

Digital Frontiers  
Institute (DFI)  
Monitoring &  
Measurement of  
Results 2020



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DIGITAL  
FRONTIERS  
INSTITUTE

**CLOSE-OUT REPORT 2020**

## Acronyms

ADF-SN	Association Digital Frontiers Senegal
AFR	Access to Finance Rwanda
AFDP	Association of Digital Finance Practitioners
CDFP	Certified Digital Financial Professional
CIDM	Certificate in Digital Money
CoP	Community of Practice
CPC	Consumer Protection Commission
DFA	Digital Frontiers Association
DFI	Digital Frontiers Institute
DFS	Digital Financial Services
DWC	Development Works Changemakers
FGD	Focus Group Discussion
HR	Human Resources
ICPC	Independent Corrupt Practices Commission
M&E	Monitoring and Evaluation
MMR	Monitoring and Measurement of Results
MNO	Mobile Network Operators
SSA	Sub-Saharan Africa
UCC	Uganda Communications Commission
ZICTA	Zambia Information, Communication and Technology Authority

## Table of Contents

Acronyms	1
Table of Contents	2
Executive Summary	4
1. Introduction	8
2. Methodology	9
2.1. Purpose and Scope of Assessment	9
2.2. Indicators	9
2.3. Data Collection	10
2.2.1. Secondary Data Collection	10
2.2.2. Primary Data Collection	10
2.4. Data Analysis	15
2.5. Limitations	15
3. Findings	15
3.1. Institutional Capacity for DFS Regulation in SSA	16
3.2. DFS Regulations/Policies/Directives Developed or Adapted	19
3.3. Cross-Sector Collaboration	26
3.4. CoP Country-Based Initiatives in SSA	31
Uganda	32
Zambia	34
Mozambique	37
Senegal	38
Nigeria	38
Malawi	40
Cameroon	40
Kenya	40
Ghana	41
Rwanda	41
Zimbabwe	42
Benin	42
Ivory Coast	42
3.5. DFS Providers and Other DFS Market Actors Who Perceive They Have Enhanced DFS Capacity (Better Networked, Skilled and Informed)	44
General Capacity Improvements	44
Gains in DFS Knowledge and Skills	50
Increased Networking and Networks	54
Marketability and Employability	56

Work Changes	58
Other Capacity Developments and Benefits	63
3.6. DFS Service Providers Reporting Increased DFS Capacity as a Result of DFI Training in SSA	68
4. Conclusion and Recommendations	71

## Executive Summary

This close-out report presents the Digital Frontier's Institute's (DFI) achievements between 2018 and 2020 against their monitoring and evaluation (M&E) indicators as set by their funders. The assessment was guided by the following six key M&E indicators focused on results achieved in Sub-Saharan Africa (SSA):

- Indicator 2.1.1: % increase in degree of institutional capacity for DFS regulation in SSA.
- Indicator 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).
- Indicator 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.
- Indicator 2.5.2.a: # CoPs implementing country-based initiatives in SSA. Disaggregated by: Type of initiative (policy, private sector).
- Indicator 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.
- Indicator 3.3.4: % DFS service providers reporting increased DFS capacity as a result of DFI training in SSA.

## Methodology

A mixed-methods approach was used to address these indicators, whereby both quantitative and qualitative data, and secondary and primary sources of data were collected and analysed. Secondary data consisted of existing survey quantitative data collected from DFI students at 6- and 18-months after their completion of the Certificate in Digital Money (CIDM) course. Primary data consisted of new qualitative data collected through one-on-one Zoom interviews with 20 purposively selected practitioners, Community of Practice (CoP) facilitators, and line managers of some of the interviewed practitioners.

## Findings

### ***Institutional Capacity for DFS Regulation in SSA***

Since 2018, interviews have revealed that practitioners (and their DFI-trained colleagues) improved personal DFS capacity, attributed to DFI participation, contributed to, or positively influenced their institutions' capacity for DFS regulation. 14 of the 18 practitioners interviewed in 2020 (approximately 78%) believed their institutional capacity for DFS regulation had improved. Practitioners reported that through DFI they gained a better understanding of regulations and associated issues. This in turn has enhanced their confidence and capacity to input on, contribute to, inform, and comply with regulations and policies. The two practitioners working in Central Banks both felt that they and the Bank had more skills and knowledge in DFS regulation since they and/or their colleagues undertook DFI courses. Moreover, a CoP facilitator also observed improved capacity for DFS regulation among her students, including those who are Central Bank Directors and therefore more likely have an institution-wide influence.

### ***DFS Regulations/Policies/Directives Developed or Adapted***

Over the past three years, the number of practitioners and number of regulations that they have been involved in, has consistently increased. Findings revealed that 15 out of 18 practitioners (approximately 83%) interviewed in 2020 have been involved, in various capacities, in inputting into or developing different initiatives relating to regulation and policy of DFS. Collectively, practitioners as well as CoPs and country associations contributed to 47 DFS regulations, policies, or directives, of which 17 have been initiated and 30 have been fully developed. Further, based on the 6- and 18-month surveys, there are at least 10 other practitioners who have developed or adapted regulations. Some practitioners are working individually, on teams or committees or through their country banking associations or even their DFI alumni country-based associations to input on or contribute to regulations. In general, practitioners are clearly using their DFS knowledge and skills to advance financial digitisation and inclusion in their countries.

### ***Cross-Sector Collaboration***

Overall, since 2018 the DFI courses have enabled practitioners to collaborate more broadly and more effectively, where previously they did not have as much confidence, or the network, to do so. While 2018 primarily indicated expanded networks and contacts that could someday lead to collaborations, 2019 and 2020 saw an increase in frequency with which practitioners were engaging in collaborations. Post-CIDM follow-up surveys revealed that the majority of practitioners strongly agreed or agreed that the CoP fostered cross-sector collaboration, and this was confirmed by 2020 interviews; 14 of the 18 DFI practitioners interviewed (approximately 78%) reported some kind of collaboration that they have engaged in since taking a DFI course. The practitioners who are collaborating across sectors or across markets are doing so in different ways. Most reported on collaborations, partnerships, and engagements with other organisations within their own sector, organisations in other sectors or industries, the Central Bank, and with practitioners working in other countries. Practitioners credited DFI in the fruition and/or success of the collaborations, referencing the contacts and connections they had made; having a common framework with other DFI alumni, enabling effective engagement, and the use of DFI knowledge to identify suitable collaborators for projects and products.

### ***CoP Country-Based Initiatives in SSA***

There are numerous and significant country-based CoP initiatives across SSA, and the growth of these initiatives since 2019 has been substantial. In total, there have been at least 38 country-based CoP initiatives, consisting of 15 private-sector initiatives, 12 policy initiatives and 11 being a combination. These were evident across 12 SSA countries, and included formalisation of associations (e.g. in Uganda, Zambia, Mozambique and Senegal), countries being in the final stages of formalising their associations, lobbying and input on regulations and policies, online trainings and webinars as well as WhatsApp group.

### ***DFS Providers and Other DFS Market Actors Who Perceive They Have Enhanced DFS Capacity (Practitioners' Perspectives)***

From 2018-2020, there is no doubt that all practitioners experienced improved DFS capacity in terms of knowledge, skills, and networking as a result of attending DFI courses. This increased capacity has manifested in various ways. Similar themes of capacity development have emerged over all three years. In 2020, practitioners expressed that their knowledge and skills have improved in providing fundamental knowledge for working in the DFS sector and an overview of the DFS landscape, locally

and internationally. This has helped practitioners to identify best practices for application in their home countries, as well as identify gaps and needs in their industry or country that need addressing. Several practitioners talked about the courses helping them in terms of product design, development and management, and the importance of customer centricity. Some also noted their improved DFS-related language and vocabulary. Participants reported being able to actively apply their learnings in their jobs, from developing or improving products, contributing to projects/initiatives, or inputting on strategies, policies, and regulations. Further, many interviewees reported that DFI improved the practitioners' marketability, which was made directly evident by the numerous work changes reported: 16 out of 18 practitioners interviewed (approximately 88%) reported experiencing a job change. While most reported moving to different companies/organisations, a few reported promotions within their current company. Participants also reported additional benefits gained from DFI that have enhanced their capacity, including improved confidence, and having access to a space for innovation and problem-solving.

### ***DFS Service Providers Reporting Increased DFS Capacity (Managers' and CoP Facilitators' Perspectives)***

From the perspective of managers and CoP facilitators, practitioners have indeed demonstrated improved DFS capacity in terms of knowledge, skills, and networking as a result of attending DFI courses, and this has been consistently reported since 2018. All managers and CoP facilitators interviewed in 2020 reported some kind of capacity development about their subordinates or their CoP students, and this was consistent with practitioners' own views described for the indicator above. Managers and CoP facilitators talked about practitioners' improved DFS-specific knowledge and skills such knowledge on digitisation or financial inclusion, as well as non-DFS specific skills such as project management, leadership, and presentation skills. They also reported that practitioners have demonstrated increased confidence and have broader networks. There was also discussion of specific achievements practitioners have had, including securing major deals for their employer, or setting up DFS-focused units in their organisation.

### **Recommendations**

Based on the above findings, the following recommendations are made:

1. The course content, those delivering them, and the method of delivery have consistently been reported as being of high quality, as made clear by practitioners' satisfaction and high praise of DFI. Most practitioners felt that the DFI courses cover many of the most relevant topics in the sector. However, in reflecting on skills their companies still need, several courses/themes were mentioned for possible inclusion or greater focus in the DFI courses. Some courses suggested by practitioners interviewed in 2020 included product development and sales, transformational leadership through a digital finance lens, courses for payment solution providers, artificial intelligence and post-COVID strategies. It was recommended that certain courses be updated given the fast-changing industry courses are embedded in.
2. Some practitioners expressed the need for a DFI mobile platform or app, so that they could access course material or conversations at any time and on-the-go.
3. Some practitioners suggested that more networking opportunities would be beneficial.
4. Based on suggestions made by interviewees, it is recommended that the marketing of the DFI courses is improved to ensure that individuals, companies, and government

departments/regulators are fully aware of DFI and what it has to offer. It has been recommended that DFI provide corporate packages to certain companies or sectors, so companies can send large numbers of their employees. DFI should also be cognisant of organisations that may have budget lines for further education and training. Getting regulators, lawmakers, and other public sector workers more involved in this manner could be advantageous, not only in terms of their capacity building, but also terms of the strategic links that could be established with industry role players. The alumni associations could also play an important role in marketing the course in their countries.

5. To increase the number of active alumni associations or members, virtual meetings should be encouraged, associations should build their identity and their value-adding potential, facilitators/leads need more training in how to build an effective association, and DFI should support the registration of associations.
6. Exchange visits between alumni associations in different countries may be one way of ensuring that these bodies learn from each other and share ideas.
7. In a similar vein, some CoPs experienced a lack of attendance of in-country meetings, for the same reasons as listed above for the associations. While points are awarded to incentivise attendance, further motivators to consider include additional points allocated by the CoP facilitators based on his/her observations of practitioners' engagement, and increasing the frequency with which CoP meetings are attended/led by guest speakers who are subject matter experts, or speakers/CoPs from other countries.
8. The findings of the 2018 and 2019 MRM reports very clearly showed that there is a need to maintain the Tufts University certification for the DFI courses. Sentiments around this included credibility and social/professional capital, enhanced career prospects, and being taken more seriously.
9. However, given the strong call for the Tufts University certification to remain, the DFI courses will remain at a relatively high cost, and therefore be prohibitive for new students. To address cost concerns, DFI might consider a) self-certifying some strategic modules, while leaving the larger modules to be certified by Tufts; b) adding non-certified courses which smaller organisations, like fintechs, might find attractive, at a lesser cost; c) identifying more local sponsorships to fund practitioners' participation; and/or d) offering discounts to practitioners based on certain achievements.



## 1. Introduction

Since 2018, Development Works Changemakers (DWC) has been providing monitoring and measurement of results (MMR) support to Digital Frontiers Institute (DFI) to assist in showcasing their impact to funders, partners, financial services industry role-players, and the public.

It was in 2018 that DWC first conducted a rapid assessment of the impact of DFI courses on practitioners in the digital financial services sector (DFS), particularly in relation to its key Sub-Saharan Africa (SSA) indicators. The purpose of the assessments was to determine the extent to which DFI funders' M&E 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. Secondary quantitative data was drawn from DFI's 6- and 18-month surveys completed by alumni from all cohorts and from countries around the globe. To furnish further detail and insight, primary qualitative 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). Interviews and FGDs were collected in-country from five SSA markets, namely Mozambique, Malawi, Zambia, Rwanda, and Uganda. The 2018 report found the DFI courses to be highly valuable to DFS practitioners in SSA. Participation in DFI courses clearly helped improve practitioners' DFS knowledge and skills and expanded practitioners' networks. At this stage, there were few examples of job promotions, new DFS products and services, and contributions to country-specific regulations, and country-based associations spearheaded by DFI alumni were only reported for Uganda and Zambia.

In 2019, DWC followed up this work with more primary evaluative research which sought to demonstrate more actively the impact that DFI has had on individuals and institutions in the sector, as well as at a more systemic level. The 2019 MMR process was conducted in two phases. The first phase was similar to that of 2018 reporting, in that a report was produced that showed evidence of DFI's impact relating to its SSA indicators. However, this time there were no in-country visits, but rather one-on-one Zoom interviews were conducted with purposively sampled participants across SSA as well as some outside of SSA (including Pakistan, United Kingdom and Australia) who had reported positive stories of change in their 6- and 18-month post-course surveys. The second phase of the research focused on five case studies: two on SSA countries and three of SSA-based DFS companies. The case studies aimed to show the broader impact of DFI at a company and country level. The 2019 report again showed that DFI has made a major contribution to the professional lives of most practitioners who have taken its courses. More so than in 2018, the 2019 report presented evidence of actions taken by practitioners which were having a major impact on their companies, their professional sectors, and on the DFS landscape in SSA generally. It was reported that many DFS products have been developed, regulations have been developed or improved, and the work of more associations were reported on, including those in Kenya, Benin, Ivory Coast, Zimbabwe, and Ghana.

This year 2020 is the third and final year of DWC's MMR support for this grant period. As such, this report seeks to demonstrate DFI's achievements and impact against its six SSA indicators over the past three years. While this report primarily relies on the most up-to-date data collected in 2020, the achievements marked in 2018 and 2019 are also reflected upon throughout the report to highlight

consistencies as well as further growth and development. As with the 2019 MRM, one-on-one Zoom interviews were conducted with purposively sampled participants across SSA, including participants interviewed in previous years and new participants.

## 2. Methodology

### 2.1. Purpose and Scope of Assessment

This close-out report replicates the same purpose, scope, and methods as the 2019 MMR report. The primary purpose of the assessment was to assess the extent to which DFI funders' M&E indicators are being met, and in so doing assess the impact DFI training courses have had on participants, their organisations and the industry to date. As with the 2018 and 2019 MMR reports, a mixed method approach was adopted, incorporating the collection and analysis of both quantitative and qualitative data, from primary and secondary sources. The evaluation period took place over the course of June and August 2020.

### 2.2. Indicators

This close-out report responds to a select list of key indicators of interest shown in Table 1 below. The extent to which these indicators are being achieved in SSA was explored through a combination of the data sources, both primary qualitative data (Zoom interviews) and secondary quantitative data (online 6- and 18-month post-course survey). This combined approach 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*

<b>DFI Funders' SSA M&amp;E Indicators</b>	
2.1.1.	% increase in degree of institutional capacity for DFS regulation in SSA.
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

For this assessment, DWC gathered and analysed both qualitative and quantitative data from primary and secondary sources.

### 2.2.1. Secondary Data Collection

DWC drew quantitative data (and to a limited extent, qualitative data) from DFI's database of 6- and 18-month post-course surveys completed by Certificate in Digital Money (CIDM) alumni. The surveys are sent to all practitioners who have completed the CIDM, to obtain feedback from them about the value of the course to them, and how it has helped them in the workplace. Over the cohorts, the survey questions have differed slightly, but the surveys have largely focused on why practitioners chose to do the course; what they learnt; what impact this has had on their working lives; whether they use the knowledge and if so how; whether line managers and colleagues would notice changes in their skills and capacity (and what these would be); and how the CoPs helped them. Data that was relevant to the key indicators of interest was extracted from the surveys<sup>1</sup>. The survey data represents responses from individuals from various cohort and includes practitioners within SSA and outside SSA, with the latter being included due to the relatively low response rate to both surveys. Where relevant, DWC also drew from DFI's published website blogs and CoP reports.

### 2.2.2. Primary Data Collection

To explore DFI's influence and impact on practitioners, their work, and their workplaces in detail, DWC also conducted one-on-one Zoom interviews with 20 individuals based in SSA countries<sup>2</sup>. The 20 individuals were purposively selected for one of the following reasons:

- DWC chose to include some individuals who had been part of the 2019 MMR reporting to follow-up on their stories of change.
- DWC selected individuals who had recently completed a 6- or 18-month survey and noted stories of change including job changes or involvement in interesting initiatives.
- DFI also recommended individuals who had impact stories who were not part of the previous 2019 report or had completed a post-course survey.
- DFI recommended several CoP facilitators/co-facilitators who have also played key roles in their country associations that emerged out of DFI.
- Practitioners interviewed were asked if they had a direct manager who could speak to the impact that DFI had on them, and those who had someone to speak to this were followed-up.

Some individuals were interviewed in more than one capacity, i.e. some individuals were interviewed as both a practitioner and a manager, or a practitioner and a CoP facilitator, or even all three.

An incentive, consisting of a free DFI course, was offered to each Zoom interview participant. After an initial email was sent by DFI to all sampled practitioners and CoP facilitators, inviting them to participate, DWC followed up via email to set interview dates and times. A number of those initially

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<sup>1</sup> E.g. Demographic information, suggestions for course improvement etc. is not reported herein.

<sup>2</sup> Only one practitioner was not based in SSA and was based in the United Kingdom. However, he is originally from Nigeria and his organization conducts work in Africa.

identified on the shortlist did not respond, or were unavailable for the interviews, thus DWC sampled further until the count of 20 individuals was reached. Of these 20 individuals, 17 were interviewed in a practitioner capacity, five were interviewed in a CoP facilitator/co-facilitator capacity, and six were interviewed in a manager role.

The three interview guides used in 2019 which were adapted from 2018 (i.e. practitioner guide, CoP facilitator guide and manager guide) were reviewed and minimally adapted for 2020 (Appendix A). The main adaptations made were additional probes, the exclusion of questions related to the importance of DFI being associated with a certificate, and the inclusion of questions related to DFI gaps and recommendations. Those individuals who had been interviewed in 2019

For those individuals who participated in a 2019 interview, their previous responses were reviewed prior to their interview to build up an initial profile which informed probing points in the interview. The same was done for those practitioners who had recently completed a 6- or 18-month survey. This process enabled the research team to identify and drill down into key impacts and ‘stories of change’ in the data.

All Zoom interviews were recorded and transcribed for the purpose of analysis. On average each interview lasted between 30 and 60 minutes. All interviews were conducted in English by the team’s senior evaluator and project manager.

Please refer to Table 2 below for the final sample of participants interviewed for this assessment.

Table 2. Final Sample of Interviewed Practitioners, CoP Facilitators/Co-Facilitators and Line Managers

GROUP	NAME	COUNTRY	COMPANY	JOB TITLE
Practitioner	Joyce Nambasa	Uganda	BRAC Bank	DFS Manager
	Gabriel Kamuge	Uganda	DGRV	Project Manager: Product Development & Innovation
	Kayode Kalejaiye	Nigeria	Ilax Group	Digital Transformation Director
	Faith Kobusingye	Rwanda	Network International	Country Manager: Rwanda
	Ophelia Ama Oni	Ghana	Digital Disruptions	Financial Inclusion Expert
	Munir Bello	United Kingdom (from Nigeria)	GSMA	Senior Regulatory Specialist and Mobile Money Certification Lead
	Charles Bassey	Nigeria	Nigeria Central Bank	Team Lead: Occupational Safety
	Mustapha Otaru	Nigeria	MTN Nigeria	Channel Development Manager
	Joao Gasper	Mozambique	Paytek	CEO
	Douglas Zulu	Zambia	Zambia Central Bank	Examiner: Financial Analysis & Oversight
	Juliet Mburu	Kenya	FSD Kenya	Senior Digital Payment Specialist
	Jose Samo Gudo	Mozambique	Tablu Tech	CEO

	Carlos Wafo	Cameroon	FSS Technologies	Business Development Manager and Sales (West & Central Africa)
	Azuka Silas	Nigeria	Polaris Bank	Team Lead: Agency Banking Business Development
	Farouq Kakuru	Uganda	Bank of Africa Uganda	Relationship Manager: Electronic Channels
	Gertrude Kadumbo	Malawi	National Switch	CEO
	Joseph Michelo	Zambia	Atlas Mara	Manager: Agents & Merchants
	Veronica Sentongo	Kenya	ICEA Lion Group Kenya	Head of Digital Innovation
CoP Facilitator/ Co-Facilitator	Faith Kobusingye	Rwanda	Network International	Country Manager: Rwanda
	Ophelia Ama Oni	Ghana	Digital Disruptions	Financial Inclusion Expert
	Joao Gasper	Mozambique	Paytek	CEO
	Douglas Zulu	Zambia	Zambia Central Bank	Examiner: Financial Analysis & Oversight
	Joseph Michelo	Zambia	Atlas Mara	Manager: Agents & Merchants
Manager	Patrick Mayoh	Cameroon	Eco Bank	Head: Direct Banking
	Veronica Sentongo	Kenya	ICEA Lion Group Kenya	Head of Digital Innovation
	Kwanele Ngwenya	Malawi	National Switch	Chairperson of the Board

	Joyce Nambasa	Uganda	BRAC Bank	DFS Manager
	Faith Kobusingye	Rwanda	Network International	Country Manager: Rwanda
	Joao Gasper	Mozambique	Paytek	CEO

## 2.4. Data Analysis

Quantitative data drawn from the DFI 6- and 18-month post-course surveys combined data from all cohorts that have completed CIDM and was analysed using Microsoft Excel to produce descriptive statistics (e.g. means/average, percentages, and counts).

Qualitative data drawn from the 20 one-on-one Zoom interview audio recordings was captured into written transcripts and analysed thematically using Atlas.ti Cloud, using a codebook as a thematic framework. The codebook was developed to align with the MMR indicators, but as functioned as a working document should any unexpected/new themes of interest emerged.

## 2.5. Limitations

There are a small number of limitations associated with the assessment process and the findings of this evaluation:

- The most significant limitation is the possibility of both the quantitative and qualitative data being skewed due to selection bias. Given the low response rate of practitioners responding to the 6- and 18-month DFI surveys, it is possible that the most engaged, and possibly better performing alumni were the ones who completed these surveys. This makes it possible that the survey data represents a more positive assessment than a random survey would provide.
- Similarly, the practitioners selected for one-on-one interviews were purposively sampled based on their previously reported stories of change, given the keen interest in this topic for the report. As such, while many interesting stories of change are shared herein, the sample is positively skewed due to selection bias, thus the findings presented are not necessarily generalizable for all DFI alumni.

