is pinned in your face so you have the choice to, to pay using that or to pay cash, your restaurants the same thing. It think those are, that’s where you see the major change and the acceptance that okay we can trade digitally without necessarily going around with cash. That’s, that’s the one that I see.” - Vincent Waisa, Manager, Ministry of ICT (Private Sector)

“If I made add, (inaudible) that our innovators have been innovating in areas of digital money wallet so the innovation will have product (inaudible) and others which are now being promoted. And of recent also Uganda Bankers Association came together to develop a common platform for agency banking so that is one of the recent developments, also Godfrey will confirm about the integration of traditional banking and mobile money services so those are also recent developments.” - Julius, Practitioner, Ministry of ICT (Private Sector)

“So now the digital thing is good what we and so what we do with Godfrey is we help it become a resource to help us understand that world of the digital financing but also to help those grants because there is a micro finance component to help communities sell in groups on financial institutions. Even if it’s on the north east, north east is our most hard headed and people are like

can we change them from pasture to agriculture because as they can sell their cows their livelihood is distracted but its' in compulsory in Uganda. But if you compare, [inaudible] banks in the past were not there because it was considered a very dangerous place now they are increasing moving in and if they do now they will increase to mobile banking/money which is the question, so CRS is on the ground to do that.” - Dominic Mutabazi, Manager, Catholic Relief Services (Development Sector)

Joan Larok from FSD Uganda on the other hand, indicated that one of the major shifts she has seen in the last two years has been **increasingly more conversations about DFS, and she attributes this to more practitioners attending DFI courses**. As a donor for course scholarships, she has noted these changes both within FSD Uganda itself, as well as amongst different stakeholders that the organisation funds to attend courses. She expressed that she finds it worthwhile to make an investment in the scholarships, because it creates “champions” in different organisations or sectors to share their learnings.

“Yeah I think there is, in the last 2 years or so because then there are conversations, conversations are beginning to happen because of many more people attending this course as much as we have FSD staff there are also others from the different stakeholders that we have funded to attend, because then it would be no point for staff attending and then we go to speak to somebody who has no idea what we’re talking about so the conversation has started which is healthy, otherwise I think it would have been much more might difficult, yes. Yes, yes [it’s attributed to DFI]. [...]. Yes it’s worthwhile [to invest in scholarships], it’s worthwhile because to have champions you need someone to appreciate where you come from and things like that and being also appreciative saying that ohh I didn’t really understand what this was about.” - Joan Larok, Manager, FSD Uganda (Development Sector)

9.8. Uganda Summary

Participants from FSD Uganda, Centenary Bank and Equity Bank reported that their **institutional capacity for DFS regulation had improved, although they themselves are not regulators**. Taken together, at least **five regulations / policies / directives have been initiated and one has been fully developed**. Various participants reported that the DFI courses and CoP **expanded their network, which in some instances has led to project / initiative collaborations both within and external to their own sector. Uganda may be considered the most advanced market in terms of its CoP country-based initiatives**. In total, the Uganda market was implementing **four private CoP initiatives and three policy-related initiatives: 1) through the CoP, an association of digital finance professionals of Uganda was formed, known as the DFA; 2) the DFA advocated to have the 1% mobile money tax removed, which was later decreased to 0.5%; 3) the DFA created a forum known as the Digital Coffee Place; 4) the DFA were invited by the Bank of Uganda to contribute to their market research; 5) the DFA are working on collaborating with the Innovation Village; and 6) the DFA have been invited to submit a proposal to the Ministry of ICT on how a collaboration between the two entities could occur. The CoPs also have a Whatsapp group. From both**

practitioners' and managers' perspectives across sectors, it was clear that practitioners' DFS knowledge and skills, as well as related skills, had increased significantly since having taken a DFI course, and that these were in most cases being applied in their work. Several participants also indicated that since having taken a DFI course, they have changed jobs, started their own businesses, or received a promotion / increased scope of work. At least seven job changes and five promotions were reported. Consistent with other markets, there was agreement in Uganda from both practitioners' and managers' perspectives that the certification of DFI courses holds significant importance at this stage. **The content that the DFI courses deliver is very relevant to the trends that are occurring within the field, and is of a high quality.** The major change in the Ugandan market in the last two years has been a **significant increase in mobile money payment services, and there have been increasingly more conversations about DFS,** the latter of which is attributed to the DFI courses. Both practitioners and managers agree that **having a DFI course on one's CV makes for a more desirable employee, and managers indicated that when recruiting, they would be more likely to look at a practitioner favourably if they had a DFI course on their CV.**

10. Conclusions and Recommendations

Based on the findings above and synthesis thereof, several recommendations can be made, that if implemented, could improve the DFI courses going forward. Some recommendations have been made based on evidence-based research and evaluation, while others have been informed by suggestions made by participants.

