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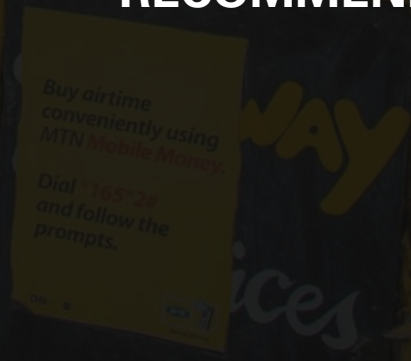
**MOBILE MONEY FOR THE  
POOR PROGRAMME  
MID-TERM EVALUATION  
DECEMBER 2018**





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# EVALUATION AT UNCDF



## UNDP EVALUATION POLICY

UNCDF is formally a party to UNDP's Evaluation Policy, which sets out the guiding principles, norms and key concepts for evaluation in UNDP, UNCDF and UNV.



## UN EVALUATION

UNCDF is an active member of the UN Evaluation Group, which is the custodian of evaluation quality across the UN system.



## UNDP INDEPENDENT EVALUATION OFFICE

In line with provisions in the Evaluation Policy, UNCDF benefits from a strong partnership with the UNDP Independent Evaluation Office, which provides additional coverage of our work and quality assesses our evaluations.

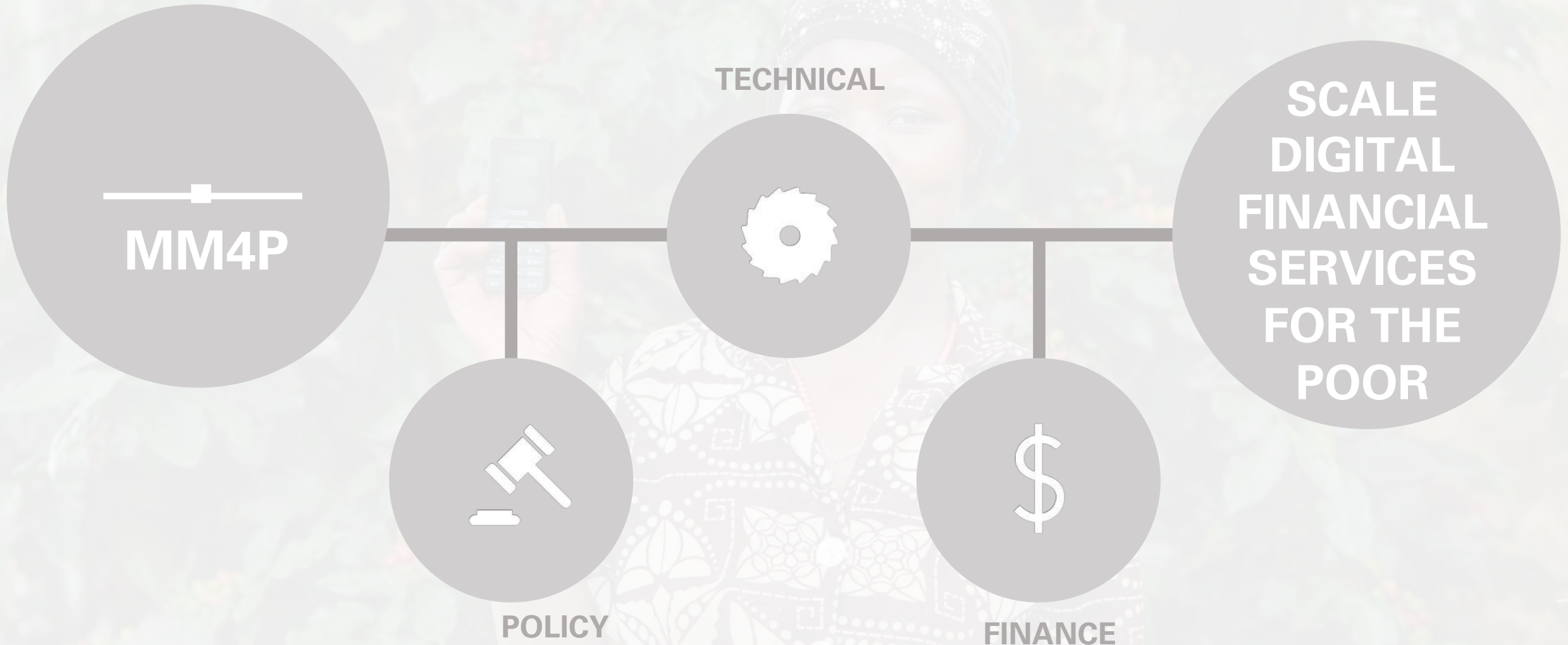


## WITHIN UNCDF

The Evaluation Unit reports directly to UNCDF's Executive Secretary in line with UNEG norms on independence for agencies of UNCDF's size.