## 3. Findings

Below we present the 2020 findings per indicator. For each indicator, if secondary quantitative data is applicable, this is first presented to provide a broad picture of the changes among the cohorts at 6- and 18-months post-course follow-up. This is then followed by primary qualitative data collected in 2020 with the 20 above mentioned individuals to provide more detailed stories of change.

It should be noted that year-on-year since 2018 the response rate for these surveys has been fairly low, especially for the 18-month follow-up survey. Participation rates have also differed by cohort.

**A total of 156 practitioners in cohorts 1-10 completed the 6-month follow-up survey<sup>3</sup>, while only 57 individuals in cohorts 1-7 completed the 18-month follow-up survey<sup>4</sup>.** For both surveys, two-thirds

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<sup>3</sup> Five participants completed the 6-month survey twice while one participant completed it four times. Their initial completed survey was removed from the dataset in favour of their second submission - it was thought that potentially they had left some detail out of their first survey and this was potentially addressed in the second survey or amendments were made.

<sup>4</sup> Four participants completed the 18-month survey twice. As for the 6-month survey, their initial completed survey/s completed was removed from the dataset in favour of their second submission for the same reason cited above in footnote 2.



of respondents were male (69% [n=17] of 6-month respondents and 68% [n=26] of 18-month respondents), with only a minority being female (31% [n=47] of 6-month respondents and 32% [n=17] of 18-month respondents). For both surveys, respondents largely came from the private business sector (65% [n=100] of 6-month survey respondents are from the private sector and 68% [n=36] of 18-month survey respondents). The development sector (local and international NGOs, donors and philanthropic organisations) is where the second largest group of respondents worked (19% [n=29] for 6-month respondents and 19% [n= 10] for 18-month respondents), while the fewest respondents worked in the public sector (14% [n=22] for the 6-month survey and 13% [n=7] for the 18-month survey). In the 6-month survey, two individuals reported to be working in academia (both were listed as lecturers at universities). Of those who reported, respondents mostly came from a wide range of sub-Saharan African countries, but a minority were located in other countries in Asia and Europe.

### 3.1. Institutional Capacity for DFS Regulation in SSA

#### Indicator 2.1.1.

% increase in degree of institutional capacity for DFS regulation in SSA.

Over the years it has been difficult to assess accurately the extent to which institutional capacity for DFS regulation has increased among the organisations from which the interviewed participants were from. For one, most practitioners interviewed have not been regulators nor directly in a position where their core business was DFS regulation. Secondly, it is difficult to ascertain the widespread impact one individual may have at an institutional level, especially if they are the only one in their organisation who has done a DFI course. However, despite these limitations, consistently over the three years **many practitioners reported that their own and their colleagues' improved personal DFS capacity contributed to or positively influenced their institutions' capacity for DFS regulation. In 2020, 14 of the 18 practitioners interviewed (approximately 78%) believed their institutional capacity for DFS regulation had improved.** Further detail is provided below.

**Practitioners noted that through DFI, they gained a better understanding of regulations and associated issues. This in turn has enhanced their confidence and capacity to input on, contribute to, inform, and comply with regulations and policies.** Gabriel Kamuge (DGRV, Uganda) noted that policies in Uganda have typically been a “copy-paste” from developed countries, which has not matched the institutional readiness and available resources. He expressed that through DFI he and his colleagues have **gained a greater understanding of the grassroots issues, which has enabled them to better inform policy that is appropriate for their context:** *“[the] contribution of DGRV would be its support to the regulators of cooperatives on all the regulatory issues that are relevant to the cooperative sector...we have [improved] a lot...through understanding...what we have now as a strength is that we have an understanding of the grassroots issues and based on the grassroots issues were able to know what is appropriate...To really develop regulatory guidelines and then to inform policy on what is most appropriate for the different segments of the population.”* Further,

Juliet Mburu (FSD, Kenya) works at FSD Kenya which plays a key role in regulation through lobbying, writing policy briefs, and commenting on draft bills. Juliet believes that her and her colleagues' exposure to DFI courses has **enabled them to better advise and influence government on regulations:**

*“...as FSD we work close with the government bodies...I work mostly on the retail side of payments but they, our other colleagues, work a lot with government payments and doing work around even identity, some projects around the country on digital identity...overall for all of us it’s been very beneficial in building our capacity in how we influence and advise the government.”*

Mustapha (MTN, Nigeria) is not directly involved in regulation, but he feels that he is in a **better position to review regulation documents, assess the implications, align MTN’s operations and ensure that they are compliant**. Joyce Nambasa (BRAC Bank, Uganda) previously worked at Equity Bank where a number of other colleagues also took DFI courses. Citing improved understanding and exposure to experts, she noted that the capacity for DFS regulation improved in a number of departments where DFI students were based, including her department, the Digital Banking Department, as well as the Risk and Compliance Departments.

Gertrude Kadumbo (National Switch, Malawi) works at the National Switch in Malawi which is overseen by the Central Bank. She believes that the institution’s capacity for DFS regulation has improved in-part due to the knowledge she and her colleagues have gained through DFI: *“Yes, I think it has really improved, even the team in terms of handling issues, and even understanding and knowledge wise. I think it has improved and continues to improve. So that is something that DFI has indeed helped us in enhancing our knowledge on how we can handle things...”* Moreover, Kwanele Ngwenya (National Switch, Malawi), who is on the board that oversees Gertrude, acknowledges that the organisation still has some way to go in improving its capacity for DFS regulation, but that without Gertrude’s strong capacity in and passion for this area, it would not be where it is today: *“I think if we take out Gertrude, I am sure it [capacity for DFS regulation] will be very, very low. And it’s a work in progress that we still have a lot of work to do...she’s got a personal interest in this subject. She is very passionate about it.”* He also asserted that **the institution will continue to grow in DFS regulation capacity because the employees have Gertrude as a role model to encourage their interest in it**: *“...if you see your boss doing something, you get interested in it. If you see them growing as a person and indeed growing in their career, it automatically encourages those that want to aspire to be in that position...so there’s...that progression or a natural interest in making sure that they themselves pursue that agenda. So, we are also seeing that some of the staff members...get a lot of interest in that area.”*

Munir Bello (GSMA, UK) is a Senior Regulatory Specialist at GSMA. He noted that the **courses on the Certified Digital Financial Professional’s (CDFP) regulatory track that he is taking is directly improving his own regulation skills that he can use directly in his job**: *“...most of the courses in the CDFP track that I took - the regulatory track, basically like my title said Senior Regulatory Specialist, that’s what I do, so courses like Consumer Protection, Anti-Money Laundering, the Regulation in DFS have enhanced my skills in that regard.”*

**Only two interviews were conducted with practitioners working in Central Banks. Both felt that they and the Bank had more skills and knowledge in DFS regulation since they and/or their colleagues undertook DFI courses.** Douglas Zulu (Central Bank, Zambia) who works at the Zambia Central Bank agreed that the Bank’s capacity for DFS regulations has improved over time given that the **Bank of Zambia has sent several employees, in various departments, on DFI courses**: *“In terms of regulatory skills I think that the skill is pretty much there, but the appetite of the Central Bank to provide more and more training is still very high...more than half the department of 18, the payment systems*

*department, they have gone through DFI...We also have two individuals from our labour department at the Central Bank who've also taken that course. We also have one individual who is currently going over that course, which is Internal Audit. So, I would say that out of the appetite to learn and teach more at the Central Bank, there's, there's quite a lot of open-mindedness to accommodating institutions that we consider have a good reputation like DFI." Douglas further noted that **due to learnings gained through DFI, they reviewed a mobile operators' guideline with a new lens:** "I certainly feel that it has improved...we have actually a [banking] guideline...for mobile operators. And this guideline initially omitted to equate or level the playing field in terms of what the requirements are for an agent of a bank compared to an agent of a mobile money operator. So where an agent of a mobile money operator had more discretion in terms of limits for transacting, more head room in terms of balance that the wallet could hold, our guidelines were a bit more conservative in terms of how much the agent should be able to do, and it rendered most of the bank-lead agents quite uncompetitive until it was revealed. So, I would very much agree that because of exposure and learnings, that document got to be reviewed, because it started now considering what's actually happening on the ground."*

While Charles Bassey (Central Bank, Nigeria) is no longer currently working in a DFS-focused role at the Nigeria Central Bank, he was previously in a DFS-related position, and he believes that **he and his colleagues at the Nigeria Central Bank "definitely" have a higher capacity to input on or contribute to regulation because they have become more knowledgeable in this area:** "We're more informed...and we can actually like cross pollinate our ideas." He also noted that the Bank's capacity was not previously as high as it is today (stating that on a scale of 1-10 he rated the company 6/10 a few years ago, but 9/10 today), and that DFI likely played a role in this improvement because **there are a number of Bank employees on courses and DFI is working to collectively improve their capacity** in this regard: "No no it hasn't always been this high it's been...I wouldn't know the extent, but maybe, I would say DFI awareness and courses have added...I would say we were at six. DFI would have moved it to eight and then...using that knowledge and all together...so DFI yes because we now have increasingly a lot more staff who are actually doing different DFI courses...On a scale of one to ten I would say nine."

Faith Kobusingye (Network International, Rwanda) is a **CoP facilitator and also observed improved capacity for DFS regulation among her students, including those who are Central Bank Directors and therefore likely have an institution-wide influence:** "Have they improved over the years? Yes, they have. I've seen a number of the Central Bank Directors in the DFI alumni...being able to have that common knowledge helps to see it from our angle as implementers, as developers or influencers and to see from their angle as regulators. What are they looking at and why? And some of this course material does highlight that...when you look at this CIDM, there's an element that explains the regulation and what the regulators want to see...to support and maintain a stable payment ecosystem. So, when you're developing your product it helps..."

**SUMMARY**  
**INSTITUTIONAL CAPACITY FOR DFS REGULATION**

Between 2018 and 2020, it has been difficult to assess accurately the extent to which institutional capacity for DFS regulation has increased among the organisations from which the interviewed participants were from. However, every year interviews have revealed that practitioners (and their DFI-trained colleagues’) improved personal DFS capacity, attributed to DFI participation, contributed to, or positively influenced their institutions’ capacity for DFS regulation. 14 of the 18 practitioners interviewed in 2020 (approximately 78%) believed their institutional capacity for DFS regulation had improved, while one CoP facilitator believed her students, including those in senior positions at the Central Bank, had improved capacity in this area. Specifically, practitioners reported that through DFI they gained a better understanding of regulations and associated issues. This in turn has enhanced their confidence and capacity to input on, contribute to, inform and comply with regulations and policies. The two practitioners working in Central Banks both felt that they and the Bank had more skills and knowledge in DFS regulation since they and/or their colleagues undertook DFI courses. Both Banks have sent a number of employees on DFI courses, which has enabled a collective improvement in institutional capacity. Moreover, a CoP facilitator also observed improved capacity for DFS regulation among her students, including those who are Central Bank Directors and therefore more likely have an institution-wide influence.

### 3.2. DFS Regulations/Policies/Directives Developed or Adapted

**Indicator 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).

This section outlines the specific regulations or policies developed or adapted by DFI students, or with their significant input.

As Table 3 below shows, **15 out of 18 practitioners interviewed in 2020 have participated in developing DFS regulations or policies.**<sup>5</sup> As reported in the 2019 MRM report, “Such participation was seldom simply pure individual endeavour, but often represented collective efforts of their companies, of committees or other groups to influence the regulatory landscape. Nevertheless, these efforts are a significant contribution to the DFS regulatory environment in Africa and in other emerging markets.” If 2020 interviewees were interviewed in 2018 or 2019, these regulations have been included here as well.

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<sup>5</sup> Please refer to the 2018 and 2019 MRM report for other regulations reported on by practitioners who were not interviewed in 2020 - these are not included here given that, without interviewing these practitioners, the stage of these regulations cannot be determined.

Table 3. Practitioner Involvement with DFS Regulation Development or Amendment

	New DFS regulations/policies/directives developed or existing ones adapted for the financial market by DFI students in SSA.	Stage of regulation (initiated / fully developed)
<b>Practitioners' Contributions</b>		
Azuka Silas (Polaris Bank, Nigeria)	<ul style="list-style-type: none"> <li>Contributed to setting the pricing for POS terminals for Merchant Service Chart for agents in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Fully developed</li> </ul>
Carlos Wafo (FSS Technologies, Cameroon)	<p>Participated in five brainstorming sessions organised by the Central Bank to discuss regulations including:</p> <ul style="list-style-type: none"> <li>A discussion focused on allowing the Telco to work with more than one bank.</li> <li>A discussion on the importance of interoperability for the improvement of digital banking services.</li> <li>A discussion around developing a new company status called 'Payment Companies' such as Telcos who also provide banking services.</li> </ul>	<ul style="list-style-type: none"> <li>Initiated</li> <li>Initiated</li> <li>Fully developed</li> </ul>
Charles Bassey (Central Bank, Nigeria)	<ul style="list-style-type: none"> <li>Made inputs into the Payment Systems for Banks Policy as it was being developed, serving as an internal consultant.</li> <li>There was an inter-agency forum on financial flows and he was the key person reviewing Nigeria's national security strategy and developing a critical framework for the country in fighting money laundering.</li> <li>Contribution to Payments Bill which aims to repeal the current Bill and incorporate aspects of cryptocurrency regulations and digital regulations in terms of data privacy issues.</li> <li>In response to COVID, the Central Bank of Nigeria recently launched a loan facility to enable households to access facilities using digital platforms, and their ID enabled and credentials, even when they do not have any form of identification. Charles was internally consulted to share perspectives on the issues and pain points, and he developed the journey map.</li> <li>Provided inputs on an Anti-Corruption Commission report on country-specific interventions on illicit funds transfer to be presented to the president of Nigeria.</li> </ul>	<ul style="list-style-type: none"> <li>Fully developed</li> <li>Initiated</li> <li>Initiated</li> <li>Fully developed</li> <li>Initiated</li> </ul>

<p>Douglas Zulu (Central Bank, Zambia)</p>	<ul style="list-style-type: none"> <li>• Part of a team in Bank of Zambia which reviewed and input on a draft regulation that would control access to information, developed by the mobile network operator’s regulator, Zambia Information, Communication and Technology Authority (ZICTA). It covers to what extent a mobile money transactor’s information can be used by any platform that is connected to the mobile money operator.</li> <li>• Part of a team on a project that is intended to issue a framework on cyber-security that also extends to digital service providers.</li> <li>• Reviewed mobile money guideline to equate the requirements of an agent of a bank vs an agent of a mobile money operator.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Initiated</li> <li>• Fully developed</li> </ul>
<p>Faith Kobusingye (Network International and formerly I&amp;M Bank, Rwanda)</p>	<ul style="list-style-type: none"> <li>• Developed a crypto currency blockchain payment product. They engaged and worked with the regulator around their fear of blockchain implications. In 2020 Faith reported that “it’s been one of the highlights for the bank during this quarantine window” as the relevance of the product has increased and it has allowed for faster and more seamless moving of money.</li> <li>• Setting up the Rwanda National Digital Payment System. Inputted into the design etc. Since 2019 it is still awaiting a letter of no objection, as they are still trying to garner buy-in from various stakeholders and sponsorship.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Initiated</li> </ul>
<p>Gabriel Kamuge (DGRV and formerly Tropical Bank, Uganda)</p>	<p>Input into many policies which are now active through being in the Digital Finance Committee of the Uganda Bankers Association. Input into regulations supporting development of recent delivery channels in Uganda, including:</p> <ul style="list-style-type: none"> <li>• Agency banking,</li> <li>• Mobile banking,</li> <li>• E-banking assurance.</li> <li>• He was also on the committee which helped develop Sharia compliant channels for the Islamic banking.</li> <li>• Because there is no clean database of all the actors and cooperatives in the regulatory regime in Uganda, with the Central Bank and regulatory cooperatives, Gabriel is currently working on developing guidelines for a digitised regulatory platform/structure called Uganda Micro Finance Regulatory Authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Initiated</li> </ul>

<p>Gertrude Kadumbo (National Switch, Malawi)</p>	<p>When the Minister of Finance or Central Bank works on DFS regulations, particularly retail payments, Gertrude is part of those committees. She has contributed in terms of regulation and deregulation in the pursuit of financial inclusion and alignment with the national agenda on digitalisation. Through the National Switch, she:</p> <ul style="list-style-type: none"> <li>• Was involved in drafting the Permits Act, specifically the interoperability directive.</li> <li>• Was involved in financial literacy policy for Malawi</li> <li>• Was involved in consumer protection policy</li> <li>• Was involved in the Reserve Bank guidelines on various DFS areas.</li> <li>• Engaged with and advised agent banking from a digital platform point of view on making business to person payments and improve the digital payments base</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Initiated</li> </ul>
<p>Joao Gaspar (Paytek and formerly consultant to FSD, Mozambique)</p>	<ul style="list-style-type: none"> <li>• Paytek has been participating in the Central Bank Sandbox for over 1.5 years. While with the Sandbox, he contributed by testing his products and showing how they can implement a new service provider, how they can deal with consumer protection, how they can deal with AML and QAC and aspects like that. This helped the Central Bank to create the new legislation for aggregators and payment service providers.</li> <li>• While consulting to FSD, he commented on draft laws that the Central Bank issued for basic bank accounts, including the payment service provider law.</li> <li>• While consulting to FSD, he developed a basic framework for internal privacy for mobile money operators in Mozambique.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated</li> <li>• Initiated</li> <li>• Initiated</li> </ul>
<p>Joseph Michelo (Atlas Mara and formerly Zanaco, Zambia)</p>	<ul style="list-style-type: none"> <li>• With Zanaco, made suggestions for guidelines on digital banking in Zambia for the Ministry of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated</li> </ul>
<p>Joyce Nambasa (BRAC Bank and formerly Equity Bank, Uganda)</p>	<ul style="list-style-type: none"> <li>• With the sub-committee on DFS, Joyce was part of the initiative which flew parliamentarians to Kenya to see how agency banking worked there. When the Parliamentary group came back, within seven months they passed a law allowing agency banking.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> </ul>

<p>Juliet Mburu (FSD Kenya)</p>	<ul style="list-style-type: none"> <li>• Worked on the Digital Economy Strategy blueprint /guidelines for Kenya with the ICT ministry which African countries can use to develop their own digital economy strategies. She is now working on the actual five-year strategic framework for Kenya and a 10-year vision.</li> <li>• She is working with the Central Bank around incentives to promote certain kinds of transactions.</li> <li>• She is working on a new project with the National Treasury, helping with a Digital Finance 2.0 strategy, to make Kenya a cash-light economy. The framework has now been developed and implementation has started in 2020. Different committees have been set up to implement the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated</li> <li>• Initiated</li> <li>• Initiated</li> </ul>
<p>Munir Bello (GSMA, UK)</p>	<p>The GSMA works on policy and the self-regulation of members.</p> <ul style="list-style-type: none"> <li>• They have developed a code of conduct of best practice on certification for mobile money operators.</li> <li>• Developed a cyber security and data protection code.</li> <li>• They do workshops for central banks, and feed into policy through writing briefs.</li> <li>• Worked on a new regulatory index for mobile money regulation, a tool which shows the different regulations/regulatory frameworks for different countries</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Initiated (ongoing)</li> <li>• Fully developed</li> </ul>
<p>Mustapha Otaru (MTN, Nigeria)</p>	<ul style="list-style-type: none"> <li>• Reviewed, commented on and made suggestions on draft policy on the Immigrant Service Bank in Nigeria to the Central Bank of Nigeria</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> </ul>
<p>Veronica Sentongo (ICEA Lion Group, Kenya and formerly Standard Bank, Uganda)</p>	<ul style="list-style-type: none"> <li>• Lobbied regulators and MPs on the tax on mobile digital transactions. It got reduced from 1% to 0.5%.</li> <li>• While at Standard Bank, attended sessions and gave insights to Uganda Bankers Association on the roll-out of agency banking.</li> <li>• Input on regulation that barred merchants from transferring a merchants fee to their customer they used their Visa cards.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> </ul>



<b>Associations' and CoPs' Contributions</b>		
Uganda DFA <sup>6</sup> : Farouq Kakuru, Joyce Nambasa, and Gabriel Kamuge	<ul style="list-style-type: none"> <li>• Lobbied regulators and MPs on the tax on mobile digital transactions.</li> <li>• Contribution to paper to Ugandan parliament on National Payment System</li> <li>• Contribution to amend interbank card charges</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> <li>• Fully developed</li> </ul>
Zambia ADFP and CoP: Douglas Zulu and Joseph Michelo	<ul style="list-style-type: none"> <li>• Consulting to the CPC in regulating incoming players in the financial industry</li> <li>• Letter to lobby for the removal of unnecessary fees and charges for the Mobile Network Operators (MNOs)</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> </ul>
Mozambique CoP: Joao Gaspar	<ul style="list-style-type: none"> <li>• CoP engagement with the regulator of telecommunication in Mozambique</li> <li>• CoP students wrote a position paper focused on what digital services must be put in place, and what legislation must be present to develop these services and encourage financial inclusion in Mozambique</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> <li>• Fully developed</li> </ul>
Rwanda CoP: Faith Kobusingye	<ul style="list-style-type: none"> <li>• Developed a concept paper on the assessment of the current national interoperability initiative of the Rwandan government</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed</li> </ul>
<b>15<sup>7</sup> practitioners</b>	<b>47<sup>8</sup> new regulations / existing ones adapted</b>	<b>30 Fully developed 17 Initiated</b>

<sup>6</sup> Further detail provided in section 3.4. CoPs Implementing Country-Based Initiatives

<sup>7</sup> While Farouq Kakuru did not discuss any regulations he contributed to in his day-to-day position, he discussed his efforts on behalf of the DFA, and is therefore counted as the 15th practitioner.

<sup>8</sup> It appears that Veronica Sentongo and the DFA contributed towards the same regulation, thus it has only been counted once.

Further to the above, the 6- and 18-month post-CIDM surveys asked alumni to briefly describe the changes they contributed to, or new policies and regulations they developed. Excluding those practitioners who responded to the question but their contributions have already been described in the Table above, **at 6-months, six<sup>9</sup> practitioners shared their contributions, while at 18-months four<sup>10</sup> practitioners spoke about what they had done.** These are listed in Table 4 below.

*Table 4. Practitioner Involvement with DFS Regulation Development or Amendments Reported in 6- and 18-Month Post-CIDM Surveys*

Survey	Changes	Job Title and Employer
6-months post-CIDM	“greatly by changing my entire way of consulting, knowledge and policy direction in all the financial institutions I am working with”	Managing Consultant at City Business Innovation
	“I participated in the national discussion foras to recognise digital banking and informal savings groups into the national financial inclusion framework”	M&E Officer at Partners for Life Advancement and Education Promotion
	“I was able to make changes in product policies and procedures”	Channels Business Manager at FINCA Uganda
	“National strategy on financial education”	Economist at Ministry of Finance
	“Position Paper on Verve Contactless”	Payment Card Scheme Manager at Verve International
	We are working for a publication which will help Policy Makers in Financial Inclusion strategy of Bangladesh.”	Deputy General Manager at Bangladesh Bank
18-months post-CIDM	“Development of Risk Management policies for my previous employer”	Risk Management Consultant at Barcode Uganda
	“For E-money regulation for Pakistan”	Manager DFS at NIFT Pakistan
	“Not directly- but have engaged with the regulator during COP meetings to table a number of topics regarding payments framework.”	Digital Product Owner at Bank of Kigali
	“We just completed amending the rules to all electronic funds transfers and item value limits on both EFTS and cheques”	Manager of Currency Accounts at Bank of Zambia

<sup>9</sup> The seventh practitioner was Azuka Silas who spoke about setting the pricing for POS terminals for Merchant Service Chart in Table 3 above.