10.1. Improving CoP Attendance and Morale

A lack of attendance of in-country meetings is one of the main challenges experienced by the CoPs across all markets. The CoP facilitators recognise that students have difficulty attending all meetings given their busy work schedule, family responsibilities and that the timing of CoPs may not be convenient for everyone. However, given the significant value the CoP meetings provide to practitioners, it is highly recommended that as many attend as often as possible. It was suggested that **awarding points for participation at CoPs might provide the incentive and motivation needed to get practitioners to attend their CoP,** and see the value that participation can foster.

“The real challenge that I have noticed and which is a question which keeps on popping up and which I know some of the people may raise tomorrow is when you look at most of these practitioners they are people who are working in time is a key factor for them, aaah they are quite busy and for you to allocate any spare time in the in the course of the week to do the studies, it's quite a huge sacrifice. Now the mere fact that for them, they don't see in addition in terms of points in attending the COP, yet things like the bi-weekly cause contribute points to them, but they feel there's a bit of disconnect there. So that's one major issue which gives him coming in...Yes, it's one major issue, which I have noted keeps on popping up in most of the meetings. So, I feel if some attention can be put to that doesn't matter. Even if it's one point or two points in the COP. Yeah,

but it's something that can help a lot.” - Chikhu, Practitioner / Manager, TNM (Private Sector), Malawi

“My feeling is that people don’t come to the CoPs because they can’t, it’s a question of compromise with the company, where they work and even sometimes private situations that cannot bring them to the COPs. I think that DFI can do better for instance, if we can give some points for attending the COP. It could be, if people can get five or six points during the whole journey. One point per session, but it will count, it’s only six points. A step can push the attendance of the COPs.” - Jaoa Gasper, Practitioner / Line Manager / CoP Facilitator, Paytek (Private Sector), Mozambique

The CoP facilitator in Rwanda additionally suggested that the **CoP meetings should include more guest speakers to enhance CoP participation**. He expressed that bringing in such experts helps to translate the theory of the DFI course into practice. Such experts would also be valuable individuals for practitioners to network with, especially if they are influential and well-respected in the sector. Practitioners in Uganda suggested that the **times for the meetings should change**, for example to rather take place during a lunch hour or over the weekend, rather than during a weekday evening. **This of course, is dependent on each country CoP, and what is suitable for their specific alumni.**

“Well to me it’s more guest speakers so that the theory meets the practice, the practical side of it that comes. As a community facilitator I am trying to see that that happens so that we can have more speakers coming in or the alumni that have come through these courses coming in present something to them so that we enhance the understanding of the theory that they get from class.” - Jimmy Rutabingwa, Practitioner / CoP Facilitator, Mvend Ltd (Private Sector), Rwanda

“I think the timing for the meetings, we need to think about it perhaps structure the meetings at different times.” - George Muga, Practitioner, FSD Uganda (Development Sector), Uganda

Additionally, in markets visited, much emphasis is placed on academics and the importance of the DFI courses being certified by a reputable academic institution. Although there have been many efforts to align the linking of the DFI online courses to physical tertiary courses, a possible further recommendation would be for the in-country CoP to facilitate a DFI graduation ceremony for practitioners on successful completion of courses.