# MM4P INTRODUCTION

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# CORE STRATEGY & WORKSTREAMS OF MM4P

MM4P structures its approach into six work streams (the “honeycomb” shown here) that identify key elements of the DFS ecosystem, each roughly corresponding to specific stakeholder groups: providers of DFS (providers and infrastructure); users (retail customers and high-volume users); distribution (agents); and policy & regulation.



At the centre of these elements is what MM4P terms ‘ecosystem development,’ which encompasses the range of interdependent measures (information provision, consensus building, awareness raising, partnership building) that bring stakeholders together to build a sector that can reach the poor. The combination of these elements, as well as alternative drivers of change, are expected to contribute to the shifts in stages of market development.



# EVALUATION METHODOLOGY

# OBJECTIVES OF THE MID-TERM EVALUATION

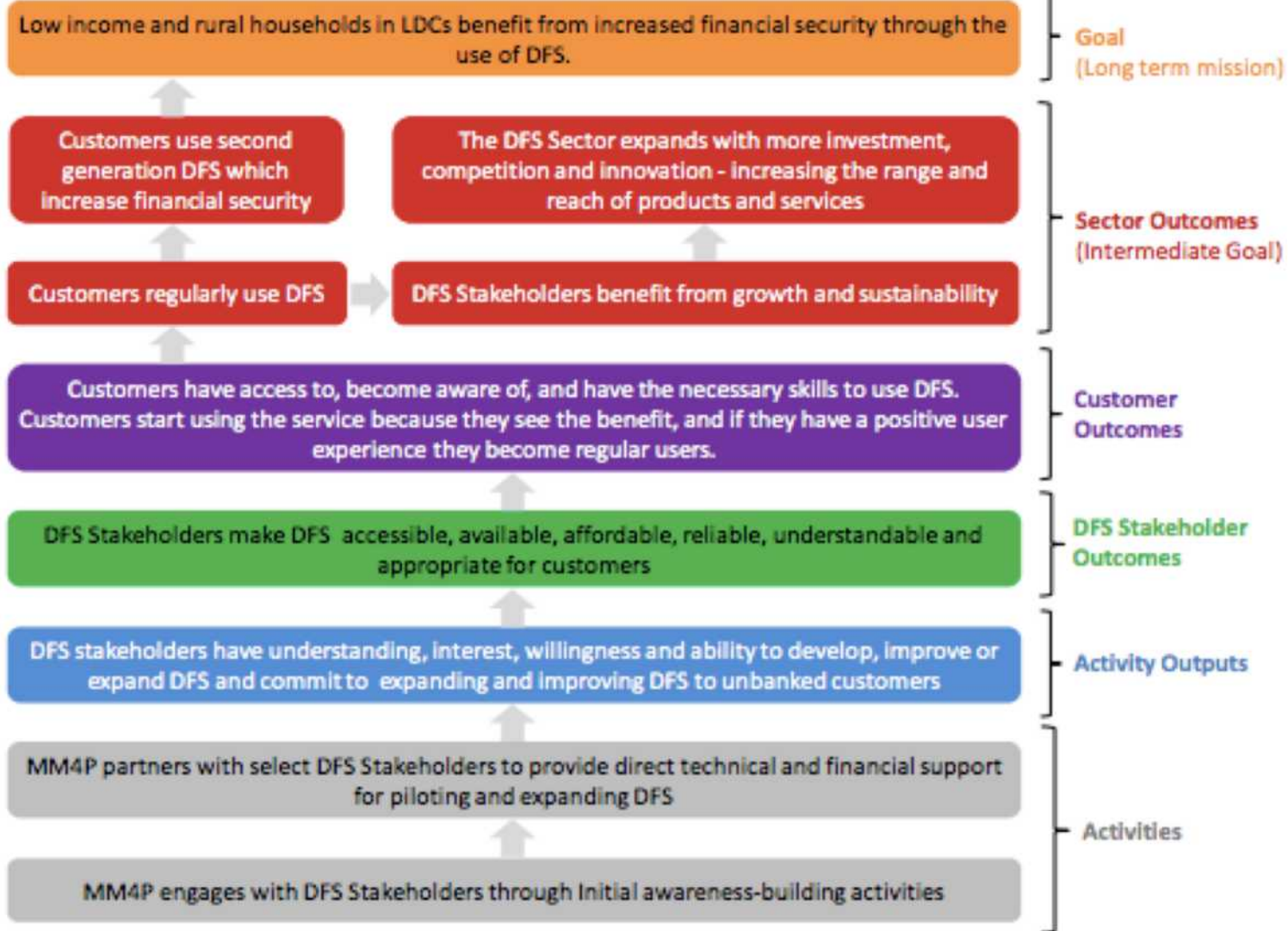
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**Help UNCDF and its Funding Partners Meet Their Accountability and Learning Objectives**