<sup>10</sup> The fifth practitioner was Gabriel Kamuge who noted being part of Agency Banking regulations in the Table 3 above.

## SUMMARY

### DFS POLICIES/REGULATIONS/DIRECTIVES DEVELOPED OR ADAPTED

Since 2018, the number of practitioners and number of regulations that they have been involved in, has consistently increased. As indicated in Table 3, 15 out of 18 practitioners (approximately 83%) interviewed in 2020 have been involved, in various capacities, in inputting into or developing different initiatives relating to regulation and policy of DFS. Collectively, practitioners (in their individual capacity, in a team/committee, or on behalf of their organisations) as well as CoPs and country associations contributed to 47 DFS regulations, policies or directives, of which 17 have been initiated and 30 have been fully developed. Further, as indicated in Table 4, based on the 6- and 18-month surveys there are at least 10 other practitioners who have developed or adapted regulations. Some practitioners are working individually, on teams or committees or through their country banking associations or even their DFI alumni country-based associations to input on or contribute to draft regulations. Some have been able to put forth letters or provide feedback through their DFI student CoP, while others are working in the Central Bank themselves. In general, practitioners are clearly using their DFS knowledge and skills to advance financial digitisation and increase financial inclusion in their countries. Considering the findings above, this small sample of DFI practitioners is relatively active in attempting to influence, adapt and develop DFS regulations in sub-Saharan Africa. And although a small sample, they have made an impressive contribution to the DFS landscape across the region through these efforts.

### 3.3. Cross-Sector Collaboration

#### Indicator 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.

In 2018, practitioners across the five markets indicated they felt better able to collaborate across sectors, and they reported increased engagement with other practitioners as a result of participating in the DFI courses and/or CoPs. Practitioners noted the contacts that they had made and felt comfortable to reach out and draw on their fellow course attendees' expertise for particular projects if needed. Some practitioners gained new contracts as a result of the people they met during the course, or they connected to service providers or partners for projects, because they came recommended by other trusted alumni. Participants also expressed that they felt well positioned to engage in collaborations in the near future when the opportunity arises. While 2018 primarily indicated expanded networks and contacts that could someday lead to collaborations, in 2019, 11 of 19 practitioners interviewed (approximately 58%) reported increased collaboration of various kinds as a result of their DFI involvement. They had collaborated across sectors in different ways, noting larger client bases and scope of work, state and non-state collaborations, and collaborations to develop new digital finance channels and products. As will be detailed below, 2020 has shown further progression: **14 of the 18 practitioners interviewed (approximately 78%) reported various examples of cross-sector and cross-market collaborations** that they have engaged in since taking a DFI course. Survey findings also confirmed that practitioners believed that DFI contributed to their capacity for collaboration.

In the CIDM follow-up surveys, alumni were asked about the types of benefits they gained from participating in a CoP. Among other things, respondents were asked to rate the extent to which they agreed that attending a CoP fostered cross-sector collaboration. See Figure 1 for a summary of responses at both 6- and 18-months post-course. As indicated, at both 6-months (N=80) and 18-months (N=31) post-course, **the largest proportion of respondents either strongly agreed (41% [n=33] at 6-months and 48% [n=15] at 18-months) or agreed (44% [n=35] at 6-months and 39% [n=12] at 18-months) that the CoP fostered cross-sector collaboration.** Further, in the 6-months post-course<sup>11</sup> survey, when respondents were asked to indicate if they used/implemented a number of gains from the CoP, 40% (n=32) of respondents stated that they have collaborated with others<sup>12</sup>.

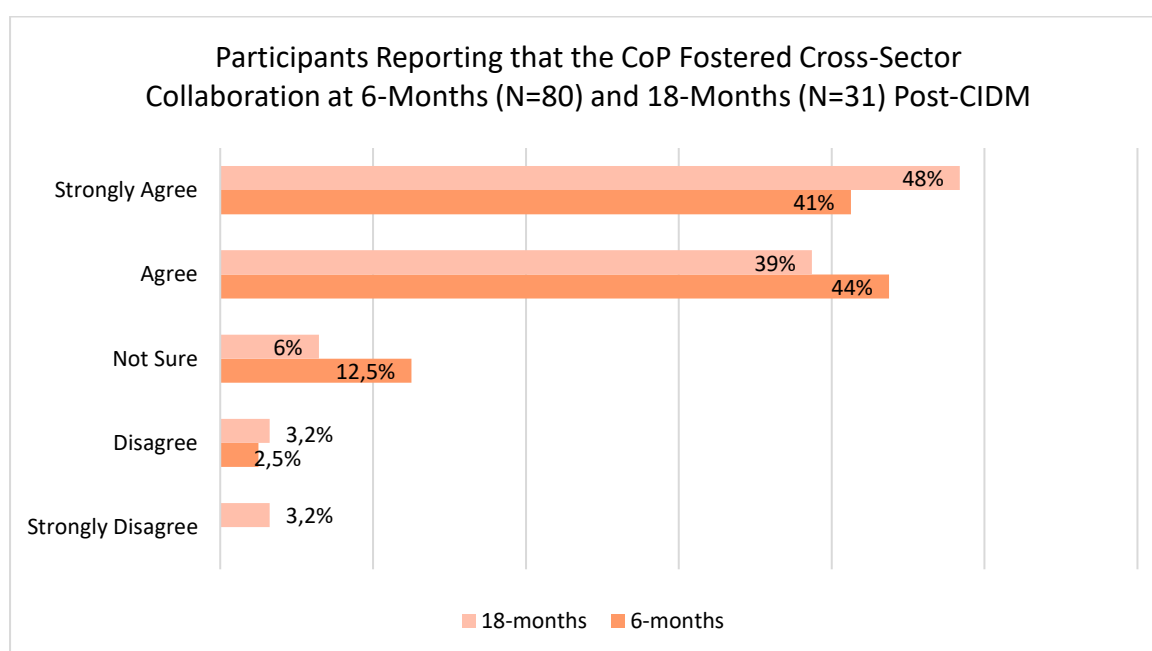


Figure 1. Participants Reporting that the CoP Fostered Cross-Sector Collaboration at 6- and 18-Months Post-CIDM

Consistent with the survey findings, **several practitioners, managers, and CoP facilitators interviewed in 2020 reported various examples of cross-sector and cross-market collaborations. 14 out of the 18 practitioners interviewed (approximately 78%) reported some kind of collaboration** that they have engaged in since taking a DFI course. Of the four practitioners who did not report any collaborations, one reported that her work is in-house only with a few third party companies; one reported that he had not taken up the opportunity to collaborate; one had only taken a DFI course earlier this year so no opportunities had yet arisen; and one was primarily speaking in the capacity of a manager of another alum more so than herself. Most collaborations, partnerships and engagements reported were those of practitioners working with other organisations within their own sector, organisations in other sectors or industries, as well as the Central Bank.

**In his role with MTN, Mustapha Otaru (MTN, Nigeria) has collaborated with senior players in the Central Bank. In the face of the pandemic and the impact of lockdown, the collaborations allowed**

<sup>11</sup> This question was not asked in the 18-month survey.

<sup>12</sup> There was no follow-up question investigating what kind of collaborations.

**MTN to render a free service to Nigerian citizens;** a cash-to-cash service where people could send money from any part of the country to another, free for 60 days. Another collaboration that was particularly valuable in the face of COVID-19 was described by Carlos Wafo (FSS Technologies, Cameroon). Carlos works in the **security solutions industry, has collaborated with several sectors, including telecommunications and fintechs, and is currently working with the insurance sector.** The latter relationship has been particularly important amid the COVID-19 pandemic as they are working on an e-commerce platform: *“...telecommunication where I have to discuss with them about the business model behind the mobile money operations. I also work with fintechs where I have to suggest...some order payment products. And mainly I am working through the insurance. Right now, I’m working with insurance to implement a payment gateway in such a way that prime insurance can be done online. Around the world now, with the COVID-19, companies like insurance have to change their way of doing things...they cannot be staying at their working place and waiting for walk-in customers. They need to improve, they need to provide a new service to enable [the] customer to be anywhere and subscribe for his prime insurance.”*

Jose Samo Gudo (Tablu Tech, Mozambique) talked about **Tablu Tech’s (an “innovation house”) new collaboration with a mobile money institution to reach more customers,** and he acknowledges the role DFI played in fostering his knowledge to enable him to identify appropriate partners for the product: *“...so what we're trying to do is we are trying to create a partnership [with a mobile money institution] where instead of us just going door by door and acquiring more customers, they can just plug and play on their vast network of customers that they already have. So it will be just one more product that they have under the umbrella...I think it's going to be good for us because it means jumping from 40,000 to many, many, many more thousands of subscribers...maybe even millions...We are about to collaborate with mobile money institution here...deep knowledge here received from the DFI of course helped with that, also identifying good partners for your product...also our investment partner that is gonna help us...in terms of bringing more value to the money that they're saving. So all of these would not have been possible without our understanding of the landscape of what is useful to have in the digital financial landscape...”*

Juliet Mburu (FSD, Kenya) who works at **FSD Kenya, an organisation in the development sector, has engaged in numerous collaborations, especially in the public sector,** including 1) the Kenya Bank Association and Interbank on developing a National Interbank Switch; 2) National Treasury on a digital finance strategy; and 3) the Ministry of ICT on a digital economy strategy: *“...Kenya Bank Association. I collaborated with them together with...the Interbank. They developed a National Interbank Switch so all bank accounts are connected to this National Switch...I work very closely with them from inception which was around 2014 until today, now they are up and running and we still support them. And the other one has been a bit of work with the National Treasury...[they were] developing a digital finance strategy...And then maybe the last one I would say is just the different players, so working with the mobile money operators, Airtel...Safari...another big one was the Ministry of ICT and they were coming up with a digital economy strategy...”*

Farouq Kakuru (Bank of Africa, Uganda) discussed his **collaboration with other banks including Stanbic, KCB and Equity Bank,** working towards contactless Visa cards. He also noted that his collaboration has increased since he’s taken a DFI course, as previously he was not in a decision-making position: *“...indeed they've helped me to collaborate better. I'll give you an example...I was an*

*officer, so my influence was not so much, right now I am in a decision-making kind of role. And it so happened that around the same time, we have a deadline as Uganda to go contactless on our Visa cards...we are tasked [by] banks in Uganda...making sure that this project and this deliverable is done within time...as the bank and with the help of the banks that is Standbic...I have some colleagues in KCB and Equity. We came together and we said, how can we make sure that we deliver this product within the timeframe given. And actually, once we started that, other banks also followed suit.”*

At Polaris Bank (an agency bank), Azuka Silas (Polaris Bank, Nigeria) is responsible for optimising agent banking between agents, stakeholders, and the bank branch, as well as agents, customers and tech providers. In trying to ensure cost-effectiveness, satisfy agents and customers, increase people’s use of products, Azuka has engaged in numerous cross-sector collaborations: *“...what I’ve done so far, I’ve mentioned the SANEF collaboration, collaboration with Topatsy. I can mention a few. We’re doing something with ITX. We’re doing something with Pagertech. We’re doing something with Excellerex. We’re also doing something with eTranzact.”*

Douglas Zulu (Central Bank, Zambia) who works at the **Zambia Central Bank discussed a good working relationship with development organisation FSD Zambia**. The two institutions have collaborated on several initiatives, including developing a national Switch, payment systems, and advocating for young women and girls to become increasingly involved in fintech and coding. : *“Well, we have been struggling with putting up a financial SWITCH in the country for some time and FSD has been very patient and very present with most of our collaborations...FSD has also had collaborations with Bank of Zambia in terms of payment systems...[they’ve] identified the talent and entrepreneurs who are developing them, and introduced them to the Central Bank, and had them formally register and formalise their processes. And some of them have taken off, like Bongo Hive...FSD and ourselves...have been looking at how best to engage the community in terms of encouraging the girl child to be involved in fintech and coding...”*

Another practitioner working within a Central Bank is Charles Bassey (Central Bank, Nigeria), who noted that the **Nigeria Central Bank worked closely with the Independent Corrupt Practices Commission (ICPC)** in 2019 to develop and present a progress report on how they are working to adhere to international money laundering standards: *“...the Independent Corrupt Practices Commission, it’s actually a lead agency for investigating criminal and illicit fund transfers, criminal activities, money laundering activities, corrupt practices in government, and of course in government transactions...Nigeria, I think it was last year, had to present its progress report in terms of how it’s working on meeting the international standards and expectations with implementation of money laundering standards, and ICPC...played a critical role along alongside Central Bank of Nigeria amongst the high level panel working on that, and so there is strong collaboration in that aspect.”* Further, Charles has engaged in DFS knowledge sharing on a social media platform and in a technical working group where he shares strategic thinking on the future of DFS in Nigeria.

Faith Kobusingye (Network International, Rwanda) while with **I&M Bank collaborated with MTN and Master Card to provide a virtual card solution**, and credits DFI and the connections she made there for enabling conversations with these role-players: *“...with the MTN being a telecom company...they were looking to expand their use cases on the wallets...I was able to pull in with Master Card a blessing to provide a [virtual] solution...and that was definitely because it was easier to start the conversation*

*because the person in MTN that is in charge of that development is a DFI alumni...we were on par in terms of what we need, how do we need to go forward and implement...So the connectivity became seamless and easier because we have that same background, we all come from the same place..."* Further, although primarily experienced in banking, through connections made via DFI Faith **provided guidance and advice to two fintechs** in product redesign: *"...coming from the DFI connectivity is to work with two key fintechs that approached me and said we would like you to advise us. And particularly took this up after I did the product development for fintechs [course], they felt that I would be able to give them guidance and advice on how to better design their products as fintechs, so I'm currently working with the two fintechs in redesigning their products...giving advisory services and blending my previous knowledge in the banking space...[It] allows me to lean in on information and content that I picked up during DFI and refer the same team back to the same notes..."*

Joao Gaspar's (Paytek, Mozambique) company **collaborated with four other companies at the Sandbox at the Central Bank of Mozambique**. Paytek made an agreement with two of the companies on the Sandbox to develop a new system for a third-party company. Joao positively noted that instead of the companies competing with one another, they engaged and agreed to split the development process; they came together to produce a solution for the end customer. He believed that was in-part because those companies also had employees who had done DFI, and thus they had a shared understanding and goal for DFS in Mozambique. Kwanele Ngwenya (National Switch, Malawi) who oversees Gertrude Kadumbo (National Switch, Malawi) noted that she had engaged in **cross-market collaborations in terms of knowledge sharing**. Practitioners from Mauritius and Seychelles were sent to Malawi to learn how Gertrude had integrated Malawi's systems, so that they could take these learnings to their own country, specifically in integration of offline processes.

**In addition to practitioners engaging in collaborations on behalf of their employer, several Ugandan practitioners reported engagements on behalf of their country-based association, DFA**, one of the stronger associations to have emerged from DFI. As part of DFA in Uganda Farouq Kakuru (Bank of Africa, Uganda) collaborated with multiple banks to amend an interbank card charge that is low enough to increase financial inclusion, but high enough for banks to earn revenue. He asserts that this collaboration will help the banks and their customers: *"...it's basically to help card utilisation grow and also develop card products that are sufficient for the market. So, our first task was to make sure that at least we launch contactless, those who cannot launch it on devices at least can launch on card. So that at least our customers can have that product offering. But within that we're also pushing for what we call a more financial including kind of charge across the network in Uganda...as at end of May, all banks sat together and I was one of the people to represent Bank of Africa, so that we can come up with a charge that is not so high but is also not so low so that the bank can get some money...You're going to find that this kind of collaboration is going to help all banks, be able to serve their customers at any ATM...at a more subsidised cost, whereby they would be able to meet the costs of operation, but also be able to serve the other banks' customer without necessarily hurting their income. And to me, that is a very great achievement that has been brought up by collaboration, which was inceptioned in the CoPs and also meeting people from the different networks."* Further, Gabriel Kamuge (DGRV, Uganda) spoke of his collaborations with fintechs on behalf of the association, while Joyce Nambasa (BRAC Bank, Uganda) talked about DFA's collaboration with FSD Uganda on a fintechs festival. Joyce also spoke about a collaboration in the works with Uganda Communications Commission (UCC) which is a regulator of health.

**SUMMARY**  
**CROSS-SECTOR COLLABORATION**

Overall, since 2018 the DFI courses have enabled practitioners to collaborate more broadly and more effectively, where previously they did not have as much confidence, or the network, to do so. While 2018 primarily indicated expanded networks and contacts that could someday lead to collaborations, 2019 and 2020 saw an increase in frequency with which practitioners were engaging in collaborations. In 2020, several and various examples of cross-sector and cross-market collaborations were reported, with several practitioners noting that their ability to collaborate was aided by DFI and/or the CoPs. As indicated by 6- and 18-month post-CIDM follow-up surveys, the largest proportion of respondents either strongly agreed (41% and 48%) or agreed (44% and 39%) that the CoP fostered cross-sector collaboration. The quantitative findings were further supported by qualitative findings of the 2020 interviews; 14 of the 18 DFI practitioners interviewed (approximately 78%) reported some kind of collaboration that they have engaged in since taking a DFI course. The practitioners who are collaborating across sectors or across markets are doing so in different ways. Most reported on collaborations, partnerships and engagements with other organisations within their own sector, organisations in other sectors or industries, the Central Bank, and with practitioners working in other countries. Some practitioners credited DFI in the fruition and/or success of the collaborations, referencing the contacts and connections they had made; having a common framework with other DFI alumni, enabling effective engagement, and the use of DFI knowledge to identify suitable collaborators for projects and products. Two practitioners expressed how their collaborations enabled solutions to be developed in the face of COVID-19. Further, several practitioners who are part of Uganda’s DFA also reported engaging in collaboration on behalf of their country-based association, which they recognised was borne out of the DFI CoP.

**3.4. CoP Country-Based Initiatives in SSA**

**Indicator 2.5.2.a.**

# CoPs implementing country-based initiatives in SSA. Disaggregated by: Type of initiative (policy, private sector).

According to DFI<sup>13</sup> *“CoPs provide an opportunity for like-minded individuals to get together to discuss developments within digital finance, including regulation, products, customer needs and inclusion. It provides a unique opportunity to network and collaborate with people from different organisations from regulators, to banks, to MNOs, to those in the development sector.”*

The 2018 and 2019 MRM reports consistently showed that the CoPs have been a valuable forum for learning and networking for students. Further to this, several CoP members have leveraged their shared knowledge and experiences, and outside of discussion of DFI courses, they have acted collectively through country-based initiatives. While some countries are undertaking more modest initiatives such as engagements over online platforms, the more ambitious initiatives have taken the

<sup>13</sup> <https://www.digitalfrontiersinstitute.org/2019/10/24/new-communities-of-practice-launched/>



form of alumni associations, which are typically directed towards undertaking focused activities, such as lobbying regulators in their countries.

In 2018<sup>14</sup>, 10 groups were exploring ways to formalise and develop aims and ideas to implement. Only two associations were registered at the time: Uganda had formed Digital Frontiers Association (DFA) and Zambia had formed Association of Digital Finance Practitioners (ADFP). In 2019, Mozambique were registering their fintech focused association<sup>15</sup>. As of April 2020, DFI had four legally registered associations that emerged out of the CoPs, namely in Uganda, Zambia, Senegal, and Mozambique<sup>16</sup>. Within SSA there were also discussions around associations launching in 2020 in Zimbabwe, Malawi, Tanzania, Nigeria, Ghana, and Benin. The registration of associations in the latter two countries reportedly are delayed to the COVID-19 outbreak, but legal documentation is in the process of being finalised. Further, alumni in Rwanda and Kenya are exploring the possibility of establishing an association or a partnership with an existing association or organisation. As such, there has been some substantial growth of the CoP country-based initiatives since 2018. More detail of these associations and other initiatives are discussed per country below.

## Uganda

Formalising in 2018, Uganda had one of the first legally registered associations that emerged out of the CoPs, the **DFA (policy and private initiative)**. The association was started by a core group of alumni led by the CoP facilitator. The vision of the association was: ““To be the platform for digital finance professionals to influence policy and product innovations that foster better financial inclusion practices.””<sup>17</sup> The 2018 MRM report noted that even in its infancy the DFA was already extremely active and had been involved in the following initiatives:

- They had created a forum known as the **Digital Coffee Place (private sector initiative)**.
- They were invited by the Bank of Uganda to contribute to their **market research (policy initiative)**.
- They were working on **collaborating with the Innovation Village (private sector initiative)**.
- They were invited to submit a **proposal to the Ministry of ICT (policy initiative)** on how a collaboration between the two entities could occur, focusing on Uganda’s digital vision, and fintechs and innovators within the digital space.
- The **DFA lobbied MPs to have a 1% mobile money transaction tax removed**, and this was later decreased to 0.5% on every transaction following the DFAs engagement with parliament (**policy initiative**).

By 2019, as reported in the 2019 MRM report, the association had attracted 60 members and were hoping to attract even more through their upcoming activities. In addition to those initiatives described above, 2019 actions and achievements included the following:

<sup>14</sup> DFI MRM Report 2018; <https://www.digitalfrontiersinstitute.org/2019/01/15/community-of-practice-2018-achievements/>

<sup>15</sup> <https://www.digitalfrontiersinstitute.org/2019/07/19/community-of-practice-conference-2019/>

<sup>16</sup> According to DFI’s *Jan 2020 Cohort CoP Report (Alumni and Association Achievements Jan-April 2020)*

<sup>17</sup> <https://www.digitalfrontiersinstitute.org/2019/09/19/development-of-a-digital-finance-procession-in-kampala/>

- They had undertaken **awareness campaigns, including one on a law taxing over the top services (policy initiative)**. They brought together stakeholders, including lawyers, to discuss how members of the DFA will be affected by this tax.
- They held a **debate about innovation in the DFS sector (private sector initiative)**.
- **In collaboration with DFI, they held a conference** for regulators, banks, MNOs, NGOs, microfinance, central bank, UNCDF, FSDU and others on innovation and regulation. The event, which focused on regulation and Innovation in driving financial inclusion, was attended by around 100 people and parts were broadcast on NTV Uganda<sup>18</sup> (**policy and private sector initiative**).

Despite 2020 being impeded by the challenges of the COVID-19 pandemic, the DFA has still been able to play a role in some significant initiatives, the most noteworthy being their contribution to the **National Payment System (policy initiative)** which arose out of the uncertainty of what happens to the mobile money of an individual who dies or moves overseas etc. The DFA contributed to the paper that was presented to the Ugandan parliament on the issue. Gabriel Kamuge (DGRV, Uganda) believes that the DFA played a substantial role in the development of this system: *“The DFA has been really instrumental in development of a new law called the National Payment System...if somebody died in an accident or somebody moved out of the country...and the person had mobile money and that mobile money has been on that phone for 10 or six years, whose money will that become?...Whose money is it? Is it for the MNO that has invested? Is it for the owner whom we don't know whether he died, or will never come back, or has lost interest, or has lost the line and lacks a national ID? So, there was a need for a National Payment System. And I can say that that's one of the areas that we've visibly seen the instrumental role of the DFA in guiding how such issues should be dealt with...”* Joyce Nambasa expressed that the law will create a framework for safe and efficient payment systems for the Uganda population.