“It would be good next time to make sure that you allow us to invite 1 person because that’s what happens at a graduation ceremony so if that’s not too much work, even if we were to have it at FSDZ [offices], I think for me what matters is to have this one person to support you my 8 year old was shocked he said how come graduation, you are going to graduation like that and then where’s your gown? So I yeah, if anything for me I think one person it really helps cause I remember we did recently, I think early this year we did something [...], I mean there was nothing fancy about it just in the [...] and they allowed us to invite one person and for us in Zambia its important because my spouse would help, would run to get [data] bundles for me at 20 hours I told tell him no I don’t

have, I need to submit this assignment before midnight and these are the people that, okay I'm going for a graduation so [...]. So it's, it's really a bit odd in our, in our setup yeah but not too much of a problem, but if it can be looked into it would be good". - Eunice Hamavhwa, Practitioner, CPCC, Zambia (Public Sector)

10.2. Amendments and Additional DFI Courses

Among all markets visited, recommendations for additional DFI courses were provided by interview participants. Further courses considered by the participants included: Agent Management, Digital Fraud, Cyber Security, Crypto Currencies and Business Development in the DFS sector. **In addition and speaking to the need for more regulatory capacity within certain markets, a suggestion is also made for greater focus to be given to regulatory sections within the courses.**

"I saw on the CIDM I think they should also include the section for the regulator because that one part that was missing in that course because regulator plays a role in the, facilitates transactions that are being done by other institutions...Like e.g. for a bank so I think it will be important that part the component of the regulator should be included in the CDIM, yah". Practitioner, AB Bank, Zambia

"I think the drive of DFS is agents, agent distribution uh you there's a bit of that in MNO, uh the reason why I stepped down in MNO is the other courses they miss out on agents, I think that they could bring on a course on how to run a successful agent network okay, and the problems that surround that, yes because uhm this is agency banking so there's got to be agency banking discussed on a very serious note, yes." Charity Chikumbi, Practitioner / Manager / CoP Facilitator, FSD Zambia (Development Sector), Zambia

"The cyber security, as the buzz word in the market, and we are looking forward to learning more and setup guidelines in terms of reporting structures. So from your perspective in terms of the courses that you offering are you looking at adding a component or [course on] crypto currencies and the cyber security?" - Practitioner, Bank of Zambia (Public Sector), Zambia

Another capacity gap identified is the **need for training on customer education and awareness raising of digital products and services**. As noted in both Rwanda and Uganda, even though DFS products and services exist, the mass market does not necessarily yet trust digital services and products, don't understand the value gained moving from human-led or paper-based services to digital services, and/or are not necessarily aware of the existence of digital products and services. Similarly, Mozambique participants noted that the theoretical knowledge afforded by DFI is sound, but **there is a gap in terms of implementation; implementing the knowledge and skills to launch new or improved products and services was lacking**. These challenge in part speaks to the slow market changes experienced by the sampled countries. As such, while the DFI courses currently allows for practitioners to gain quality DFS knowledge and skills, **practitioners are not**

necessarily capacitated to raise awareness of their products, or educate their customers of the value of digital and how to use digital platforms.

“At a moment it’s more on, on the soft skills, marketing these products, products awareness because they are new products how do you work with these clients to change their mind set from a traditional way of doing things to the digital way. [...]. So being able to design country to country kind of specific courses or awareness campaigns that will help now bridge the innovations and the knowledge gap from our clients, maybe it’s something that we could look in to. [...]. This information but also of course people are not, they don’t easily adapt change, so easily trying to explain to them that your data is secured, its secured to send money across these networks. It’s cheaper and safer to use more of the used cases, the digital finance service providers are giving, that’s awareness to give them that trust that these solutions are safe. It’s what we need, so it’s not from us like fintech because we are even small to be easily trusted but we believe from central banks and regulators point of view then if such campaigns are made I believe then the adoption will be better than it is today.” - Jimmy Rutabingwa, CoP Facilitator / Practitioner, Mvend Ltd (Private Sector), Rwanda

“I actually think the gap that we have as providers either in the banking sector or the MNOs who provide the infrastructure is customer education, I want to guarantee that the only way I think raising this thing at the top is to refer customers, so we got the reality, we got the name, we got everything, but only customer education I have not. Let me make an example of Centenary bank, I think it’s one bank that has the biggest clientele, they have ATMs on their main branch Mapela and believe in me I always find people in Mapela filled up, no one will take their card there. [...] so it’s just what customer education is what we miss and the research that the board made is something that really gets the least budget or gets not done at all in many companies, so we end up building systems for us what I call ‘boardroom decisions’ but they do not answer customer needs, wants, nothing. [...]. It’s all about training them to trust, training them to use the things as far as we are concerned. Uganda will come up with so many products that are digital mobile platforms, but once there is no personal education it’s just going to step in their boardroom trying to see how many of them will come up with and no one is actually using them.” - Veronica Sentongo, Practitioner, Stanbic Bank (Private Sector), Uganda