**Support ongoing attempts by the programme and its funders to capture good practice and emerging lessons in supporting DFS development in support of the SDGs**

**Provide Operational and Strategic Recommendations That Can Guide and Inform MM4P Implementation**

# THEORY –BASED APPROACH



Market development programmes like MM4P seek to stimulate change at multiple levels and a theory-based evaluation approach provides a coherent framework within which different parts of the causal chain can be observed and empirically tested using a variety of evaluation methods and tools.

# EVALUATION METHODOLOGY

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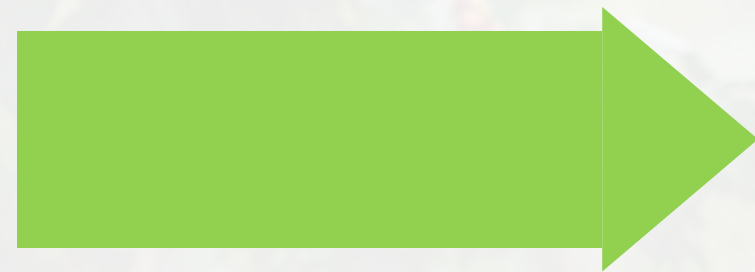
## THEORIES OF CHANGE

Presents MM4P's various impact pathways working with a variety of partners and stakeholders within the broader theory of change.



## EVALUATION MATRIX

Presents a set of evaluation questions organized according to the five criteria to investigate expected results at different levels of the MM4P intervention.



## DATA COLLECTION TOOLKIT

Presents the data collection toolkit incorporating a variety of evaluation tools (lines of evidence) to answer the evaluation questions using qualitative and quantitative approaches. Incorporates tools to assess the intervention's results in gender equality and women's empowerment.

# LINES OF EVIDENCE TO SUPPORT DATA TOOL COLLECTION KIT

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Several varying lines of evidence were employed to answer the evaluation questions in support of the data tool collection kit.