DFA has also been running and facilitating **webinars and online discussions specifically focused on DFS issues and topics (private sector initiative)**. As described by Gabriel: *“...there is a periodical discussion, very very rich discussion...there are webinars on topical issues...what are the impacts of digitisation of the taxation system, what are the effects of digitisation of transport systems, what are the effects of digitisation of health delivery services... So there's a lot of knowledge sharing, there is a lot analysis of what are the likely effects and consequences and the pros and cons, including the emergence of all those new disruptive technologies...the lack of regulation and...how the innovations work in the space of no regulation...creating awareness and knowledge sharing.”* Joyce Nambasa (BRAC Bank, Uganda) also shared that this year the impact of COVID-19 has been an important area of discussion: *“In the first webinar this year we were mostly talking about embracing digital in the COVID-19 era and what are different institutions helping out to make sure that this is actually achieved. From that, we had discussions from the regulator's point of view...we had also FSU be part of it sharing a lot about their research, how people/businesses have been infected...recently we also had what should businesses be doing to improve their revenue during this era. And in there we had the fintechs coming on board to share...how they have embraced the digital aspect in their business, especially for sales and doing it online and I think currently we are looking at sharing experiences during this pandemic especially in terms of digital transformation for different FSPs.”*

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<sup>18</sup> Ibid.

Ugandan practitioners also confirmed that there is an active country-based **WhatsApp group (private sector initiative)** which includes multiple cohorts. The group is used for sharing knowledge and resources, sharing experiences and innovations, and for garnering advice from alumni who work in other sectors. As expressed by Farouq Kakuru (Bank of Africa, Uganda): *“Yeah, we do have a WhatsApp group...used to share knowledge, share meetings that we think are going to be helpful in bettering each other, and also sometimes we do advise each other. You can find that maybe I have a task in my work that is a bit out of my understanding, but I believe on the group there is someone who may be a professional in this particular sector. So, if I [raise] a question, people normally contribute, and if they cannot contribute in terms of one-on-one, they can share different learnings through links, papers online...”*

Joyce noted that the DFA is concentrating on being able to sell their “value proposition” in order to attract members other than DFI alumni: *“...the issue has been how do we sell our value proposition...yes we get people who do the course and then what?...we are thinking of can we expand it to just to people who are already probably in the financial sector, how do we reach out to maybe an agent who deals in mobile money and tell them why they should join the association...we had Edwin and Diana working on bringing on board FSD...and we are looking at how best, how else can we engage them that this is not just for the middle class...how do we make this recognised not only in our smaller association but probably country wide. So, the value proposition is something that is yet to really come out clearly for us, much as it seems obvious...”*

Further, as noted for the indicator above on cross-sector collaborations, several collaborations were reported on behalf of the DFA. In summary from the section above:

- As part of DFA Farouq collaborated with multiple banks to **amend an interbank card charge (policy initiative)**; and
- Joyce talked about DFA’s collaboration with FSD Uganda on a **fintech festival (private sector initiative)**.

## **Zambia**

Zambia was also one of the first legally registered associations that emerged out of the CoPs, the **ADFP (policy and private initiative)**. In 2018, DFI alumni and members of the Zambian CoP were in the process of registering and setting up an association for DFS practitioners. At the time of 2018 MRM reporting, the group had developed a draft constitution for the association which had been submitted to the Zambian Registrars Society. The CoP envisaged 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.

By March 2019, the association was officially launched and registered in March 2019. The launch was well attended by DFS professionals representing a variety of organisations within the DFS sector, including regulatory authorities Bank of Zambia and the Zambia Information and Communication Technology Authority; financial services providers Zanaco, FNB, the Zambian National Building Society, Access Bank, AB Bank, Zoono, Atlas Mara and Indo Zambia Bank; mobile network operators MTN and

Airtel; and development organisations Financial Sector Deepening Zambia and UNCDF<sup>19</sup>. Douglas Zulu (Central Bank, Zambia), the chair of the association, stated in a DFI blog: *“The association aims at bridging the gap between DFS providers and consumers...The key objectives are offering technical advice in building the DFS ecosystem, payment systems sensitization, support and promoting innovation, advocacy for financial inclusion, promoting co-opetition and interoperability, advocating sustainability and enabling financial markets to work for the poor by continuously sharing ideas among the practitioners and members of the association. This knowledge sharing extends to non-practitioners who may have interest in DFS and are keen to learn.”*<sup>20</sup> According to DFI, members are also available to support the country under the National Financial Inclusion Strategy and will also provide organisations in the DFS space with capacity building, research and consultancy support.”<sup>21</sup>

In his blog for DFI, Douglas also shared the association’s plans going forward, focusing on service providers, consumers and industry players: *“For the service providers, ADFP plans to continue to engage in discussions around Human Centered Designs for product development and rollouts. Further, having a rich background of professionals, discussions on hurdles faced by service providers may become easier in order to help others with similar strategies falling in the same trap by sharing lessons learnt. Of course due care should be taken to avoid undue disclosures. The ADFP plans to further hold Digital Intelligence sessions with members and discussions on best practice among providers. For the consumer, focusing on literacy and de-jargonizing the DFS space will prove helpful. In addition, disclosing what to look out for in order to safeguard consumers from frauds and ensure safety in transactions will be cardinal. This will include sharing common cybersecurity themes and safeguards to protect wallets and transactions. Finally, ADFP will actively engage industry players in pursuing its agenda for the good of all. This is especially so because of the neutrality that the association members enjoy. This engagement will also be important to avoid duplication of efforts by other enablers. Therefore, ADFP sees itself as playing a key role in the Enabler space i.e. Public and Private Sector Commitment/Coordination.”*<sup>22</sup>

Douglas expressed in his 2020 interview that once the association got registered, they decided they were going to hold webinars, discussions, and presentations, but their core function was to support financial literacy in the DFS regulation space. As such, they started reviewing the regulations that affect DFS, including the gaps that institutions or individuals would typically have. **They were later approached by a bank that they then assisted in starting their business, and which has subsequently grown substantially (private initiative):** *“...the first institution we stumbled across was Broad Bank. And when Broad Bank came to us, they wanted to sort of have a walkthrough of the key things they need to put in place before they start their business of bill payments, bank to wallet integrations. Out of such discussions, we actually helped them set up and start their business and now it’s running and it has even grown. They have even connected banks with mobile network operators. “*

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<sup>19</sup> Ibid.

<sup>20</sup> <https://www.digitalfrontiersinstitute.org/2020/04/21/financial-inclusion-in-zambia-and-the-role-of-the-adfp/>

<sup>21</sup> <https://www.digitalfrontiersinstitute.org/2019/03/29/launch-of-adfp-in-zambia/>

<sup>22</sup> <https://www.digitalfrontiersinstitute.org/2020/04/21/financial-inclusion-in-zambia-and-the-role-of-the-adfp/>

Joseph Michelo (Zambia) is the vice chairman of the association. According to Joseph, in 2019 **the ADFP served as a consultant to the Consumer Protection Commission (CPC), who took up their suggestion to regulate incoming players in the financial industry (policy initiative)**: *“The Consumer Protection Commission wrote to us to assist them have an opinion on one of the incoming players in the financial industry...So I think we had that input in that effect. I remember very well yeah as an association...I haven't yet seen the public outcome... if I were to judge it would complement the protection of the consumer, because it would be an addition to [those] already existing in the industry, who I think needed some competition...it had to seek authority from various players of the industry...they had permission that they got from the CPC, they took up our suggestion.”*

Joseph shared that since being formalised the association has not yet lobbied government, reportedly due to internal organisations and COVID-19 derailing planned initiatives. However, they have, up until COVID restrictions, been meeting on a monthly basis. According to Douglas **they launched their first webinar discussing the impact of COVID on innovation and the challenges faced with practitioners from various countries (private initiative)**: *“So, we had the lecturer at a business school in Zambia and we had three entrepreneurs who've been through DFI as panelists and it was moderated by Charity from FSD and one of our own members from ADFB...”* Joseph also reported that a representative from the Ministry of Finance attended, and all DFI students were invited. They plan to do these DFS-related discussions on a regular basis: *“we've got a series of webinars, up to nine, going forward before the year ends. So we are working on the second webinar which should happen in July.”*

In addition to webinars, going forward the ADFP plans to take on projects that would require some consultancy or assistance. Douglas noted that while they are still establishing their reputation, they are prepared to offer these services for free, as they know this will allow them to snowball into a more significant presence in the DFS space, and this be increasingly approached to input on regulation: *“So, as we build discussions on webinars, posts on social media, and we start consulting on the small ones, when we start building a name of our own, I guess it will be that much easier to get noticed by authorities or regulatory bodies that would like to issue regulations is a space where we may have a thought or content”* Douglas expressed that through future consultancies, they hope to influence the following:

- *“We were hoping to become advocates for the SWITCH, so we could consult on it, so we can use best practices on how other countries have rolled it out and see if we could sort of benchmark it there...”*
- *“We hope to contribute to any framework that comes up on cybersecurity because it's an emerging thing and because of a lot of companies digitizing currently I think awareness there would be good. So, I want it to influence any projects relating to cybersecurity...”*
- *“We also want to influence any policy or regulation that relates to the regulatory Sandbox that's currently not set up in the country. So, if there's a regulatory project, we'll set up any Sandbox for institutions and fintechs to use for testing, as and when a new fintech is coming on the market or a product. We want to be able to be ready to consult on that.”*

In addition to the ADFP, Joseph Michelo (Zambia) also referenced another country-based initiative instigated by one of the DFI CoPs. They had **written a letter to lobby for the removal of unnecessary fees and charges for the MNOs (policy initiative)**: *“...one of the Community of Practices there was a letter that was written to the Ministry, if I'm not mistaken...was it the Bank of Zambia or the Ministry*

*of Finance? One of the two...2018 or 2019...there was a letter that was written to lobby for a change...Bank of Zambia I think through those various prompts and they fought...they forced the banks to remove unnecessary fees and charges...t was part of the lobby that one of the Community of Practices has had done.”*

## **Mozambique**

In 2018, no Mozambique-based association had yet been formed; only discussions within the CoPs had started to be directed towards the necessity of starting an association of start-up fintechs in Mozambique. At the time, the **CoP’s feedback to a telecom regulator contributed to amending a mobile transaction regulation (policy initiative)**, and the CoP was making efforts to share information both with individuals within the CoP and external to DFI, like through the **CoP WhatsApp group (private initiative)**. By 2019, the practitioner interviewed for the MRM 2019 report stated that there was a group that still met, and which **organised workshops and seminars on DFS (private initiative)**. **By February 2020, Mozambique had formalised an association, the Mozambique fintech Association (policy and private initiative)**, and it is one of the four legally registered associations that emerged out of the DFI CoPs<sup>23</sup>.

Joao Gaspar (Paytek, Mozambique) was one of the practitioners who led the establishment of the Mozambique association, and he is also the president. Joao noted that in October 2018, several managers of fintech companies and technology start-ups who were in attendance at the International Telecommunication Union made the decision to form an association: *“...we came together in a meeting in Durban and started talking about what we can do to be more close to each other...because there was a new area to be explored as fintechs, as PSPs, insurance, digital insurance support and supply...And we didn’t have any common body that [we] could talk by ourselves and can influence the government, influence the Central Bank for making the policies for those new companies that are starting in the country. So that’s where we decided, okay let’s put together some kind of association...then we decided about the structure, about the memberships...about the government body, the direction body...And we launched the association in February this year.”*

Joao noted that all DFI alumni in Mozambique were invited to join the association: *“We invited all the alumni in Mozambique...to be members of the association, because we decided that anybody that is working in the digital financial services, in a bank, in a government, in a mobile money operator, in an insurance company...Since they are working in this area of technology and financial services, they can be a member of our association.”*

Jose Samo Gudo (Tablu Tech, Mozambique), who is one of the board members, shared that they are trying to attract more members and educate practitioners about the role fintechs can play in the financial landscape: *“Not only to get people to understand who we are; people need to understand that the only service providers on the financial landscape are not just banks and insurance companies...Fin can also be there...but also to push for the government to get the regulation train going...”* Both Joao and Jose cited the impact of COVID-19 on their ability to make progress in 2020 as much as they had planned, but they are making efforts to adjust to the new circumstances: *“...we are*

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<sup>23</sup> According to DFI’s *Jan 2020 Cohort CoP Report (Alumni and Association Achievements Jan-April 2020)*

*actually reshaping everything, trying to do everything remotely...so we managed to get the association going pretty much and to get...the awareness that we needed to get out there that we exist...".* Jose noted that the association has a few partnerships including the fintech Africa Federation and the Portuguese Fintech Association. These partners have given them some guidance on what they can do and what the next steps are, and the association plans to imitate some of the things they are doing.

Given that the association only formalised recently, they have not yet lobbied on issues at the government level yet, however they are recognised by and have a good relationship with the Central Bank: *"...we did something and we've been recognised by the Central Bank. That's very important for us...we were invited...for [the] second edition of Sandbox. And also, we were invited to...get some support for the technology hub that the Central Bank wants to implement at the Sandbox. That is very important."*

He also noted that the first and second cohorts of 2020 decided to create a group of CoP students to write a **position paper focused on what digital services must be put in place, and what legislation must be present to develop these services and encourage financial inclusion in Mozambique (policy initiative)**. It is a paper that they will produce based on the contributions of alumni as well as current CoP students.

### **Senegal**

Although no Senegalese practitioners were interviewed as part of the 2020 MRM, this country-based initiative is worth noting given that they are one of four formalised associations. **The Association Digital Frontiers Senegal (ADF-SN) was launched in November 2019<sup>24</sup> (policy initiative)**. The association aims to promote digital transformation and contribute to sustainable development in the UEMOA zone through various efforts including promoting and contributing to financial inclusion, financial education, DFS, and SDGs, as well as carry out research and studies on digitisation and publish articles.

### **Nigeria**

The Nigerian practitioners interviewed for this report confirmed that as of May 2020 they are **in the process of formalising a DFS association in Nigeria (policy- and private-sector initiative)**. Kayode Kalejaiye (Ilax Group, Nigeria) is one practitioner who is part of the technical committee working to formalise the association that will work towards advocacy in the DFS space: *"...we're trying to set up an association of digital finance professionals...I'm happy to say that I'm part of the technical committee to see that we can get the registration and see how we can advance the advocacy of DFS in Nigeria..."*

The association is still at the early set-up stage. As expressed by Azuka Silas (Polaris Bank, Nigeria), who is also part of the committee: *"For now we just started. We're trying to set up the paperwork, define the job functions and roles, and see who will manage it."* The committee is currently setting up the constitution with the help of a lawyer. They have already identified practitioners who will be

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<sup>24</sup> Information on the ADF-SN drawn from <https://www.digitalfrontiersinstitute.org/2020/01/06/launch-of-association-digital-frontiers-senegal-lancement-de-lassociation-digital-frontiers-senegal/>

members of the board of trustees who will drive the strategic direction of the association. Kayode and another colleague who are on the IT sub-committee currently have been tasked with setting up a website. Further, Charles Bassey (Central Bank, Nigeria), who is on the board of trustees, shared that the association's name is being finalised and they are required to submit a publication in the newspapers, if there is anybody who may want to raise any objection against the registration.

Nigerian practitioners interviewed in 2020 spoke about some of the association's plans for the future. Charles talked about solidifying the association's reputation as thought leaders with the regulators, as well as setting the standard of competencies to deliver DFS in Nigeria: *"Our first concentration is actually to register our presence with all of the financial sector regulators, such that we become like the go-to forum for sourcing competencies. And then to become almost like critical partners in the financial system in Nigeria, in the sense that if you're constructing a country-wide body or workgroup for anything around digital finance, we will naturally be required to be members of that, and our voice would have to be heard in that...Secondly those who want to be able to use the platform for advocacy purposes, to be able to say that for you to practice you've got to get a certain level of basic competencies and these competencies can be sourced from DFI...So, we're driven by the need to push for more awareness...you may be in the financial sector, but what's the requisite skills you would need in digital finance in order to deliver the kind of service that you know the sector should actually deliver."*

Kayode noted that once the association is set up and formalised, they plan to input on and influence regulation and participate in advocacy efforts: *"...all that, they are all part of the plan...this is going to be a more formal pedestal to do that. In terms of advocacy, there are quite a number of things...there are certain plans that the association plans to do in terms of sensitization, creating awareness for the cause, getting members with a professional level and an institutional level, and things like that...and then generally advancing the cause of DFS in Nigeria."* In addition, Azuka expressed that one main focus area of the association will be around price and payments regulations among merchants: *"We are drafting the ledger procedure and how we can impact some changes...I believe there will be a lot of changes regarding price regulation, like the merchants. A lot of people are just doing what they like in the market. It's just crazy..."*

In addition to the up-and-coming association, there have been other less formalised CoP country-based initiatives. Charles Bassey (Central Bank, Nigeria) noted that there is a **CoP WhatsApp group (private sector initiative)** where members can share information and discuss ideas.

Charles also shared that he is part of a **technical group, where he serves as a link between the Central Bank and DFS practitioners (policy initiative)**; he shares with the practitioners insights on regulations, and he is able to bring the perspective of the practitioners back to the regulator: *"I think about ten of us, which is like a technical group, which sort of offer strategic direction...I'm sort of one of the earliest, I would say, pioneers within my own organisation. So I usually bring in a regulatory perspective to issues and that's what I tend to consistently drive...I need to get the feedback from the users and bring it to the regulatory table and then also bring the regulatory's mindset to conversations around how users sort of perceive the work on the regulator..."* In this way, the practitioners have the opportunity for their voices on the ground to be heard at the regulation level.



## Malawi

In 2018 it was reported that the CoP alumni were in the process of formalising an association of DFS practitioners. This association was described as being born out of the question from alumni of “what next?” with goals including collaboration on issues affecting the sector, providing a collective approach to lobbying, influencing government regulations, policies and legislation. However, Gertrude Kadumbo (National Switch, Malawi), who is the only practitioner in Malawi who was interviewed in 2020, noted that to date an association has not yet formed. She thought this was primarily because there is already another DFS forum (facilitated by the Minister of Finance and UNCDF) that is working to advance DFS in Malawi. However, she did note that there is indeed a **country-based CoP WhatsApp group where news and topics pertaining to DFS are discussed (private sector initiative)**: *“We do have a WhatsApp group where we share what’s happening in DFS and all those things...”*.

## Cameroon

Carlos Wafo (FSS Technologies, Cameroon), the only DFI alum interviewed in Cameroon, expressed that a **country-based association is indeed in the works, they just have yet to be registered as a legal entity (policy and private-sector initiative)**. He notes that once registered, there are a number of activities they hope to engage in. They plan to provide consulting services to enterprises and other associations, assist international organisations in running a survey on the level of digital finance in Cameroon, and to engage in knowledge-sharing with other CoPs. Importantly, they also plan to engage with the regulator to advocate for the development of a national digital finance identity and for an increasingly cashless society. Carlos recognised the importance of an association in influencing the regulators’ decision-making: *“...we are pushing the regulator in setting up a national finance identity, because we think this is very key. And also, you know, like EKYC, paperless authentication...and also customer education are key, critical factors for a cashless society. And we really count on the regulatory to assist us..and the digital financial association works in terms of influencing the decisions of the regulatory for setting up those key elements. And also, we are working to run some survey, or assist some international organizations who wanted to launch a survey in Cameroon to know the behaviour or the level of digital finance in the country. We are also open for collaborations with international organisations or NGOs in terms of digital space. We also plan to change our experience of meeting and greeting...going to meet other participants, other COPs’ members in other countries, sharing experiences. We are also planning to launch those activities, like travelling, attending CoPs in Abidjan, Bangladesh, or in Benin in such a way that we can exchange our knowledge in the digital finance domain.”*

## Kenya

The 2019 MRM report noted that a Kenya alumni association had been formed, but it was small and struggling to become officially registered. The association was initiated in 2018 and met twice in that year. However, although the association was supposed to meet three times in 2019, it had not done so. The Kenyan practitioners interviewed in 2019 did not seem to know a lot about their alumni association. The CoP facilitator interviewed, Timothy Makuta, explained that there are many different DFS conferences and talks in Nairobi, and consequently he hoped to grow the alumni association slowly and to identify a specific focus that could draw alumni in. In 2020, the association appeared to be stagnated and alumni were still exploring the possibility of establishing an association. This was

confirmed by Juliet Mburu (FSD, Kenya), the only DFI alum interviewed in Kenya, who stated that she recalls a discussion around the formation of an association, but she is not aware of any further advancements.

She did note however that she is part of a **CoP WhatsApp group (private-sector initiative), which was just recently created, where they discuss topics and issues that are relevant to DFS:** *“...there is now a WhatsApp group where different things are being discussed. In fact, just today we were discussing about WhatsApp pay in Brazil and how it has been stopped...I think it’s a new group, it was just created maybe early this month...So like today we were discussing how WhatsApp pay was stopped by the regulator in Brazil, it was started as a pilot a week ago...so we were discussing what has happened, why has it been shut down so fast, things like that.”*

### Ghana

The 2019 MRM report revealed that an alumni association had been established in Ghana. In 2020, Ophelia Ama Oni (Digital Disruptions, Ghana) who is the president of the (unregistered) **Ghana association, Digital Finance Practitioners Ghana (policy and private-sector initiative)**, spoke about how the association was formed. She noted that when meeting with several CoP facilitators in Cape Town in April 2019, she was inspired by the association that had been formed in Zambia. When she returned from Cape Town, the conversations about forming a country-based association began to pick up, as she was able to share the insights she learned from her fellow CoP facilitators. In December 2019, they held a kick-off meeting to discuss the development of an association. They gained buy-in, started a **WhatsApp group (private initiative;** which shares information and opportunities in the DFS sector, as well as links to conferences, scholarships and jobs), nominated an executive body to drive the process, and picked out forms to register. They also picked a name and a logo, and discussed their objectives: *“...we wanted to have a voice on policy and collaborate on projects and all that, so those are all part of our objectives which we hope to be able to do in the future...”* They also wanted a platform where CDFP students could apply their knowledge and earn certification points.

The next step was to register the alumni association so that it could be a recognised body which can undertake lobbying and advocacy in the DFS sector. A committee had been established to set up the association’s objectives and to take it to the next level of formalisation. From there, they hoped to influence policy and regulation, among other things. However, due to the lockdown imposed as a result of COVID-19, the process has slowed, and they have not yet formally registered. Despite this challenge, they are making collective efforts online through **webinars and online discussions (private initiative):** *“...we’re still going to go ahead with the webinar...there’s some new regulation, new documents that have come out that we wanted to discuss, it’s impact on the fintech industry...we’ll probably be [doing] online workshops and webinars for now.”*

### Rwanda

The only practitioner from Rwanda to be interviewed was Faith Kobusingye (Network International, Rwanda). She noted that a formal association has not yet been set up as they are still in the process of building an alumni body: *“...one of the key issues that we have identified is building the alumni body. So yeah, the first thing is getting consensus from everyone that is in the DFI alumni and we had, I think,*

*one event last year which was supported by AFR (Access to Finance Rwanda). To get the DFI students or alumni to meet and have that commonality and saying we are one body...So the association is probably not formed fully but we are thinking around how we set it up."*

Nevertheless, in the 2019 MRM report Faith reported that a group of DFI practitioners in her cohort **developed a concept paper on the assessment of the current national interoperability initiative of the Rwandan government (policy initiative)**. She explained: *"We did a concept paper looking for pros and cons, areas to look out for, have the following aspects been considered, and just a concept paper towards having that assessment done. So, it was developed. I don't have the status of that now. I know it was discussed with some key stakeholders and I believe some of ideas we had put forward have been considered in the design of the policy."*

### **Zimbabwe**

Data from Zimbabwe was only drawn from 2019. According to the 2019 MRM report, **Zimbabwe alumni had initiated their own Digital Frontiers Associations (policy and private initiative)** and were working on a draft constitution. They hope to use this body constructively to develop the DFS sector.