“This is my view and this is what I have experienced during my audits, one is which she has talked about is ignorance of the customer that we are serving, most of these customers have not been provided with enough information so you find that they prefer cash because now if you’re ignorant on something then you don’t want to go there.” - Scovia Nanziri, Practitioner, FINCA Uganda (Private Sector), Uganda

“I was and still is I think a banker and in my banking career we’ve built those systems for the banks, so the mobiles the interfaces for utility companies so forth and one of the biggest challenges that I saw at the time was that when it came to selling the product to the final consumer, that’s where you know the companies that I used to work for, banks, I used to have a problem because number one, you wouldn’t find situations whether they will adequately measure the performance of that

product and also the marketing of programmes. I mean Sheeran could maybe help with this the effectiveness was a little bit harder to measure so that's really been a challenge that I've seen over the years. [...]. One of the biggest challenges was getting first of all the people to understand how the service worked and most people actually I'm talking about the customer who uses the financial service, because I as a fairly exposed person can use other channels quite effectively but if I go to the rural setting or just slightly out of Kampala you find a group of people who only use what they trust and for them at that time it was mobile money so mobile is a big deal here. [...]. So for any institution that wants to go ahead in digital they need to look at those highly overlooked aspects you know of things like usability and so forth most of us, at our level at DFA, we look at how functional this thing is whether it works whether it pushes money to the final customer, but I do not know if as part of our process we also look at what the customer really says would work for them, what they will take, they'll take easily, what will actually work out, and I think that's really the big thing here. [...] you know we build Cool tech nice things but in the end, the customers take a long time.” - Gabriel Akena, Practitioner, Diro Technologies Ltd (Private Sector), Uganda

10.3. Identifying Local Partnerships to Reduce Course Costs and Increase Reach

Across all markets, participants expressed the scarcity of DFS skills, and the increasing need for organisations to recruit employees who possess these skills given the market trends increasingly heading in a digital direction. To help alleviate this skills shortage, participants suggested that **the DFI courses should be integrated into tertiary education or local training institutions**. This would have the potential of increasing the number of graduates with DFS knowledge and skills, rather than institutions having to send employees for training. As Esselina Macome from FSD Moz indicated, **the sponsorships her organisation provides for practitioners to participate in DFI courses, will not be sufficient to cover enough practitioners to meet the skills shortage**. Additionally, as expressed by a practitioner from Uganda, DFI courses being associated with a university would garner more respect from seniors, as some currently do not hold the course in high regard because it is online. DFI would need to consult with the local universities or training centres to potentially offer a DFI course as a module in an undergraduate or postgraduate finance programme.

“And I'm clear that just the course as DFI is doing does not solve just the scarcity of skills. [...] some of the discussions, some of the contents can be included in the undergraduate programme or in a specific programme in a different institution. And now I have three weeks ago, one of the universities in the DFI, the university and now they are trying to see how the schools can be leveraged and to make more visible. So it's why I've decided to contribute to my country and not just giving scholarships because it won't be enough.” - Esselina Macome, Practitioner / Manager / CoP Facilitator, FSD Moz (Development Sector), Mozambique

“Yes, so we have to bring them to the formal education, formal training to make them more skilled to handle what we have because we receive a lot of projects so they have to understand, they have

to comment on the project before we implement the project, before we accept the project. To comment a project you have to be well prepared to understand the project. [...]. You have to have experience plus the formal education...formal training.” - Raimundo Matuassa, Line Manager, SIMO (Private Sector), Mozambique

“And collaborating with other local training institutions you can’t just only do it alone as an institution we have the Uganda bankers...I mean Uganda banking institutions so this could be one of this places that you could look at to push the course and also the other one is Uganda banking associations to embrace it because it is a group of chief executives, the experts on that organisation is a group of chief executives for the banks, so you’d have a wider impact in the market.” - Godfrey Muhindo, Practitioner, Eco Bank (Private Sector), Uganda