### **Benin**

According to the 2019 MRM report, the CoP facilitator in Benin has been very active and enthusiastic in setting **up an alumni association (policy and private initiative)**. There are already many members in Benin, and they invite guest speakers to their meetings, including a high-level government official who talked to them about interoperability. The main challenge in Benin is that it is very difficult to register such associations properly because of all the paperwork and bureaucratic requirements.

### **Ivory Coast**

The **Ivory Coast Association (policy and private initiative)** is in the process of being set up, but it is still in its infancy and does not have a lot of active members. The CoP facilitator wishes to build a core of a few enthusiastic members *"who are really invested to create the association."* Once the association is established, they wish to inform the government and lobby for the inclusion of all stakeholders, as the CoP facilitator explains: *"From our point of view, government does not understand what financial inclusion is. They have created an agency for financial inclusion but not everyone has been included. So we want all the different people in the sector to be included, but we need to set up the association first."*

**SUMMARY**  
**COUNTRY-BASED COP INITIATIVES IN SSA**

There are numerous and significant country-based CoP initiatives across SSA, and the growth of these initiatives since 2019 has been substantial. In total, **there have been at least 38 country-based CoP initiatives**, consisting of 15 private-sector initiatives, 12 policy initiatives and 11 being a combination (all associations were considered a combination policy and private initiatives, as well DFA/DFI conference). Across 12 countries, these are:

**Uganda**

- Formalisation of DFA (policy and private)
- Digital Coffee Place forum (private)
- Bank of Uganda market research (policy)
- Collaboration with Innovation Village (private)
- Collaboration with Ministry of ICT (policy)
- Lobbying of MPs to reduce mobile money tax (policy)
- Awareness campaigns (policy)
- Debate on innovation in the DFS sector (private)
- Conference in collaboration with DFI (policy and private)
- Contribution to paper to Ugandan parliament on National Payment System (policy)
- Running webinars and online discussions specifically focused on DFS issues and topics (private)
- Contribution to amend interbank card charges (policy)
- Collaboration with FSD Uganda on fintech festival (private)
- WhatsApp group (private)

**Zambia**

- Formalisation of ADFP (policy and private)
- Assisting a bank in starting their business (private)
- Consulting to the CPC in regulating incoming players in the financial industry (policy)
- Launch of first webinar discussing the impact of COVID (private)
- Letter to lobby for the removal of unnecessary fees and charges for the MNOs (policy)

**Mozambique**

- Formalisation of the Mozambique Fintech Association (policy and private)
- CoP engagement with the telecom regulator contributing to amendment of mobile transaction regulation (policy)
- CoP students wrote a position paper focused on what digital services must be put in place, and what legislation must be present to develop these services and encourage financial inclusion in Mozambique (policy)
- CoP WhatsApp group (private)
- CoP organised workshops and seminars on DFS (private)

**Senegal**

- Formalisation of ADF-SN (policy and private)

**Nigeria**

- In final stages of formalising a DFS association (policy and private)
- Technical group linking Central Bank and DFS practitioners (policy)
- CoP WhatsApp group (private)

**Malawi**

- CoP WhatsApp group (private)

**Cameroon**

- Country-based association is in the works and awaiting registration (policy and private)

**Kenya**

- CoP WhatsApp group (private)

**Ghana**

- Formalisation of Digital Finance Practitioners Ghana (policy and private)
- WhatsApp group (private)
- Webinars and online workshops (private)

**Rwanda**

- Developed a concept paper on the assessment of the current national interoperability initiative of the Rwandan government (policy)

**Zimbabwe**

- Initiated own Digital Frontiers Associations and working on a draft constitution (policy and private)

**Benin**

- In the process of setting up an association (policy and private)

**Ivory Coast**

- In the process of setting up an association (policy and private)

**3.5. DFS Providers and Other DFS Market Actors Who Perceive They Have Enhanced DFS Capacity (Better Networked, Skilled and Informed)**

**Indicator 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.

This indicator speaks to practitioners’ improved DFS capacity from their own personal perspective.

**In 2018, 2019 and 2020, unequivocally all practitioners interviewed strongly asserted that their DFS capacity had been enhanced significantly by the DFI courses.** This increased capacity has manifested in various ways but each year the themes have been consistent. All have spoken about their increased knowledge and skills, and how they have applied these in their work. Many have also spoken about increased networking skills and larger networks, especially as a result of participation in the CoPs. Both quantitative data drawn from the post-CIDM surveys and qualitative interviews have consistently confirmed practitioners’ declarations that their DFS capacity has indeed improved.

**General Capacity Improvements**

In the 6- and 18-month post-CIDM surveys, practitioners were asked to reflect on some of the changes and capacity developments that have occurred for them since having completed the course. As indicated in Figure 2 below, **at 6-months post-CIDM, the majority of alumni *agreed* that their capacity had increased in all four given capacity domains:** Most felt that the CIDM course opened

their mind and thus they approach their work with a better understanding (94%;  $n=144$ ), and that they are more confident about the topic, which enables them to readily contribute to work projects (94%;  $n=144$ ). A significant number (88%;  $n=135$ ) felt that their knowledge gaps have been filled and they are more focused and productive, and more than two thirds (79%;  $n=121$ ) felt confident to join conversations they previously avoided or were not able to fully participate in.

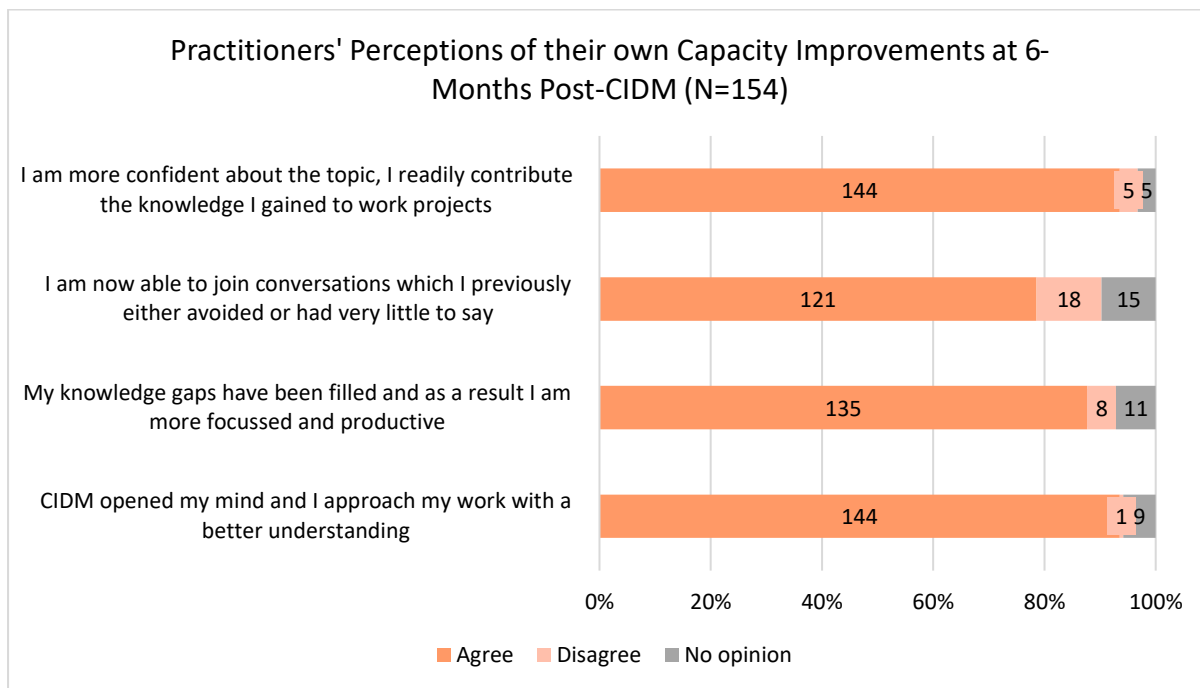


Figure 2. Practitioners' Perceptions of Capacity Improvement at 6-Months Post-CIDM

The same question was not asked of practitioners at 18-months post-CIDM, who were instead asked to reflect in their own words on the following question: "Please share with us examples of the impact completing CIDM has had on you personally". Like the 6-month respondents, **the 18-month respondents focused their brief responses on their increased confidence, knowledge, and ability to converse with colleagues about matters related to DFS.**

Almost all 6-month CIDM respondents informed their manager, HR and/or colleagues in their organisations that they did the course. Respondents were 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 Figure 3 below for an overview of practitioners' responses.

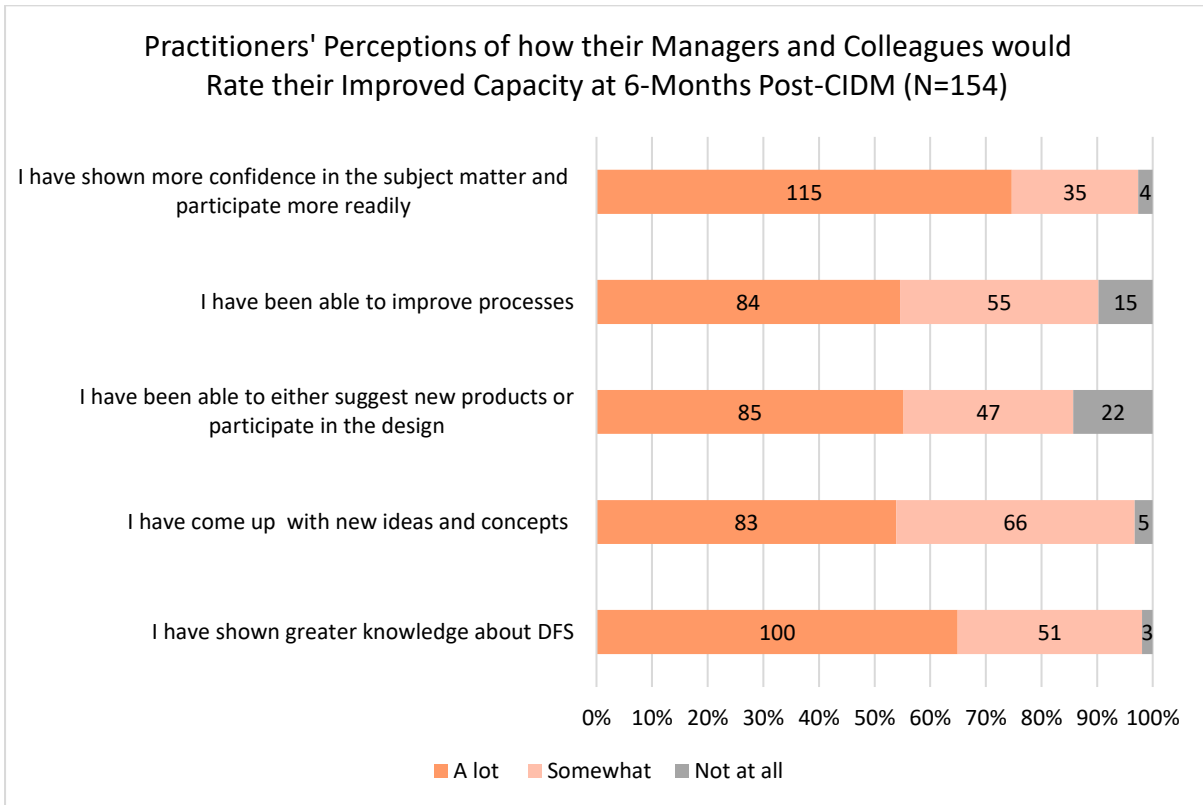


Figure 3. Practitioners’ Perceptions of how their Managers and Colleagues would Rate their Improved Capacity at 6-Months Post-CIDM

Corresponding to 6-month respondents’ reports on their personally perceived changed capacity, **most respondents at 6-months thought that their line manager, team member or colleague would say that they have shown a lot of improvement in the given capacity areas.** The domains which most respondents believed had improved *a lot* were that they have shown more confidence in the subject matter and participate more regularly (75%;  $n=115$ ); and that they have shown greater knowledge about DFS (65%;  $n=100$ ). More than half of practitioners believed a colleague would say that to a large extent they have been able to improve processes (55%;  $n=84$ ); have been able to either suggest new products or participate in the design (55%;  $n=85$ ); and have come up with new ideas/concepts (54%;  $n=83$ ).

Similarly, 18-month survey respondents were asked to rate their capacity and actions from the perspective of their line manager, team member or colleague (see Figure 4 below).

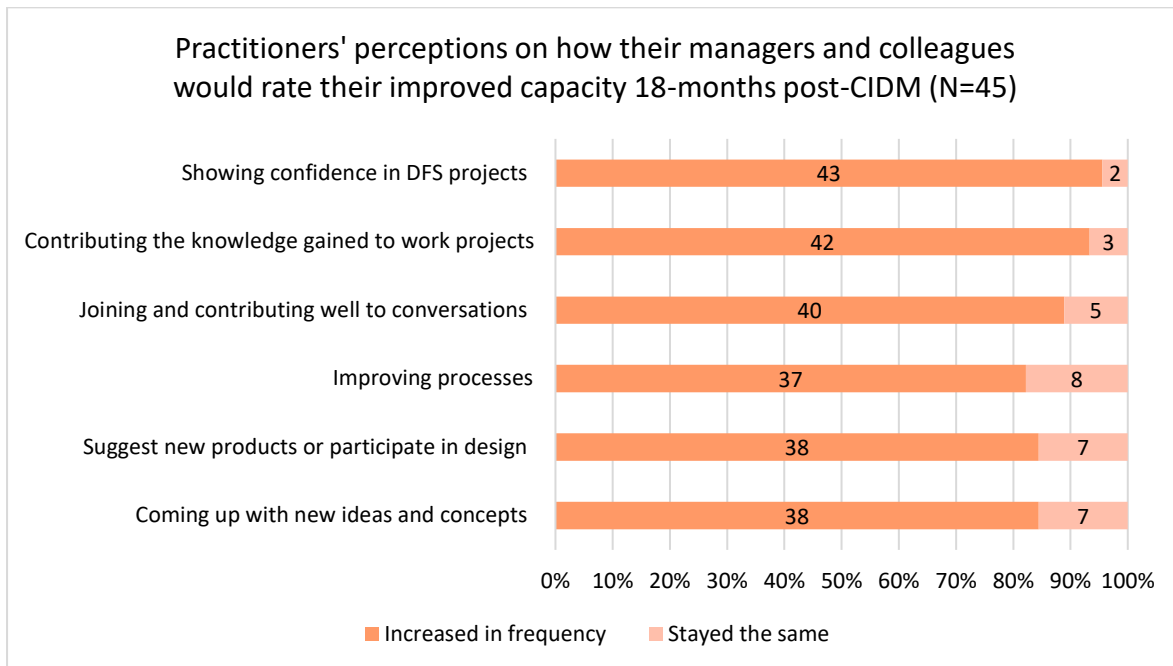


Figure 4. Practitioners' Perceptions of how their Managers and Colleagues would Rate their Improved Capacity at 18-Months Post-CIDM

Consistent with the trends in the 6-month survey responses, **at 18-months post-CIDM most practitioners thought that their line manager, team member or colleague would say the given capacity areas have increased in frequency.** The domains which most respondents believed had *increased in frequency* were that they have shown more confidence in DFS projects (96%;  $n=43$ ); and that they contribute the knowledge gained to work projects (93%;  $n=42$ ). The majority of practitioners also believed their manager or colleague would say that there has been an increase in the frequency with which they join and contribute well to conversations (89%;  $n=40$ ); suggest new products or participate in the design (84%;  $n=38$ ); come up with new ideas/concepts (84%;  $n=38$ ); and improve processes (82%;  $n=37$ ).

When asked if they are applying their new knowledge in the workplace, **at 6-months post-CIDM the vast majority of practitioners (84%;  $n=130$ ) indicated that they were already using the knowledge gained during the CIDM course in the workplace.** The remaining 16% ( $n=24$ ) indicated that they expected to use the knowledge in future. Of the 137 practitioners who answered this question, 39% ( $n=54$ ) reported that they were applying their CIDM knowledge on a daily basis, while over a quarter (26%;  $n=35$ ) indicated that they were applying this knowledge on a weekly basis ( $n=16$ ), or usually at least on a weekly basis ( $n=19$ ). Of the 26% ( $n=36$ ) who said they were applying their CIDM knowledge on a monthly basis, 14 ( $n=14$ ) said they were applying this knowledge monthly, and 22 ( $n=22$ ) said they were usually applying the knowledge at least once a month. Only 9% ( $n=12$ ) reported that they seldom applied their CIDM knowledge.

**In the 6-month survey, practitioners were asked to reflect on how they have been using the knowledge they have gained from completing the CIDM course.** They could select multiple options from the available answer choices as per below and Figure 5 thereafter:

- A significant number of respondents ( $n=123$ ) reported that they are now able to understand the DFS ecosystem much better, and they expect to make more contributions as a result in future.



- A large number ( $n=112$ ) said that the course has already enabled them to make value-adding contributions to their teams and organisations.
- A limited number ( $n=21$ ) of respondents were of the opinion that they have not yet used their new knowledge as much as they had hoped for, but still found some of the learnings useful and said that they do apply it from time to time.
- A few ( $n=14$ ) mentioned that it has taken time to digest, but they were starting to make the relevant connections and are applying the knowledge.
- A very small number ( $n=2$ ) indicated that none of the preceding statements applied to them at the time.

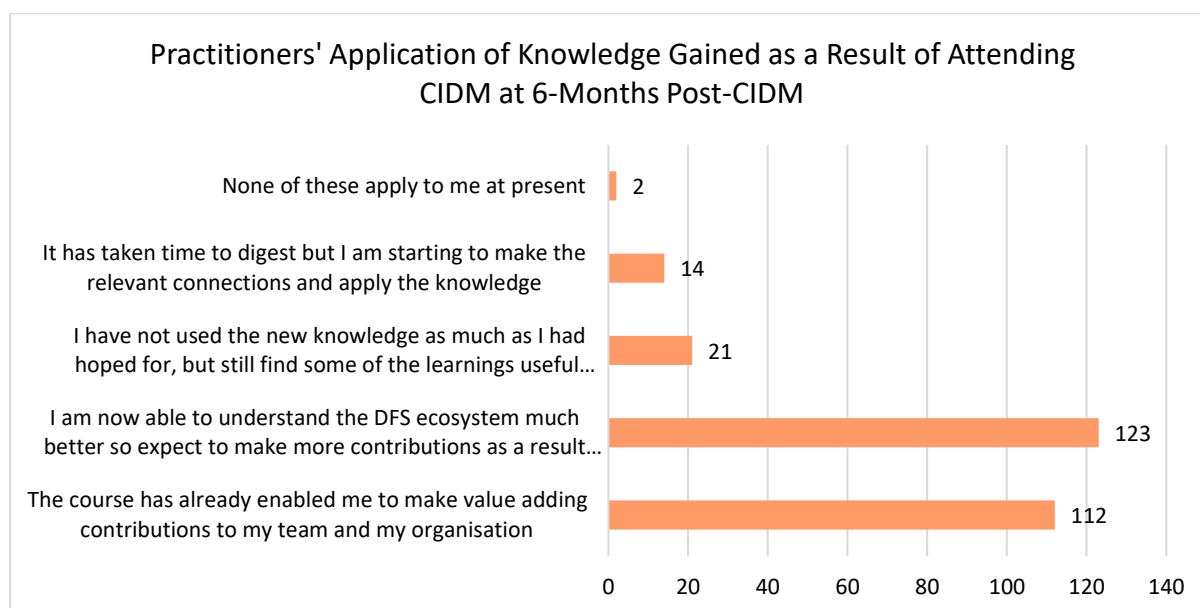


Figure 5. Practitioners' Application of Knowledge Gained as Result of Attending CIDM at 6-Months Post-CIDM

It is clear that the **biggest advantage of the course at 6-months from completion was in increased knowledge about the DFS ecosystem**, which participants expect would enable them to make more contributions in future, and a significant number of practitioners are already adding value to their teams and organisations as a result of their increased knowledge.

It should be noted that a number of participants who selected these two options also indicated that they have not used their knowledge as much as expected yet; and that they took time to digest their new knowledge and are only just starting to make the relevant connections to apply the knowledge. This may indicate that the process of digesting their new knowledge and finding opportunities to apply the knowledge is nuanced: while they may feel confident to already apply some new knowledge (at 6-months after completion), they may still be grappling with other knowledge areas, or may be looking for opportunities to apply their new knowledge.

**Of the 18-month survey respondents, 85% ( $n=45$ ) indicated that they are using the knowledge that they gained during the CIDM course in their workplace.** Only 15% ( $n=8$ ) indicated that they are not yet applying their knowledge in the workplace, but they expect to in the future. Furthermore, **of the 45 participants who responded to the survey question, 64% ( $n=29$ ) indicated that they apply this knowledge on a daily basis**, while 18% ( $n=8$ ) indicated that they apply this knowledge once a week,

13% ( $n=6$ ) indicated that they apply this knowledge once a month, and only two (4%;  $n=1$ ) said they apply the knowledge seldomly. The 18-month survey did not include the same multiple option question on how respondents were using their knowledge, but instead asked them to provide examples of where they used their new knowledge. Answers obviously differed quite widely depending on the kind of position and work the practitioner was involved with. Most indicated that **they used the new knowledge to help them to be more effective in their particular spheres of work.**

Participants were asked in their post-CIDM surveys about the benefits they gained out of the CoP. One of the benefits they were asked about was the extent to which they agreed that they had acquired new skills and knowledge. As indicated in Figure 6 below, at both 6- and 18-month post-CIDM, **the largest proportion of respondents either agreed (51% [ $n=41$ ] at 6-months and 48% [ $n=15$ ] at 18-months) or strongly agreed (40% [ $n=32$ ] at 6-months and 45% [ $n=14$ ] at 18-months) that they had acquired new skills and knowledge through the CoP.**

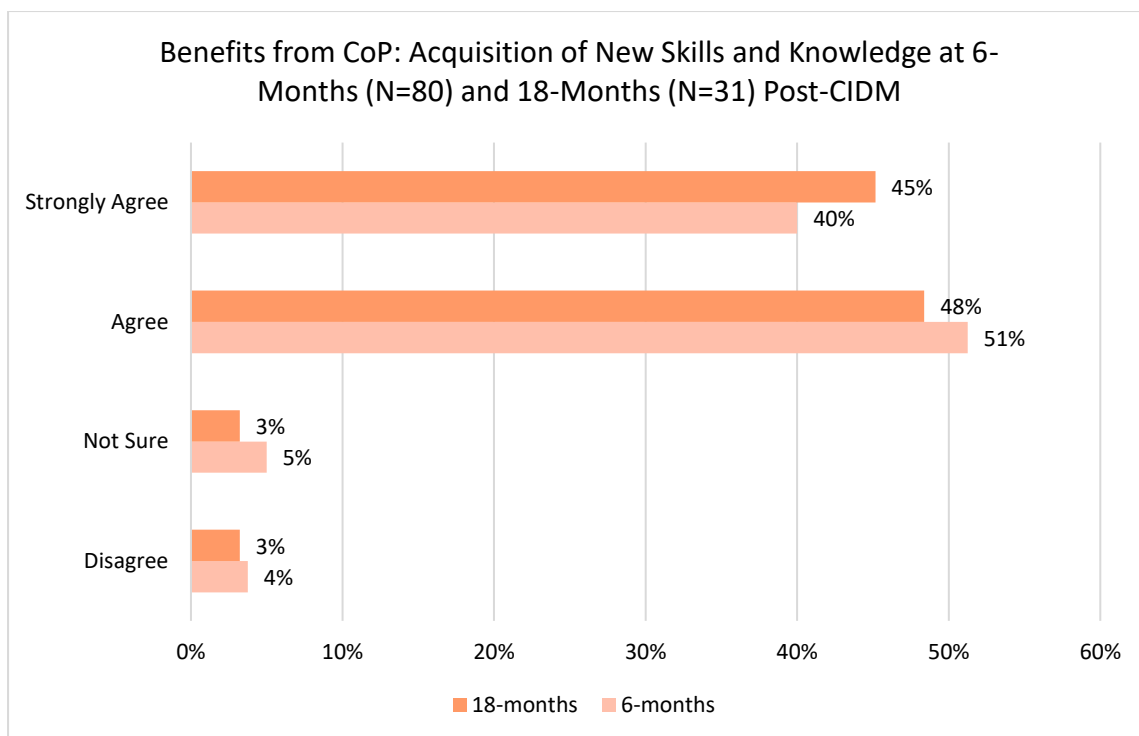


Figure 6. Extent to Which Practitioners Agreed that They Acquired New Skills and Knowledge Through CoPs at 6- and 18-Months Post-CIDM

The qualitative findings have consistently supported the quantitative findings over the past three years. Practitioners interviewed in 2018 felt that they understood relevant, up-to-date terminology and processes to understand the industry better. They appreciated being exposed to international and local examples so that they could use key principles to apply to their own contexts. For most practitioners, the 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 through their larger networks acquired through the CoPs. In 2019, practitioners reported using their increased capacity to build the sector in various ways. Practitioners clearly gained both general knowledge about the DFS landscape, and more specialised knowledge which has helped them in particular areas. The knowledge gained helped many

to gain new skills in developing and managing products and projects in the DFS space, consulting better with clients, lobbying regulators, and in being more confident to develop innovations and collaborations. Many practitioners also reported increased capacity through greater networks and networking ability.

Similarly, in 2020 practitioners expressed that their knowledge and skills improved in terms of having the fundamental knowledge for working in the DFS sector, as well as overarching view of the DFS landscape, locally and internationally. This has helped practitioners to identify best practices for application in their home countries, as well as identify gaps and needs in their industry or country that need addressing. Several practitioners talked about the courses helping them in terms of product design, development and management, and the importance of customer centricity. Some also noted their improved DFS-related language and vocabulary. Again, participants reported being able to actively apply their learnings in their jobs, from developing or improving products, contributing to projects/initiatives, or inputting on strategies, policies, and regulations.

### **Gains in DFS Knowledge and Skills**

Many practitioners spoke about the DFI courses providing essential and **fundamental knowledge** for working in the DFS sector. For example, Kayode Kalejaiye (Nigeria) noted that the courses provided an important bridge between the theoretical and practical: *“...the CIDM course helped me bridge that gap between...the practicals that I knew and the theoretical aspect of what I was supposed to know.”* The courses helped Jose Samo Gudo (Tablu Tech, Mozambique) to understand why things are the way they are, and what frameworks different role players follow to guide decision-making: *“It gives you an opportunity to understand why certain decisions were made...experience is good, but also understanding the fundamentals...behaviour of your customer, behaviour of the ecosystem, behaviour of regulators etc....it really helped. Central Banks are usually those regulators that don't open as much, so you don't get to really know them...but when you're in a platform such as DFI, you get to be around experienced people that have worked with regulators...they can give you all that experience till you can get to understand certain behaviours and certain approaches, so it definitely helped us.”*

In a similar vein, some practitioners talked about DFI giving them a **broad overview of the DFS landscape, both in their home countries and around the world**. For Ophelia Ama Oni (Digital Disruptions, Ghana) this has helped her and her CoP put into perspective how international successes could be applied in their own country: *“...just gives you a wide view of what's happening around the world...Not just me but a lot of the students now see wow so this is what's happening in China and this is what's happening in Estonia so, it's been eye opening. Then what we try to do we try to relate it to Ghana, what are we doing? What can we do better you know? Which technologies will work well in Ghana or Africa versus outside the country...”* Mustapha Otaru (MTN, Nigeria), Kayode Kalejaiye (Ilax Group, Nigeria), Joseph Michelo (Atlas Mara, Zambia) and Farouq Kakuru (Bank of Africa, Uganda) also expressed similar sentiments. As stated by Farouq: *“It really opened out my understanding of how the digital offerings are done in the different parts of the world. It helped me connect with different people who...share the same kind of environment of operation like Uganda, however, gave me a lot of learnings that we can actually implement in Uganda.”*

Some noted what with the exposure, the courses helped them to **identify gaps in their industry or country**. For example, Munir Bello (GSMA, UK) stated that the courses gave him a perspective on *“what we need to update and where are the gaps in there...you get that view of the challenges and the solutions, or a different aspect that’s being done in other countries...”* Similarly, for Douglas Zulu (Central Bank, Zambia) DFI courses enabled him to identify the unique gaps present in his country of Zambia, and as a result he developed a new programme: *“And out of that, I developed a personal programme that I offer to individuals, in terms of Excel analytics for those that can’t afford software for their data that they’re using. So, I started by offering to entrepreneurs who are very small like Bogo Hive...I developed a database in SQL with a dashboard in Excel for them to monitor their cost, their revenue, their transactions...because of what I’m able to understand of the key elements of a DFS ecosystem...I’m able to also use some of the individual skills that I have to try and contribute and fill some gaps that I noticed arise out of people who are players in the ecosystem.”* Courses also helped him identify and fill gaps in another existing programme: *“...when I did the DFI course, it actually answered and addressed some of the gaps we noticed coming out of that agent network accelerator programme from Helix. In terms of content really, the knowledge that it added was invaluable and most of the knowledge that we were applying was based off of the content of that course. I’ll tell you that, without most of what we went through in there, I don’t think the agency network would have flourished the way that it did when we were there.”*

Several practitioners talked about the courses helping them in terms of **product design, development, and management**. For example, Jose Samo Gudo (Tablu Tech, Zambia) talked about a digitisation savings product he helped develop and how modules in product management and mobile money operations aided in the conceptualisation of the product: *“...we have Roshkash...which is our digitization of savings groups...we have about now 44,000 members and more than 1070 groups and more than 300 million mitigation transactions within the platform. We’re trying to scale up on that product. So that’s one of the products that you know... just product management for feedback and mobile money operations helped us a lot to understand a little bit of what we needed to do to come about with that product.”* Joseph Michelo (Atlas Mara, Zambia) similarly expressed that the courses enhanced his skill set so that he could build a product from scratch: *“I think the most valuable one was the product design and the implementation...I think in terms of skill development, I found the product management in fintech very handy...what should be in the business case, what should not be there, how to determine the language in the business case. And for me it was very handy to improve my skill of analysis and implementing the solution, because it will take you through the process...for making a product from nothing to something.”* Joseph Michelo (Atlas Mara, Zambia) also found that the product management in fintech modules really helped him when setting up business cases. Joyce Nambasa (BRAC Bank, Uganda) also noted that she has used the product management learnings in her new position: *“There is something we learned especially in product management which had the aspect of understanding chains, that is something I think for me in the past [I] would [only] think about it after the product has rolled out, but I have gotten a chance to go and explain to the team here of why I am actually including it in the financials...even in the process flow in terms of marketing, in terms of pricing, even in the vendor process itself...”*

Practitioners also spoke about the importance of being **customer-centric**; understanding the needs and wants of customers, appreciating their circumstances, and ensuring their protection. For example, Azuka Silas (Polaris Bank, Nigeria) emphasised the importance of designing products with the

customer in mind to ensure relevance: *“It has contributed a lot because I know how to design customer-centric products...put yourself in the customer’s shoes...if you’re selling a product that’s not customer-centric driven it might be difficult to penetrate the market.”* Carlos Wafo (FSS Technologies, Cameroon) noted that DFI helped him focus on enhancing the customer experience: *“What I like at DFI is that they do it with a fresh and holistic approach, considering not only the technology behind the digital finance but also the customer expectation and also aspiration...for my current job I have to advised banks, government and Central Banks on the best way to increase customer experience and also the best digital solutions...that they can launch in the market.”* Ophelia Ama Oni (Digital Disruptions, Ghana) raised a similar sentiment: *“...it’s made me extremely knowledgeable...there are other products that are being developed alongside [my department’s] and I give them feedback...I tell them hey if you are developing this product make sure it’s deployed on mobile, make sure it’s simple to use, you have to develop it with all our customers in mind so if you do develop that product with just the high-end customers in mind you leave out our customers. And we have the numbers, we actually have about eight hundred thousand customers. So it allowed me to be able to give input into other products that were being designed to say hey if you’re developing products make sure that it is able to serve the customer segments that my unit takes care of.”*

Several practitioners spoke about the improvement in their DFS **language/vocabulary**, which has enabled them to better engage with key players in the DFS field. Both Gertrude Kadumbo (National Switch, Malawi) and Ophelia Ama Oni (Digital Disruptions, Ghana) spoke about how this improved capacity has helped them in their presentation skills and being able to confidently present DFS information and ideas. Gertrude expressed: *“...I had a vague kind of knowledge of DFS...in terms of the lingo...language...vocabulary was very limited...And when I started taking these courses...it has enriched my knowledge, but even the vocabulary. I can actually sit down or stand in front of people and make presentations. I get to be invited to different forums, be it at country-level or international-level...It has helped me...when I’m making presentations or coming up with strategies and policies...use the right DFS language in those discussions...I got invited by African groups to make presentations on certain forums...conferences and so forth, as well as in-country [I’ve been] invited by the research currency of the USA, at international-level to go and make presentations and the G20 Summit Subcommittee of Financial Inclusion...I was voted the best presenter and all that and it’s not because how I speak...but because of the content and that content came from DFI.”* Similarly, Ophelia stated: *“...I was actually able to speak at conferences on DFS because of the background...the knowledge that I acquired from the platform...I was speaking about things that my company wasn’t even doing because I’d learned about it from the courses that I was taking...so I was able to tie it into speaking at conferences...I went to Nigeria two times last year for conferences. Even in informal groups...there was a conference in Accra, we broke into smaller groups. We were supposed to discuss women and DFS...there was a [speaker] vacancy then they were all looking at me like “Ophelia can you just come and share your stories?”...so I was able to just jump in...Everybody was like really impressed because how did she just get up...and speak like she had prior knowledge when I actually didn’t know I was going to be speaking...I’ve gained a lot of knowledge to the point that I’m able to actually speak at conferences and you know, be knowledgeable about what’s going on in different parts of the world...”*

Most of the practitioners were able to relay how they have **actively applied what they have learned in their jobs, from developing or improving products, contributing to projects/initiatives, or**

**inputting on strategies, policies and regulations** (as described in section 3.2.). Many also expressed some major achievements within their jobs, citing DFI courses and the associated learnings as a contributing factor. A few are presented below.

Since taking DFI courses, Farouq Kakuru (Bank of Africa, Uganda) has also experienced some major achievements in his career. **When he was with Stanbic, he grew the customer based and utilisation:** *“...when I was in Stanbic and I was be supporting the northern region, I managed to grow its customer base by about 30% in terms of digitalisation and also the utilisation grew by about 15%, which also contributed to growth in revenue for that particular region...by the time I left, I was due to take up an award for that kind of achievement, because the northern region...you feel will not really appreciate digital uptake because of its challenges that have come up...But in that particular 2019 it managed to perform better than the Western and the Eastern region combined in terms of growth. So I really believe that anyone who would take up this course and has the focus to utilize it or leverage on it...would have a good foundation that would scale up the understanding and make them a much better person.”* Even further, as described in a DFI blog<sup>25</sup>, in Farouq’s **current position at Bank of Africa he played a significant role in growing the bank’s client sign-ups , transactions and earnings:** *“Farouq is always looking at ways to use digital methods to simplify work and gives clients a better service. Since joining the Bank of Africa, he has transformed the onboarding process for internet banking from an 8 hour to an almost instant process which has led to an impressive growth in sign up from 200 clients a month to 1,500 and this figure is still growing. It has also led to a 30% growth in transactions which also increased revenue, and this growth is only going to continue to increase.”* In his 2020 interview he confirmed that he was able to achieve this in 2-3 months and amid lockdown.

Gertrude Kadumbo (National Switch, Malawi) spoke about her experience of **integrating mobile money with the National Switch**, and how this project was initially challenging to get off the ground. However, by applying her DFI learnings, she was able to make a strong case for it: *“So, when we started it was a project at a time that had not yet been achieved anywhere else and in terms of convincing the industry...I think the first time I brought it up to the board of the National Switch...they were very reluctant...the reason for the reluctance was that it has never been done anywhere else and probably Malawi is moving too fast, we should wait...We should have a reference check and so forth then come up with justification for it. Because I had taken several courses, including the course on operationalisation of mobile money, it helped me to come up with the business case which was approved by the board...it is a very big success and we’re all happy for it...So when we sat down and came up with this quote, I actually used the knowledge that I gained from the various courses that I took...It is the DFI courses that have helped me...in my career and the national system.”*

Kayode Kalejaiye (Ilax Group, Nigeria) explained his learnings from DFI with the Executive Director of his current company, to encourage rethinking around an initiative that was not garnering revenue. He has since been tasked with amending the initiative to ensure scale-up: *“this Executive Director that I currently now report to, he made mention of the fact that they have...a super-agency license which is like a mobile money license however, they were not making any money on that business...they were not scaling even though they had invested a lot of money in trying to build the agent network. So, my response to him was “What are the four variables that they tinker with...in order to make money? Are*

<sup>25</sup> <https://www.digitalfrontiersinstitute.org/2020/05/19/interview-with-cdfp-student-farouq-kakuru/>

*you focusing on accounts? Are you focusing on adjacencies? Are you focusing on transactions? What are they focusing on?" Because...these are the only four strings that you can pull in order to make money...with that, he was able to go back and look at their business model and discovered that it wasn't even something they were looking towards, they were looking in a totally different direction altogether. So...it was that particular [CIDM] module that I had that discussion with the MD...So...the first assignment I was given immediately I came on board was to provide a report on...how they could scale mobile money business...that particular module of the CIDM enabled me to have that insightful and informative discussion with the executive director who is my present boss now..."*

### **Increased Networking and Networks**

Increased networking skills and expanded networks is another indicator of enhanced DFS capacity.

According to the 6-month post-CIDM surveys, **69% (n=102) of responding practitioners kept in touch with individuals or organisations they met at CIDM:** just over half (51%; n=52) often met with some of them, while another 18% (n=18) said they have stayed in touch socially. Some noted that they have not stayed in touch but either their paths cross for business purposes from time to time (16%; n=16) or they have reached out to some of them when they had a specific problem or issue to solve (10%; n=10). Only 6% (n=6) said they have not managed to stay in touch at all. Similarly, according to the 18-month post-CIDM surveys, **68% (n=21) of responding practitioners kept in touch with individuals or organisations they met at CIDM:** 42%; (n=13) often met with some of them, another 13% (n=4) said they have stayed in touch socially, and a further 13% (n=4) met with them when they attend CoP meetings. Some noted that they have not stayed in touch but either their paths cross for business purposes from time to time (19%; n=6) or they have reached out to some of them when they had a specific problem or issue to solve (3%; n=10). Only 10% (n=3) said they have not managed to stay in touch at all.

In interviews, practitioners talked about DFI courses having an influence on their ability to network with others as well as playing a role in expanding a network. Practitioners provided several examples of how their networks had expanded and the benefits that this afforded them.

Several practitioners spoke about their **exposure to practitioners in other countries, both within Africa and abroad.** This exposure has been beneficial in terms of **understanding the experiences and contexts of other markets,** as well as being able to share their own country experiences to educate others. As expressed by Gertrude Kadumbo (National Switch, Malawi): *"It has definitely expanded my network...I get emails from other guys from different countries...I've got contacts from Ghana, Nigeria and Angola...we have just recently helped Zambia. Rwanda, we have been in touch...There is a university in Kenya where they want us to share the experiences in Malawi in DFS...the Central Bank of Uganda, they sent a team, Central Bank of South Sudan sent a team, the Central Bank of DRC sent a team...Tanzania...I can collaborate with so many other people out there."* This echoed by Jose Samo Gudo (Tablu Tech, Mozambique): *"...during the courses there were interviews...with professionals coming from Pakistan, India, which are big markets...So, definitely we were more exposed. We had more knowledge and we created a very fast network...Before...I could never be in a situation that I would get to meet somebody in the same landscape with more than 20 years of experience all the way in Pakistan. So definitely it increased the network within the DFS services."* Farouq Kakuru (Bank of

Africa, Uganda) noted that this has helped him think through how the workings in other countries can be implemented/adapted in his country: *“People share new developments in the other countries which [you] can look up and say if I can scale up these, how can I utilise it and customise it to Uganda. So, for me that is encouraging...it's through connecting with different peers that you can understand things better...”* Moreover, Carlos Wafo (FSS Technologies, Cameroon) noted that this international network has helped him professionally in achieving his business goals: *“...most of my classmates also are in Europe, in Asia and also in Africa, and enable, due to the course...to get in touch with some of my classmates who are worldwide and this really helps me, some of the time, to achieve some of my business goals...an example, the digital banking manager of Cote d'Ivoire, she was my classmate and now I have been able to contact her to help me in Cote d'Ivoire in terms of selling or business opportunity. And that was due to digital finance courses.”*

In a similar vein, several practitioners also talked about their **exposure to practitioners in other organisations, who they may otherwise not have ever had the opportunity to**. Jose Samo Gudo (Tablu Tech, Mozambique), Munir Bello (GSMA, UK) and Kayode Kalejaiye (Ilax Group, Nigeria) spoke about the opportunity to meet new people they wouldn't have had the opportunity to otherwise, including regulators and competitors. Kayode valued the neutral platform DFI provided so that he could meet thought leaders and competitors in a neutral space: *“...within the CoP I've had the opportunity of meeting some of my would have been competitors so in some cases I've been able to meet people who I've just been seeing them on LinkedIn...”* On the other hand, Mustapha Otaru (MTN, Nigeria), Douglas Zulu (Central Bank, Zambia) and Ophelia Ama Oni (Digital Disruptions, Ghana) noted the value of meeting people in other industries or regulators operating within the DFS landscape. They have an opportunity to ask questions and find out about other DFS-focused efforts and thinking.

One of the **major benefits of networking through DFI cited by practitioners was that of knowledge sharing between practitioners**. Mustapha Otaru (MTN, Nigeria) noted that practitioners will direct him to news, conferences and webinars: *“And there were some of the local conferences, or webinars that I've also gotten links to...people share to say that this is happening, you want to be part of it?...You share news, you share knowledge and all that. Those are some of the benefits.”* Kayode Kalejaiye (Ilax Group, Nigeria) noted that when he needed access to some resources, he sent a request on the Whatsapp group and his DFI colleagues were happy to share these with him: *“...I needed some materials on Digital Transformation...I just slapped that on the WhatsApp group and I got responses from friends and from acquaintances that said “hey send me your email address I'll send you one or two documents that I have”.I'm getting value beyond just the learnings alone.”*

As part of the CoP facilitators group, Faith Kobusingye (Network International, Rwanda) noted that she **feels confident approaching her colleagues for support**: *“I've also been able to tap into the wider COP facilitator community, which is quite interesting and very well designed to allow us to inter-discuss as facilitators. So, I can call up anyone in Uganda. I've had discussions with Zambia - I'm learning from them. And the platform is quite great that I can work from this network without feeling like I need somebody to introduce me. It's easy to just say, “hey...I see you on the facilitators group, I'm looking for this support,” and I've been able to point them in the right direction.”* Similarly, Ophelia Ama Oni (Digital Disruptions, Ghana) also felt comfortable reaching out to DFI colleagues to help her with a project she was working on: *“...before we started the digital launch project another bank had actually launched a similar project and I was able to say “hey, I know this guy at Guarantee Trust Bank, let me*



*call him and ask him what their product is about.” So what I was trying to find out from him was how much of the project was outsourced to a third party and how much of it was developed in-house, just to know which third party company are you using just things like that - and it was helpful.”*

Further, three practitioners expressed that the networking aspect was also beneficial in terms of **linking practitioners to jobs or other opportunities**. As noted by Mustapha Otaru (MTN, Nigeria): *“...some of those guys who the alumni send in, sharing vacancies... that are related to our profession for people to apply. And I think that is really important...coincidentally I’m also in a programme with the legislators right now...we were discussing building a business model for financial inclusion. And I got on that programme through someone from the alumni that said “This is happening. Do you want to participate?”* Carlos Wafo (FSS Technologies, Cameroon) also experienced this benefit; through the people he met through DFI, he was approached to be a consultant: *“The course does help me to increase my network...because of these courses, many companies have approached me to be their consultant and...to help them to run some training in terms of capacity building for their clients. And also, they help me to participate in many webinars as an expert. I think when I participate as an expert, it helps me to increase my network...I think the course it [does] help me to increase my network.* Moreover, Joyce Nambasa (BRAC Bank, Uganda) shared: *“...recently we had Ignatius reaching out about doing some consultancy work...so that to me means there is then an opportunity for me to actually expand my experience as I get this opportunity to you know probably work with firms that are international and also expose me to what is expected and the international standard...”*

### **Marketability and Employability**

Both practitioners and managers reported that **DFI improved the practitioners’ employability or made them more marketable**. Participants described employability attributes in terms of practitioners **showing improved performance in their current position, higher performance over and above their coworkers, and being more desirable for employment by other companies**.