“However I’d like to register the challenges we get, at some point you realise you have a boss who has no idea about this, so when you share something to do with to do with digital finance, they look at you differently because they don’t know it takes them hard time to adapt this, and they don’t believe in this online, this online platforms, this online learning there’s a few people who believe in it and only those ones who are in that sector, so that is literally affecting us somehow. Exactly. I would suggest that if some of us who have attendant these courses can spread it to some universities and have these students take up these courses in a day to day classroom but not online and then they can be certified with DFI if...It will create a bigger space for us to talk about digital finance.” - Derrick Sekiziyivu, Practitioner, Therrid Company Ltd (Private Sector), Uganda

While DFI courses are perceived as a good option to address the skills shortage, many practitioners complained about the cost of the course. Currently, CIDM is certified by the Fletcher School, but due to the cost of the certification approval from Fletcher, the cost of the course is consequently expensive. Many practitioners have had to rely on sponsorships from funders such as FSD or on their employers to send them on the course. Practitioners who need to self-fund, would be less likely to participate in the course given the high cost. **As such integrating the course at tertiary level would also help alleviate the challenges associated with practitioners affording to enrol in the course.**

“[...] the cost, uh spending \$1000 in a course is very expensive, I can show you that most people that are working in a bank don’t have that wage...” - Jaoa Gasper, CoP Facilitator / Line Manager / Practitioner, Paytek (Private Sector), Mozambique

“[...] the practitioner course it’s really rather expensive at 1000 dollars that’s too much from intervention you’ve seen none of us is been sponsored by a company we are all self-sponsored so that’s a lot of money we don’t even make that in a year as our gross salary [...]” - Derrick Sekiziyivu, Practitioner, Therrid Company Ltd (Private Sector), Uganda

In a similar vein, it was suggested that to increase the affordability of courses, DFI should identify more local sponsorships to fund practitioners’ participation, especially public institutions or institutions that have a budget for employee development. For example, the

2017 FGD report found a strong theme in this Ugandan market was the need for engagement with universities and the Bankers Associations to establish the reputation of DFI. Additionally, discounts should potentially be offered to graduates based on certain achievements, e.g. fifth course is discounted, discounts are offered to institutions that send more than five employees, or practitioners joining their local CoP, such as the DFA in Uganda which requires membership fees.

“Probably if you would have...If you have a promotion budget or like a discount...if you target a bank or if you could target decision makers, at public institutions this is the way of opening their eyes and stuff, I know they have this capacity building budget. If you could find a way to open their eyes like you did with Bank of Zambia, they are sending students or sponsoring.” - Jimmy Ebong, Practitioner, FSD Uganda (Development Sector), Uganda

10.4. Course Support

A minority of participants interviewed related challenges in terms of the technical level of the courses as well as the need for further support while undertaking the online courses. **A recommendation would be to assess practitioners’ level of DFS capacity and computer literacy prior to their course enrolment, in order to identify which practitioners may require additional support during the course period.**

“So it gave an insight, not too much, because it became a bit too technical and had to ask uhm my technical team that what does this mean and what does that mean, because I think initially when I was taking on the course, I didn’t realise how technical it could go, but it still gave me a good insight, but when I did ask the IT uhm people who you think are gurus, they like “what are you studying that you should be asking these questions.” So it does give you in-depth and I think I appreciated uhm that part... ja”. -Chris Kizza, Practitioner / Manager, FINCA (Private Sector), Malawi

“Yes, yes I feel that I should’ve gotten, we should’ve gotten or I should’ve gotten more support but also it’s the, understanding the talking about the whole not just the COP but also just talking about the whole learning system, platform you know that’s the digitized system and firstly it depends again if you’re doing this for the first time it can be intimidating and through I could not upload my picture I lost out on marks, I asked for help from , from the colleagues from DFI institute and they tried and it went on for some time so if they can just try to, so it’s important to have someone to help you to understand to navigate through the system...”. Eunice Hamavhwa, Practitioner, CPCC (Public Sector), Zambia

10.5. Monitoring, Evaluation and Learning

As per funder requirements, in-country visits will be required every year until the grant concludes in 2020. **In planning future in-country visits in 2019 and 2020, more lead time will required in scheduling data collection.** Inviting participants in advance before a country visit will improve the likelihood that participants will be available for interviews and FGDs. Consequently, the sample of

participants would be expected to be more representative; include more line managers, HR managers, and institution representatives; and more participants working in regulation. It is also suggested that data collection take place earlier in the year, as the November / December period is typically a busy time for participants.