**Several practitioners spoke about DFI enhancing their presence and profile on LinkedIn**. Kayode Kalejaiye (Ilax Group PLC, Nigeria) noted that from his increased activity on LinkedIn by participating in discussions, making posts and sharing what he’s learned, he’s been approached to consult on substantial projects, and he attributes this increased interest to his involvement in DFI: *“...I mean this hasn’t happened in over 16 years career, I mean I have not been so sleek with opportunities so to say...on LinkedIn to have a discussion, to have a chat...there’s an offshore bank...I’ve been having discussions with, they are trying to get me on as a consultant because of...discussions, chats, posts that I have made on LinkedIn...things that we’ve, that I’ve learned you....I’ve never had opportunities come my way like this. I refuse to believe it’s a coincidence...”* Azuka Silas (Polaris Bank, Nigeria) reflected similarly and noted that he was approached for his new job via LinkedIn; he believes the presence of DFI on his profile gave him an edge. Even though he is not currently looking for work, he notes that he is often approached with job offers by competitors: *“I get offers every now and then. I’ll get an offer from a competitor...When I upload my certificate [on LinkedIn], I get thousands of congratulations and like 5-10 jobs. I get from these competitors saying, “come work with me”, but I cannot move. Because I’m still growing. If I’m looking for a job, I could just go to my LinkedIn and just call this guy because he said he wants to give me a job.”*

**Several practitioners believed that their exposure to DFI and the knowledge gained helped them in their job interviews.** Ophelia Ama Oni (Digital Disruptions, Ghana) noted that despite not having direct experience, the knowledge she gained helped her in a job interview for a job she subsequently secured: *“...it helped me speak, it gave me the tools that I needed and the knowledge that I needed to be able to expand on where I was coming from...in my work I haven’t done directly...Human Centred Design and/or product design in the way that was expected, but I was able to speak about it during the interview....I think a lot of the knowledge that I gained which helped me in the interview was from the product management class that I took, it was very helpful.”* Kayode Kalejaiye (Ilax Group PLC, Nigeria) expressed something similar, noting that the knowledge he gained through DFI enriched his conversations with interviewers: *“I discovered that my discussions and my chats with interviewers became more richer and more broader...I had a chat with the vice president of the company, or the executive director as the case may...we were just having an informal chat...they had a super-agent network that wasn’t scaling so I discussed one or two ideas that I had, that I learned from the CIDM course with him and he felt that they were very good ideas.”*

**Several individuals in a managerial position also noted that DFI influences the employability of a new recruit or the promotion potential of a current employee.** Kwanele Ngwenya (National Switch, Malawi), who is on the board that oversees Malawi National Switch’s CEO and DFI alum Gertrude Kadumbo (National Switch Malawi), noted that the board encourages Gertrude to recruit individuals who have done/are doing a DFI course (or a course of that caliber): *“In fact, you see we are encouraged to make sure that as she recruits, it’s either that she gets those people enrolled in DFI or indeed they’ve done some course to that a certain extent. Going forward, definitely that’s to be the standard in terms of our recruitment going forward...So we have been encouraging to train others and maybe she can get others on such courses so that we can have more of her in the country.”* Patrick Mayoh (Eco Bank, Cameroon), who was previously the manager for Carlos Wafo (FSS Technologies, Cameroon) who has subsequently moved to another job and company, noted that DFI would definitely be an influencing factor in the hiring process because it is an indication of dedication and competence: *“I will definitely be looking at other things you’ve done besides that degree and your work experience...for someone to actually have a DFI certification...it shows the person is committed to learning new things, committed to improving in his field of activity. So, for me, that’s a big plus, it definitely shows a person has certain expertise...”*. Patrick also believes that DFI was instrumental in Carlos securing his new job because DFI helped him to become a DFS expert: *“I think he definitely got better at his job...DFI I’m sure was definitely instrumental...he actually got this job with FSS...which was actually quite competitive with the qualities they were looking for and then he was able to get the job...he has really become a Digital Finance Expert.”* Further, Joyce Nambasa (BRAC Bank, Uganda) also noted that she would recommend for promotion an individual with a DFI course who has shown high performance.

Alumni’s improved marketability is made directly evident by the numerous job changes and promotions that have occurred since alumni have taken DFI courses, as discussed in further detail below.

## Work Changes

CIDM alumni were asked in follow-up surveys whether they had experienced any work changes since having joined a DFI course, from increased job satisfaction, to promotions, to starting new jobs at new companies.

**At 6-months post-CIDM, over a third of alumni reported that their work situation had changed since having completed CIDM (39%; n=60).** Of those who reported a work change, the largest proportion reported that their work had changed in other ways than that listed in the survey (32%; n=19). The remainder reported that the job change involved a different employer (18%; n=11), a different job (17%; n=10), being a consultant able to secure more/different projects (17%; n=10), working in a different sector (8%; n=5) or starting their own business (8%; n=5). Relative to their work circumstances before CIDM<sup>26</sup>, **most participants who cited that their work situation had changed, indicated that they experienced an increase in job satisfaction (n=32).** Several also indicated that they received a promotion in job scope and seniority (n=19), and that they experienced an increase in total remuneration since having completed the course (n=11). Several alumni noted that they experienced other changes in their work situation not provided in the survey options (n=16) but these were not elaborated on. Further, when asked about the benefits afforded by CoPs, practitioners were asked the extent to which they agreed that their career developed. **Just over half of practitioners agreed and strongly agreed (55%; n=44) that through the CoP their career had developed either in terms of promotion or scope.** On the other hand, when asked about the extent to which they agreed that their remuneration had increased, only 20% (n=16) agreed or strongly agreed, indicating that while scope of work may have increased, this was not necessarily associated with a salary increase. 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.

**At 18-months post-CIDM, slightly more responding alumni than at 6-month follow-up reported that their work situation had changed in the 18 months since having completed CIDM (43%; n=23).** Of those who reported a work change<sup>27</sup>, the **most reported that they had a different job (n=17).** Several also reported that they had a different employer (n=7), and/or that they are a consultant and they have been able to secure more/different projects as a result of CIDM (n=7). Few noted that they are working in a different sector (n=3) or that they are still looking for work in the DFS sector (n=3). Even fewer reported that they have started their own business subsequent to completing the course (n=2) or have joined the labour force after completing their studies (n=2). Similar to the 6-month mark, relative to their work circumstances before CIDM<sup>28</sup> **most participants who cited that their work situation had changed, indicated that they experienced an increase in job satisfaction (n=15).** Several also indicated that they received a promotion in job scope and seniority (n=14), and that they experienced an increase in total remuneration since having completed the course (n=10). Only one alum noted that he/she experienced other changes in their work situation not provided in the survey options (n=1). Moreover, when asked about the benefits afforded by CoPs, practitioners were asked

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<sup>26</sup> 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.

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

the extent to which they agreed that their career developed. As with the 6-month post-survey, **just over half of practitioners agreed and strongly agreed (55%; n=17) that through the CoP their career had developed either in terms of promotion or scope.** On the other hand, again, when asked about the extent to which they agreed that their remuneration had increased, only 32% (n=10) agreed or strongly agreed. The limited improvement since 6-month post-course in this regard may be explained by the smaller sample from which data was drawn or may be that further time beyond 18-months may still be required for job and remuneration changes to be observed.

Unlike the survey findings, many practitioners interviewed in 2020 reported that they had experienced work changes, and several managers and CoP facilitators also reported to have observed work changes among their employees and students. Work changes were more frequently reported for this reporting period than had been the case in 2018 and 2019. **Of the 18 DFI practitioners/alumni interviewed, 16 reported experiencing a job change (approximately 89%).** The two individuals who did not report a work change are both CEOs, as such they are already in substantially senior positions. Additionally, managers and CoP facilitators reported observing job changes of several others not involved in interviews. See Table 5 for a summary of the work changes reported by the practitioners.

*Table 5. Work Changes Reported by Practitioners*

<b>PRACTITIONER</b>	<b>PREVIOUS POSITION</b>	<b>NEW POSITION</b>
Munir Bello (UK)	Head: Audit & Risk Management at Teasy Mobile Money	Senior Regulatory Specialist and Mobile Money Certification Lead at GSMA
Gertrude Kadumbo (Malawi)	Project Manager at Malawi National Switch	CEO at Malawi National Switch
Joseph Michelo (Zambia)	Merchants Sales Officer at Zanaco; Senior Officer: Business Expansion of Agents in Banking at Zanaco; Branch Sales Manager at Zanaco; Regional Specialist: Wages & Banking at Zanaco	Manager: Agents & Merchants at Atlas Mara
Gabriel Kamuge (Uganda)	Assistant Manager: Product Development at Tropical Bank; Assistant Manager: Strategy & Innovation at Tropical Bank	Project Manager: Product Development & Innovation at DGRV
Joyce Nambasa (Uganda)	Team Leader: Digital Banking at Equity Bank	DFS Manager at BRAC Bank
Faith Kobusingye (Rwanda)	Senior Manager for DFS Operations at I&M Bank	Country Manager: Rwanda at Network International
Veronica Sentongo (Kenya)	Head of Digital Banking at Standard Bank Uganda	Head of Digital Innovation at ICEA Lion Group Kenya
Douglas Zulu (Zambia)	Business Development Manager at Investrust Bank; Acting Head: Agency Banking at Investrust Bank; Head: Digital Banking at Capricorn Holdings	Examiner: Financial Analysis & Oversight at Zambia Central Bank
Azuka Silas (Nigeria)	Fintech at Fidelity Bank	Team Lead: Agency Banking Business Development at Polaris Bank

Charles Bassey (Nigeria)	Head of Security Research & Development at Nigeria Central Bank	Team Lead: Occupational Safety <sup>29</sup> at Nigeria Central Bank
Farouq Kakuru (Uganda)	Officer: Mobile & Internet Banking at Standard Bank Uganda	Relationship Manager: Electronic Channels at Bank of Africa Uganda
Carlos Wafo (Cameroon)	Product Manager & Sales at United Bank for Africa	Business Development Manager and Sales (West & Central Africa) at FSS Technologies
Kayode Kalejaiye (Nigeria)	Head of Digital Inclusion: Other Financial Institutions at the National Switch	Digital Transformation Director Ilax Group
Ophelia Ama Oni (Ghana)	Strategy and Business Development for Inclusive Banking at Fidelity Bank	Financial Inclusion Expert at Digital Disruptions
Mustapha Otaru (Nigeria)	Regional Implementation Manager at MTN Nigeria	Channel Development Manager at MTN Nigeria
Juliet Mburu (Kenya)	Programme Manager: Payments at FSD Kenya	Senior Digital Payment Specialist at FSD Kenya

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<sup>29</sup> Given his degree in Organisational Psychology, Charles Bassey (Central Bank, Nigeria) recently moved into a less DFS-focused role in Occupational Safety. However he is still a member of the bank's strategic committee where he reviews and makes inputs on policies or programmes around digital finance. While he is filling a need the bank has in occupational safety right now, he plans to return to a DFS role in the near future.

In addition to the above changes reported by the DFI practitioners themselves, **several DFI alumni who are/were also managers or CoP facilitators also noted some job changes observed among their former subordinates and CoP attendees, including promotions and company shifts.** Managers who reported work changes among their subordinates included Joyce Nambasa (BRAC Bank, Uganda) who was previously a manager at Equity Bank as well as Faith Kobusingye (Network International, Rwanda) who was previously at I&M Bank: *“There have been a couple people that I have seen...a cross pollination from being an engineer with...MTN Erickson, and has moved into a regulatory authority for DFS specific implementations around regulation. Another example I've seen, someone [who] has come from the fintech space and moved as a CEO into the commercial bank, another person I've seen has moved as a technical resource has been moved into middle management. So...there's definitely been movements, promotions...they may be in the same role, but they've been given more responsibilities. I have seen cases of that in MTN Rwanda or moving entirely out of where they are, myself included.”* Joao Gasper (PayTek, Mozambique) who is a DFI alum and CoP co-facilitator also reported that one of his students started his own business since completing CIDM, developing a payment service.

**Notably, many of the practitioners, managers and CoP facilitators asserted that DFI courses played some kind of role in the work changes, from improving their knowledge, enhancing their confidence, and exposing them to a broader network and networking platforms.** Gertrude Kadumbo (National Switch, Malawi) was promoted from Project Manager to CEO of the National Switch. She believes the confidence DFI gave her played a role: *“It's because the courses that I have taken, they give me confidence, I can talk...[it's] an added value, not only to the organisation, but the whole industry. So, because of that, I think I've gained that recognition and the shareholders as well as the board with confidence that they appointed me to the role of CEO”.* DFI's role in the promotion was echoed by Kwanele Ngwenya (National Switch, Malawi), who is on the board that oversees Gertrude: *“After DFI she's now a resource and a very good partner for all these other countries, as far as the national digital payment system is concerned, because of the DFI courses.”* Similarly, Veronica (ICEA Lion Group, Kenya) who was previously the manager of Farouq Kakuru (Bank of Africa, Uganda) believed DFI to have played a role in Farouq's confidence and ambition to secure a new job: *“...it's only when he did the course that he started saying you know, “right now I'm an officer and I feel like my potential can lead me to greater things and through this course I think I will actually be able to attain those”. So, when he heard of the opportunity at Bank of Africa then he applied and...he's now Manager. So, it's done pretty well for him...He's done really well with the course.”*

Veronica Sentongo (ICEA Lion Group, Kenya) noted that she had little previous experience in insurance, however she believes being exposed to insurance in CIDM and the ability to speak about it in her interview, helped her secure her new position: *“...I had only worked mainly with banks and microfinance...in CIDM there was a piece on insurance...so, the company I work at has insurance, investments, pensions and trusts and so basically with that background, it was a very short module in the CIDM, I was able to speak about...and the enhancements that I would be bringing to the role so, it actually got me my job...”*

**People met through DFI also helped lead practitioners to new opportunities.** Kayode Kalejaiye (Ilax Group, Nigeria), who only joined DFI recently and already moved jobs in a short period of time, asserts that a casual conversation he had with a fellow DFI student, where he shared his DFI learnings, helped him get in the door and secure his new job: *“For me, all this was just as a result of...the CoP community,*

*all this was as a result of an informal discussion on what I was learning, what I was learning at the CIDM course with the Executive Director of the company I'm in right now...I wasn't even aware until I came in that it was my discussion that made him have a discussion with the Managing Director and they had to justify my recruitment. They went as far as to justify my recruitment that they would, they would need me because of my skills, my experience and the chat that we had...[DFI has] enriched my knowledge, my expertise, and even my conversations as well."* Carlos Wafo (FSS Technologies, Cameroon) moved from banking to the fintech industry, and both he and his former manager Patrick Mayoh (Eco Bank, Cameroon) believe DFI played a role in this move: *"Absolutely, absolutely...I think DFI gave him the kind of networking opportunities, exposure and expertise he couldn't have gotten from just doing his job at UBA so I think DFI was like a strong badge he was able to add to his resume and with LinkedIn. And that definitely contributed to him getting the job with FSS."* Joseph Michelo (Atlas Mara, Zambia) further believes that in addition to having DFI courses on his CV, Zambia's association, ADFP, gave him the platform to meet his current employer: *"I'm also an active member of...the Association of Digital Finance Practitioners in Zambia...I think you invited Atlas Mara and I met other banks through our launch... I never even applied for the job. They just called me to say we have this programme, please come and join us."*

Since first enrolling in DFI in 2015, Douglas Zulu (Central Bank, Zambia) has had a job promotion and two job moves. He attributed his promotion at Investrust Bank to DFI: *"...because the executive was able to tell I was speaking differently, I understood issues more in-depth. And when they saw the qualification, they were very excited and that's when I got that move."* He then moved to another commercial bank, and thereafter to the Central Bank; for both moves he believes knowledge gained through DFI played a role, with the move to the Central Bank also in-part aided by his increased network through DFI: *"...the Assistant Director of Payment Systems, Mariam, she noticed that I was very passionate about regulations and agency banking. So, when she saw the role she said, "We would rather have someone like you who understands in the Central Bank and possibly in bank supervision, so that you could sort of have an influence in the way that banks are supervised..." So I was able to see that there was an opportunity out of that increase in network at an individual level. Without which I probably wouldn't have been noticed that I was suited for the task because I didn't understand the ins and outs of the Central Bank...it was easier for me to connect with government and even move on to government as a result of them knowing I had done a DFI course. And they were aware that there were not so many providers of training for digital services and... and they felt it was of great value to have someone who has been through formal training the way that DFI offers it."*

### **Other Capacity Developments and Benefits**

In addition to knowledge, skills, networking, marketability and work changes, some practitioners cited additional benefits they gained from participating in DFI.

In the 6- and 18-month post-CIDM surveys, one of the CoP benefits practitioners were asked about was the extent to which they agreed that they felt more inspired and motivated. As indicated in Figure 7 below, at both 6- and 18-month post-CIDM, **the largest proportion of respondents either agreed (50% [n=40] at 6-months and 32% [n=10] at 18-months) or strongly agreed (46% [n=37] at 6-months and 52% [n=16] at 18-months) that they felt more inspired or motivated as a result of attending a CoP.**



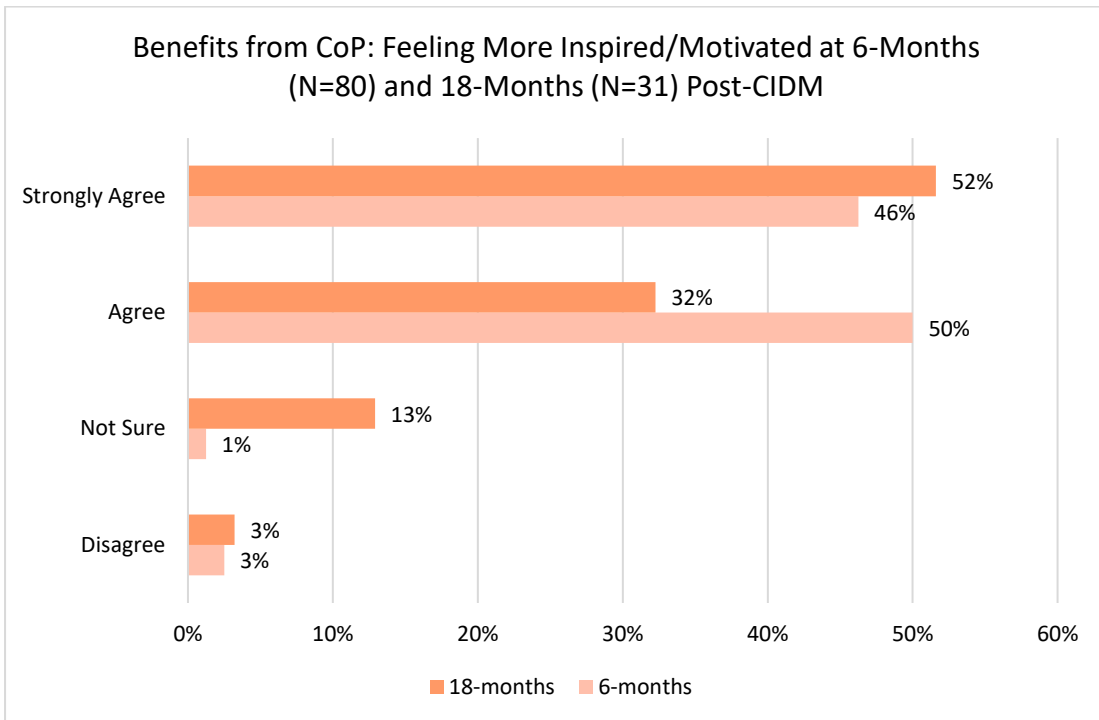


Figure 7. Extent to Which Practitioners Agreed that They Felt More Motivated/Inspired Through CoPs at 6- and 18-Months Post-CIDM

Another benefit practitioners were asked about was the extent to which they agreed that they felt part of and recognised within a professional network. As indicated in Figure 8 below, at both 6- and 18-month post-CIDM, **the largest proportion of respondents either agreed (44% [n=35] at 6-months and 48% [n=15] at 18-months) or strongly agreed (38% [n=30] at 6-months and 42% [n=13] at 18-months) that they felt part of and recognised within a professional network as a result of attending a CoP.**

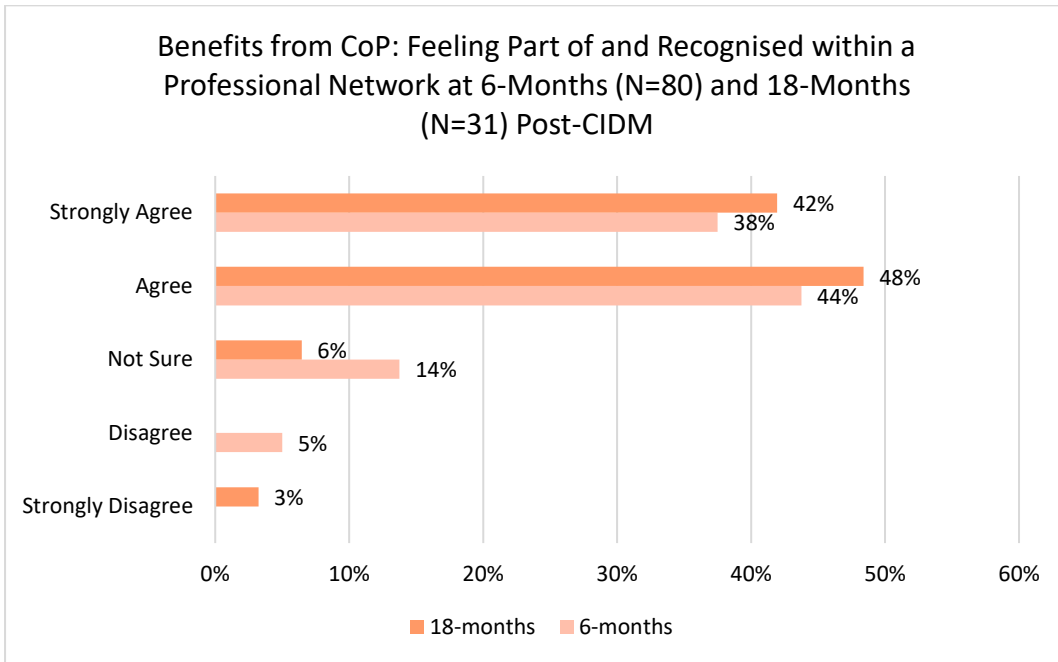


Figure 8. The Extent to Which Practitioners Agreed that They Felt Part of and Recognised within a Professional Network Through CoPs at 6- and 18-Months Post-CIDM

A further CoP benefit practitioners were asked about was the extent to which they agreed that they felt more confident and effective in their role. As indicated in Figure 9 below, at both 6- and 18-month post-CIDM, the largest proportion of respondents either agreed (39% [ $n=31$ ] at 6-months and 35% [ $n=11$ ] at 18-months) or strongly agreed (44% [ $n=35$ ] at 6-months and 48% [ $n=15$ ] at 18-months) that they felt more confident and effective in their role as a result of attending a CoP.

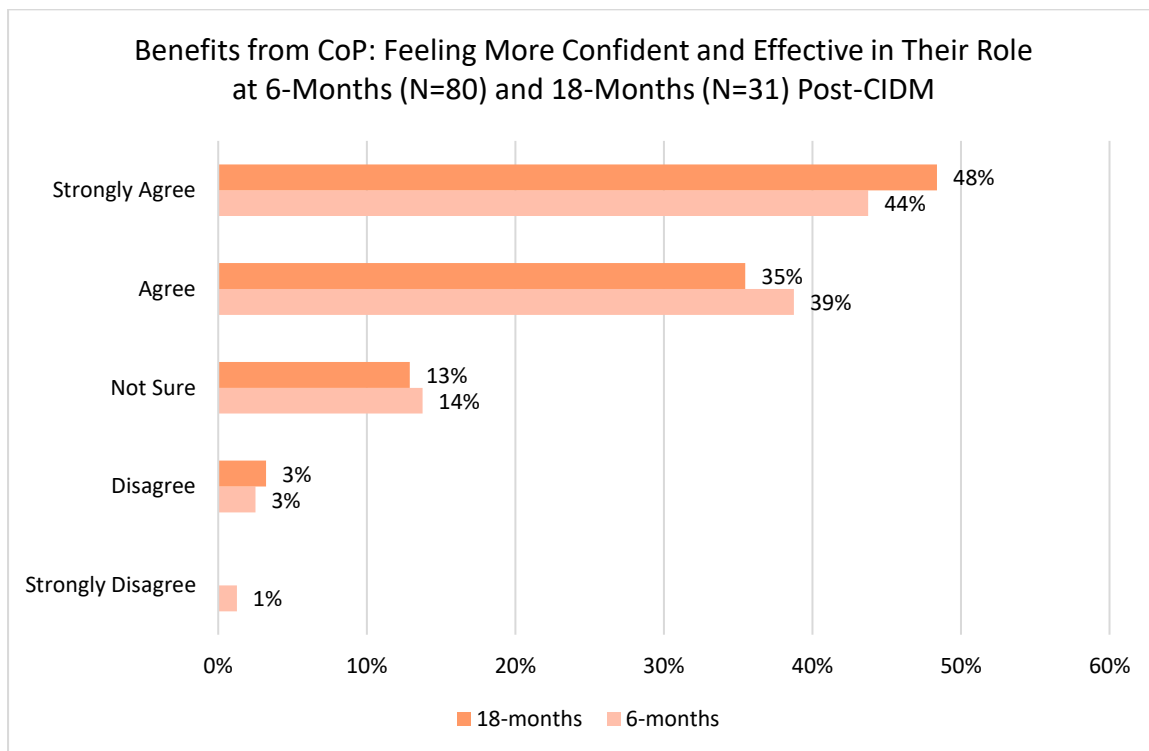


Figure 9. Extent to Which Practitioners Agreed that They Felt More Confident and Effective in their Role Through CoPs at 6- and 18-Months Post-CIDM

Congruent with the above survey finding, in their interviews practitioners spoke about the **confidence** that the courses fostered; in terms of being knowledgeable enough to speak on a topic or contribute meaningfully to a conversation in the sector. Munir Bello (GSMA, UK) stated that: “...[DFI] have made me confident to speak more about these areas...I've been able to kind of speak more confidently and also know more about the industry.” Douglas Zulu (Central Bank, Zambia) shared: “...DFI helped me have confidence in terms of being part of any discussion that is related to any form of payment systems. Even ones I am not familiar with...So, based on that, the value that I've gotten so much out of is, I can engage in a discussion confidently, knowing that I will understand what's on the table and I will contribute positively.” Further, Mustapha Otaru (MTN, Nigeria) expressed: “I think it's given me more confidence to participate in discussions around what needs to be done, what is the state of the industry, what are the best practices to reference. And even on the regulatory part, you know, what we think our regulator should do...”

Two other practitioners noted that the DFI courses provide a **space to explore innovation and innovative thinking**. Gertrude Kadumbo (National Switch, Malawi) believes that the courses encourage more intensive thinking on topics, and consequently innovative thinking: “...it has been the innovation side of it...it helps you to think deeper on things. I came from a point where everyone was telling me this can't be done...this is impossible...I'm more focused on what kind of innovations...can we bring him into the country, that is because of the courses that I have taken. It just helps you to be a person that can innovate in the DFS space.” Jose Samo Gudo (Tablu Tech, Mozambique) noted that the learnings from other countries encouraged him to think about how their practices can be adapted in his own country: “...it can be an innovation hub. We are focusing on innovation...we tend to look at places where we can actually find...pieces of knowledge to help us enable that innovation and the fact that we are around the DFI, it means that you can leverage off experiences for many countries. It

*doesn't mean that you will be able to copy and paste, but at least it opens your brain to more possibilities, to more business models...or more processes, that you can actually come and implement."*

Another two practitioners noted that DFI created a **space for problem solving**. As stated by Gertrude Kadumbo (National Switch, Malawi): *"In terms of problem solving as well...you were working on something and you talked about this...you go back and do refer to that material and all that and you come back and you're able to solve problems."* Munir Bello (GSMA, UK) noted that he can share challenges he is experiencing or issues he's observed in the industry, and get valuable feedback from another perspective: *"...I was able to get different aspects of how the participants think about the industry and how to solve issues. So when I was coming from my organisation and sharing this is the challenge that we have and this is how we are tackling it, or this is where I think the industry is making mistakes and this is how I think that they could be corrected. I do also get different perspectives from the other participants who are in the same industry, but in different organizations "oh, this is how we solve this issue that you are facing" or "oh I think this is how the industry should go", probably some things that I haven't thought of. So that meeting of minds...and sharing of ideas, solutions."* Similarly, in his country Douglas Zulu (Central Bank, Zambia) also highlighted that practitioners experiencing challenges in their organisations have typically felt reluctant to share problems in the fear that they are disclosing too much information about their organisation. However, Douglas asserts that through the association, the names of organisations are stripped away, ensuring rich problem-solving and brainstorming in a confidential manner: *"...So we actually...strip away the names from our discussions...Just say where there's a challenge ABCD, you discuss the challenge and it ends there. So I guess, because a lot of people are just warming up to discuss challenges that are not attached to names, they find that very valuable. They feel free to learn more, to probe, and free to give more information, because no one is going to relate it to the institution they're coming from."*

## SUMMARY

### ENHANCED DFS CAPACITY (AS REPORTED BY PRACTITIONERS)

From 2018-2020, there is no doubt that all practitioners experienced improved DFS capacity in terms of knowledge, skills and networking as a result of attending DFI courses. This increased capacity has manifested in various ways. Similar themes of capacity development have emerged over all three years. In 2020, practitioners expressed that their knowledge and skills have improved in providing fundamental knowledge for working in the DFS sector and an overview of the DFS landscape, locally and internationally. This has helped practitioners to identify best practices for application in their home countries, as well as identify gaps and needs in their industry or country that need addressing. Several practitioners talked about the courses helping them in terms of product design, development and management, and the importance of customer centricity. Some also noted their improved DFS-related language and vocabulary. Again, participants reported being able to actively apply their learnings in their jobs, from developing or improving products, contributing to projects/initiatives, or inputting on strategies, policies, and regulations. Further, many interviewees reported that DFI improved the practitioners' marketability in terms of improved performance in their current position, greater performance than their coworkers, and being more desirable for employment by other companies. Practitioners' improved marketability was made directly evident by the numerous work changes reported: 16 out of 18 practitioners interviewed

(approximately 88%) reported experiencing a job change. While most reported moving to different companies/organisations, a few reported promotions within their current company. Many of the interviewees asserted that DFI courses played some kind of role in the work changes. Further, many alumni who responded to the 6- and 18-months post-CIDM survey reported experiencing improved job satisfaction. Participants also reported additional benefits gained from DFI that have enhanced their capacity, including improved confidence, and having access to a space for innovation and problem-solving.

### 3.6. DFS Service Providers Reporting Increased DFS Capacity as a Result of DFI Training in SSA

#### Indicator 3.3.4.

% DFS service providers reporting increased DFS capacity as a result of DFI training in SSA.

While the above indicator spoke to practitioners' improved DFS capacity from their own personal perspective, this indicator speaks to practitioners' improved DFS capacity from the objective perspective of their managers and CoP facilitators.

For this report, six individuals were interviewed in a manager capacity, and five individuals were interviewed in a CoP facilitator/co-facilitator approach. **Every manager and CoP facilitators reported some kind of capacity development about their subordinates or their CoP students.** Consistent with practitioners' own views described for the indicator above, managers and CoP facilitators reported improvements in terms of knowledge, skills, and networking, and provided examples of projects and products these practitioners have been involved in since taking DFI courses, as well as significant achievements.

**Managers and CoP facilitators talked about practitioners' improved knowledge and skills that emerged as a result of attending DFI courses.** Gertude Kadumbo (National Switch, Malawi) was promoted from a project manager position to the CEO of Malawi's National Switch since taking a DFI course. Kwanele Ngwenya (National Switch, Malawi), who is the chairman of the board of the National Switch recognised the role DFI played in capacitating Gertrude to grow into her new role, specifically in enhancing financial inclusion and digital expertise: *"...when we had Gertrude come into National Switch, she was merely a project manager. More an IT background person, not so much about financial inclusion, but more a technical person. But ever since she started taking this [DFI] programme, we saw her growing...I'm the one who confirmed her as a CEO...because of her understanding of what we wanted to achieve from the mandate point of view and the work that she has done. In fact, she's a guru in terms of financial inclusion and...digitalization of financial marketing in Malawi. She spoke even before the Minister of Finance and he was shocked to say that "I didn't think that in Malawi we have people that are so knowledgeable about digital financial markets like this lady". So [he] was very impressed, so no doubt that the contribution that DFI has made...It has benefited a lot of people, including myself and the Malawians at large."* Kwanele also noted her **soft skill development** as a result of DFI: *"...it has increased her network, it has increased her knowledge, it has increased her project management skills, it has increased her leadership and collaboration skills. And I have seen great growth from even the way she's presenting...facts in her presentation which are very, very well*

*researched. So it has improved her research capabilities as well.” Overall, he also proudly expressed: “I think we wouldn’t have achieved even half or maybe 70% of things that we have achieved so far if we didn’t have the assistance of DFI.”*

Veronica Sentongo (ICEA Lion Group, Kenya) who was previously a manager of Farouq Kakuru (Bank of Africa, Uganda) expressed that because of DFI, Farouq has gone from being a learner to a teacher; he has become someone who shares insights and educates his team members. She believes if he continues in this vein she expects him to become a thought leader for DFS in East Africa: *“...he is now no longer a receiver of information, but he actually also shares insights and educates...when he joined my team...he was trying to learn as much as he possibly could in order to enhance his position in the team. And therefore, he was more a recipient of information. But now there are actually things that he posts on the group and even privately to me, he actually tells me about job opportunities or initiatives that are happening within Uganda or within West Africa. That showed me that he had that transition from a recipient to a provider of information and I think that if that is cultivated even further, he could become a thought leader in this space within the East African context.”*

**DFI playing a role in employees’ confidence levels** was also noted. Patrick Mayoh (Eco Bank, Cameroon) who was previously a manager of Carlos Wafo (FSS Technologies, Cameroon) while he was still working at UBA Cameroon, believes that in addition to useful knowledge, DFI fostered Carlos’s confidence, making him more self-assured in his expertise.: *“...thanks to DFI, Carlos became more confident, knowledgeable, conversant and I think like basically an expert when it came to digital finance...He was able to get this, this great career move to FSS where he’s now regional manager, I think in charge of four or five countries. I think the job title means that there are a lot of financial inclusion activities, digital finance activities...his expertise, his confidence when it comes to digital finance was attributable to DFI. So, I think it made a great contribution...”*

Some managers talked about DFI enhancing their employees’ capacities which later led to **major achievements**. Patrick Mayoh (Eco Bank, Cameroon) who was previously a manager of Carlos Wafo (FSS Technologies, Cameroon) while he was still working at UBA Cameroon, noted that Carlos was significantly involved in the Bank’s work in electronic and digital payments, which was formally recognised and awarded: *“...I think in 2015 UBA Cameroon won the visa prepaid awards, which looks at prepaid card innovation in Africa...and I think in 2016 UBA Cameroon won bank of the year...from the Bank of Financial Time, and I think the key reason was also our work we did with regards to electronic and digital payments. And Carlos was definitely very instrumental with regards to that.”* He also noted that Carlos was instrumental in negotiating and securing deals, one of which is the biggest pre-paid deals the Bank has secured to date: *“...the National Electricity Provider in Cameroon actually wanted to pay some of their employees electronically, and Carlos was very instrumental in negotiating that deal and crafting the value proposition...I think the customer ended up buying up on this proposal and I think to date that is one of the massive deals we’ve had with regards to pre-paid cards and Carlos was part of the team and actually was instrumental in leading the negotiations and landing the deal.”*

Faith Kobusingye (Network International, Rwanda) was in a unique position of being the manager and CoP facilitator of a student working at I&M Bank, where Faith previously worked. Although the student had no previous DFS experience, since starting the CDFP journey she has gone on to start a DFS risk and compliance unit at the Bank: *“...someone that was new to cards and after she had gone through*

*a recommended course...She came back to me and said, I want to apply for CDFP...she was very committed and with what I've seen before I left the bank...she was able to start a DFS risk and compliance unit...to streamline it. And she got the approval to set it up and begin looking at the compliance aspects and the risk aspects in specifically for DFS operations for the Bank...watching that as an external person that was aware of where she was going, it can only be attributed to the DFI material, to the DFI courses.....she was not in DFS at all, she was doing something in credit and then I got her into the DFI courses..."*

Some managers also expressed that through the DFI courses **employees have become more informed about what is happening in the DFS sector**. Speaking about Gertrude Kadumbo (National Switch, Malawi), board member Kwanele Ngwenya (National Switch, Malawi) exemplified Gertrude being more informed by the fact that she has been asked to speak on financial inclusion on several platforms in several markets: *"She is very much more informed...she's been invited to a number of platforms to speak on the financial or digital financial inclusion agenda in different markets. I know in Zambia and Singapore, Kenya and other countries have used her to sit in the forums to talk about this digitalization and the financial inclusion using digital platforms. And some on cybercrime, cyber security as to how best we can secure the digital platform in pursuit of the financial inclusion agenda. So she has done quite well in that area, so it is a result of this investment that has gone into her."*

Several **CoP facilitators also believed that DFI increased the DFS capacity of students who were part of the cohorts they facilitated**. Joao Gaspar (Paytek, Mozambique) who is a CoP facilitator in Mozambique reported that he's seen improved capacity among some of his CoP students, and believes that they are performing better in their jobs: *"...I know two or three people that, during this learning process, I see and I feel that they are more able to do that job in their company."* Joyce Nambasa (BRAC Bank, Uganda) who is a CoP facilitator in Uganda, noted the capacity development of an alum who went on to be on the association's committee and was subsequently reporting to her: *"...he is called Ronald and right now he is also part of the DFA committee and he was directly reporting to me, so we are on the same committee...and I think for me it's something that I can look at achievable, it has helped him to grow especially in the areas of regulation, he has lot of interest in that area."*

**Both managers and CoP facilitators also noted that practitioners' networking had increased or their networks had expanded since having participated in a DFI course**. Patrick Mayoh (Eco Bank, Cameroon) who was the manager of Carlos Wafo (FSS Technologies, Cameroon) while he was still working at UBA, believes that DFI improved his networking abilities. Veronica Sentongo (ICEA Lion Group, Kenya) also observed that her former subordinate Farouq Kakuru's (Bank of Africa, Uganda) network expanded through DFI: *"I did see his communication, he provides and receives a lot of insights on the group and is involved in quite a few activities that they advertise there, so for sure his network has expanded through this engagement."* Ophelia Ama Oni (Digital Disruptions, Ghana) who is a CoP facilitator also noticed that her students valued meeting and networking with people from other sectors though the CoP. Another CoP facilitator, Douglas Zulu (Central Bank, Zambia) also noted the networking among his CoP group, exemplifying this by referencing a collaboration between a commercial bank employee and entrepreneur, where they worked together on a new product: *"The individual who works for the commercial bank was in that CoP and that entrepreneur was in that CoP and after discussions they discovered they could take the discussion offline on possible*

*collaboration...There's actually a bank to wallet transfer where you transfer from your bank account to your mobile money account and vice versa."*

**SUMMARY**  
**ENHANCED DFS CAPACITY (AS REPORTED BY MANAGERS & COP FACILITATORS)**

From the perspective of managers and CoP facilitators, practitioners have indeed demonstrated improved DFS capacity in terms of knowledge, skills, and networking as a result of attending DFI courses, and this has been consistently reported since 2018. All managers and CoP facilitators interviewed in 2020 reported some kind of capacity development about their subordinates or their CoP students and was consistent with practitioners' own views described for the indicator above. Managers and CoP facilitators talked about practitioners' improved DFS-specific knowledge and skills such knowledge on digitisation or financial inclusion, as well as non-DFS specific, yet valuable, skills such as project management, leadership, and presentation skills, and increased confidence. There was also discussion of specific achievement practitioners have made, including securing major deals for their employer or setting up DFS-focused units in their organisation. Some managers also expressed that through the DFI courses employees have become more informed about what is happening in the DFS sector. Both managers and CoP facilitators also noted that practitioners' networking had increased, or their networks had expanded since having participated in a DFI course.

## 4. Conclusion and Recommendations

Over the past three years, the findings of the MMR assessments have consistently and confidently indicated that DFI has made a substantial contribution to the professional lives of practitioners who have taken courses. In turn, practitioners have contributed to major developments within their organisations, industries, and on the DFS landscape in SSA. Both practitioners and their managers and CoP facilitators asserted that their knowledge and skills have grown considerably, and that their professional networks have increased. They have also experienced other significant benefits including increased confidence, improved their marketability, and for some, this has translated into a promotion or job change. Through their own personal improved DFS capacity, practitioners also reported that they have contributed to or positively influenced their institutions' capacity for DFS regulation. Further, many have been able to actively apply this capacity and contribute to the development or improvement of regulations and policies in their countries, as well as relevant products, projects, and initiatives. They also reported increased participation in cross-sector and cross-market collaborations in various ways. Notably, several associations have been formed which have started working towards and have further potential to transform the DFS landscape in the countries in which they are located.

Consolidating the findings and suggestions over the past three years, the following gaps are identified, and recommendations are made:

1. The course content, those delivering them, and the method of delivery have consistently been reported as being of high quality, as made clear by practitioners' satisfaction and high praise of DFI. Most practitioners felt that the DFI courses cover many of the most relevant topics in the sector. However, in reflecting on skills their companies still need, several courses/themes were



mentioned for possible inclusion or greater focus in the DFI courses. Courses suggested by practitioners interviewed in 2020 included:

- a. Product development and sales.
- b. Transformational leadership through a digital finance lens.
- c. Courses for payment solution providers (including how to manage a start-up, grants, and licensing).
- d. Web payments gateways and solutions.
- e. Card solutions (including payments card, prepaid card, Mastercard, Visa card).
- f. Basic introductory course (high-level, brief and easy enough to encourage practitioners to enroll in more advanced courses or in the CDFP).
- g. Business skills for DFS practitioners, including project management, vendor, and partner management, and on data analysis tool (e.g. advanced Excel)
- h. Post-COVID strategies, including financial inclusion in global health
- i. Artificial intelligence in a more detailed manner (such that participants could learn how to create a programme that would use machine learning become a neural network).
- j. Financial inclusion policies and strategies.
- k. Digital marketing targeting DFS experts.
- l. Increased emphasis on practical/hands-on applications across courses.
- m. An option for a fourth track of the CDFP journey, that allows for a generalist track (providing a combined overview of the three tracks) rather than only specialist tracks.
- n. It was recommended that certain courses (e.g. Leading Markets) be updated regularly because it is based on real-world examples.

Other courses recommended in 2018 and 2019 included:

- o. Blockchain.
- p. Cyber security for mobile money (“Although it is covered, it would be good to have it as a single course”).
- q. Need for more on cloud computing.
- r. More on big data is needed, on data analytics in fintechs and how to make use of data to improve or launch new projects.
- s. More on the future of money is needed, not just how it moves but what it is and how the business model for new currencies like Libra work.
- t. A course focusing on agri-tech is needed/digitising agriculture.
- u. More on bank “de-risking” and its impact on the humanitarian sector.
- v. More content is needed around open banking and finance, open API, and digital currencies, including how governments could issue digital currencies.
- w. Agent management.
- x. Digital fraud.
- y. Crypto currencies.
- z. Business development in the DFS sector.
- aa. Greater focus to be given to regulatory sections within the courses.
- bb. Training on customer education and awareness raising of digital products and services.
- cc. Increased practical application, e.g. launching or marketing new or improved products and services.

2. Some practitioners expressed the need for a DFI mobile platform or app, so that they could access course material or conversations at any time, not only when they are at their computer. This would be particularly helpful for practitioners who travel frequently or spend a lot of their time outside their office or on the road.
3. While the ability to network through DFI was highly praised, some practitioners suggested that more networking opportunities would be beneficial. This includes networking events, conferences, cross-country virtual meetings, and discussions (between CoPs and/or associations), and more opportunities to undertake assignments with practitioners based in other cities or countries.
4. Some interviewees felt that the DFI courses are not marketed as widely or effectively as they should be. Based on suggestions made by interviewees, it is recommended that the marketing of the DFI courses is improved to ensure that individuals, companies, and government departments/regulators in SSA are fully aware of DFI and what it has to offer. It has been recommended that DFI provide corporate packages to certain companies or sectors (e.g. Central Banks or significant players in the market), so companies can send large numbers of their employees. DFI should also be cognisant of organisations that may have budget lines for further education and training. Getting regulators, lawmakers, and other public sector workers more involved in this manner could be advantageous, not only in terms of their capacity building, but also terms of the strategic links that could be established with industry role players. The alumni associations could also play an important role in marketing the course in their countries.
5. Relatedly, although there has been a substantial increase in the number of active alumni associations since 2018, not all CoPs/countries have managed to establish these. Key threats that have been raised by practitioners over the years are the existing commitments of practitioners, and the distances they need to cover (often through bad traffic) to attend meetings. COVID-19 has forced the world to rapidly engage online, thus virtual meetings could be encouraged and increasingly become the norm for these meetings. Associations also need to build their identity and their value-adding potential so that even busy individuals may attend and participate regularly (even if they can attend from the comfort of their own home). The facilitators/leads of these bodies also need more training in how to build an effective association, as well as training and support in registering these bodies officially. In order to have a respected voice, it is clear that associations have to register with the appropriate bodies in their countries. DFI should thus investigate ways to support these endeavours.
6. Exchange visits between alumni associations in different countries may be one way of ensuring that these bodies learn from each other and share ideas about how to develop and collaborate.
7. In a similar vein, some CoPs experienced a lack of attendance of in-country meetings, for the same reasons as listed above for the associations. While points are awarded to incentivise attendance, some practitioners noted that this does not guarantee meaningful engagement in discussions. Some further motivators that DFI may consider include additional points allocated by the CoP facilitators based on his/her observations of practitioners' engagement, and increasing the

frequency with which CoP meetings are attended/led by guest speakers who are subject matter experts, or speakers/CoPs from other countries.

8. The findings of the 2018 and 2019 MRM reports very clearly showed that there is a need to maintain the Tufts University certification for the DFI courses. Sentiments around this included credibility and social/professional capital, enhanced career prospects, and being taken more seriously.
9. However, given that there is a strong call for the Tufts University certification to remain, the DFI courses will remain at a relatively high cost, and therefore be prohibitive for new students. Some managers interviewed in 2020 for example noted that they have observed the value of the courses, but the price deterred them from signing up. As such, there is a need to explore some alternative funding/costing models. DFI might consider:
  - a. Self-certifying some strategic modules, while leaving the larger modules and certificates to be certified by Tufts.
  - b. One issue raised was that those working in small DFS companies, or in the less formalised sector, may not have as easy access to DFI courses as those whose large companies are happy to subsidise the cost. DFI might thus consider courses which fintech and mobile money operators might find attractive, at a lesser cost (not certified by Tufts).
  - c. Identifying more local sponsorships to fund practitioners' participation, especially public institutions or institutions that have a budget for employee development.
  - d. Offering discounts to practitioners based on certain achievements, e.g. the fifth course is discounted, discounts are offered to institutions that send more than five employees, or practitioners joining their local association which requires membership fees.

**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.**