It is also suggested that DFI's Theory of Change (ToC) be revised. Based on the findings of this report, it appears that DFI is attempting to meet indicators which are not necessarily within the organisation's sphere of influence and/or not necessarily achievable within the given timeframe of the grant period. For example, indicators related to changes at an institutional level can only reasonably be achieved if numerous employees participate in DFI courses. Similarly, changes at an industry/market level can only be achieved once the market is more saturated with DFI alumni who have reasonable influence within their organisation or within regulation. Re-looking at the ToC would help key DFI stakeholders to discuss and identify what can reasonably be achieved by the programme within the grant period, and how they expect to achieve these in the remaining time ahead.

In a similar vein, the indicators on which DFI reports on should be revised. All indicators are currently set to measure quantitative results, i.e. percentage increase in DFS capacity; percentage of DFS service providers who report an increase in cross-sector collaboration etc. However, such changes in knowledge and behaviour are not ideally suited to be measured quantitatively. **These indicators should be revised to rather be assessed qualitatively, as has been in this report, to show stories of significant change. To report such changes in a numeric or percentage change manner would be largely inaccurate, given that the full set of alumni can never be assessed, and baseline data on these indicators were not collected.** Once a revised ToC is finalised and agreed on, a monitoring and evaluation (M&E) framework should be developed, consisting of a logic model, revised indicators, and guidance on staff roles, data management practices and learning and feedback mechanisms.

This report and subsequent documentation that emerge should be used as a **tool for learning, not only for DFI's own internal planning, but for each country's alumni and CoPs.** Specifically, the initiatives being developed in different countries and the achievements that they have made should be shared with alumni and CoP facilitators, who may be able to learn how to implement initiatives themselves. For example, the successes of Uganda's DFA could be shared with markets that have not yet established an association outside of their CoP meetings.

10.6. Conclusion

This rapid assessment set out to assess the extent to which six of FSD's SSA indicators are being met, and to assess the impact DFI training courses have had on the practitioners, their organisations, and their country market to date. This assessment: 1) revealed the extent to which FSD SSA indicators are being achieved at a country level with Mozambique, Malawi, Zambia, Rwanda and Uganda; 2) presented the impact the DFI courses have had on practitioners, and in some cases their organisations and country market since the first cohort in 2016; and 3) provided recommendations to improve the courses going forward for the remainder of the grant period.



The DFI training courses are highly valuable to DFS practitioners in SSA. The courses have very clearly helped improved practitioners' DFS capacity in terms of knowledge and skills, which in turn has, in some instances, resulted in job promotions, new business ventures, development of new or improved DFS products and services, and contributed to the development or amendment of country-specific regulations. Through the provision of a CoP, practitioners have also benefited from a wider network of colleagues in the sector, who they can draw on for insights, resources and even collaborations on projects or initiatives within or across sector. Most markets agree that the DFI courses make a practitioner more employable. There is also consensus across all markets that the certification of DFI courses with an academic institution is crucial; motivating employers to sponsor employees' enrolment and in turn, the employees' motivation to complete the course.

The courses however, are currently not in a position to necessarily achieve the longer-term impact of influencing changes at an industry / market level, as currently expected by its ToC and indicators. Currently, the impact the courses are having is primarily 1) at an individual level, and 2) at an organisational level, typically where a practitioner is particularly senior or influential, or where numerous employees have attended the courses. Where market changes have occurred, these are not necessarily attributed to the DFI courses, and alumni's' influence of regulation and policy has largely been indirect by participating in discussions and proposals. As such, some of the intended results of the programme, particularly those at a market-level or those that require high numbers of practitioner in the markets over several years, may be considered out of DFI's scope of work.

This rapid assessment provides a valuable opportunity for DFI to take stock of its achievements since 2016. Consideration should be given to some of the key directions that have been raised herein.

Please note: Should this report be shared on a public platform outside of the DFI team and funders, all names and identifying information should be removed.