## DOCUMENT AND DATA REVIEW

Detailed review of a comprehensive set of MM4P programme documents and data provided by the MM4P team and structured according to the eval criteria



## KEY INFORMANT INTERVIEWS

Series of interviews with key informants drawn from a range of stakeholder groups, conducted both in person and telephonically



## CASE STUDIES

A series of case studies (two per country) that capture lessons arising from the experience of partners in each of the focus countries

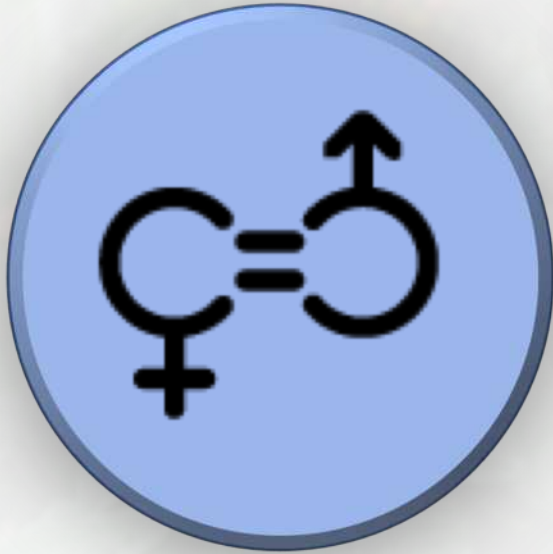


## BENEFICIARY ENGAGEMENT

Engaged with a sample of end beneficiaries in each of the four focus countries—client voice to add context

# GENDER RESPONSIVENESS

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- The evaluation team aimed to abide by UNEG’s guidelines on “Integrating Human Rights and Gender Equality in Evaluations”
- When conducting focus group discussions, the evaluation team grouped participants according to gender, recognising that there may be cultural barriers that may hinder discussions related to finances in the household, especially when discussed in group.
- Ensuring gender responsive evaluation is a requirement of all UNCDF evaluations and is checked by external quality assessors for every report we commission.



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**EVALUATION FINDINGS  
RELEVANCE**

# HIGHLY RELEVANT TO CONSTRAINTS IN LDCs

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LIMITED OR POOR  
DIGITAL  
INFRASTRUCTURE



REGULATORY ENV. OFTEN  
NOT ALIGNED W. BEST  
PRACTICES



LOW AWARENESS OF  
FINANCIAL SERVICES AND DFS;  
EXCLUSION OF KEY  
POPULATIONS DUE TO KYC,  
FRAUD, AGENCY NETWORK  
DEVELOPMENT AND  
AFFORDABILITY



SHORTAGE OF DFS  
EXPERTISE;  
UNDEVELOPED OR  
ABSENT MOBILE  
INFRASTRUCTURE

# DISTINCT & RELEVANT PROGRAMME TO KEY STAKEHOLDERS

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**STRONG ENGAGEMENT  
WITH PARTNERS**



**GLOBAL PROGRAM &  
COUNTRY  
IMPLEMENTATION**



**CONVENER AND HONEST BROKER**



**MARKET FACILITATION**



**STRONG TECHNICAL KNOWLEDGE &  
DFS EXPERTISE**

## Complementarity with other initiatives

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“MM4P are good at coordinating with others and trying to reduce duplication. So far, our collaboration has been *ad hoc* and opportunistic, but this is probably a good thing.”

- External stakeholder

# SUCCESSFUL COLLABORATION WITH DEVELOPMENT STAKEHOLDERS



Department  
for International  
Development



**USAID**  
FROM THE AMERICAN PEOPLE





**EVALUATION  
FINDINGS  
EFFICIENCY**

# DELIVERY OF EXPECTED RESULTS

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## **TA Support – One of the most valuable activities**

Technical Knowledge; Professionalism; Availability



## **Role in DFS Working Group**

Key Driver of DFS Engagement;  
Catalyst for Engagement and Collaboration



## **Contribution to Improving Understanding of DFS Among Stakeholders**

Providers & Regulators Shown Greater Commitment to Expanding & Improving DFS to Unbanked, Particularly Among Rural Customers

**DFS Active Usage:**

**Increased But Too Early to Evaluate MM4P Projects**

# TA: ONE OF THE MOST VALUABLE ACTIVITIES

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**“MM4P are open and accessible – we can pick up the phone to them at any time with any questions.”**

**Partner, Senegal**

**“MM4P is very good at assessing who they should be talking to and figuring out where they need to be making relationships.”**

**Partner, Zambia**

# SOME DELAYS DUE TO INTERNAL AND PARTNER ISSUES

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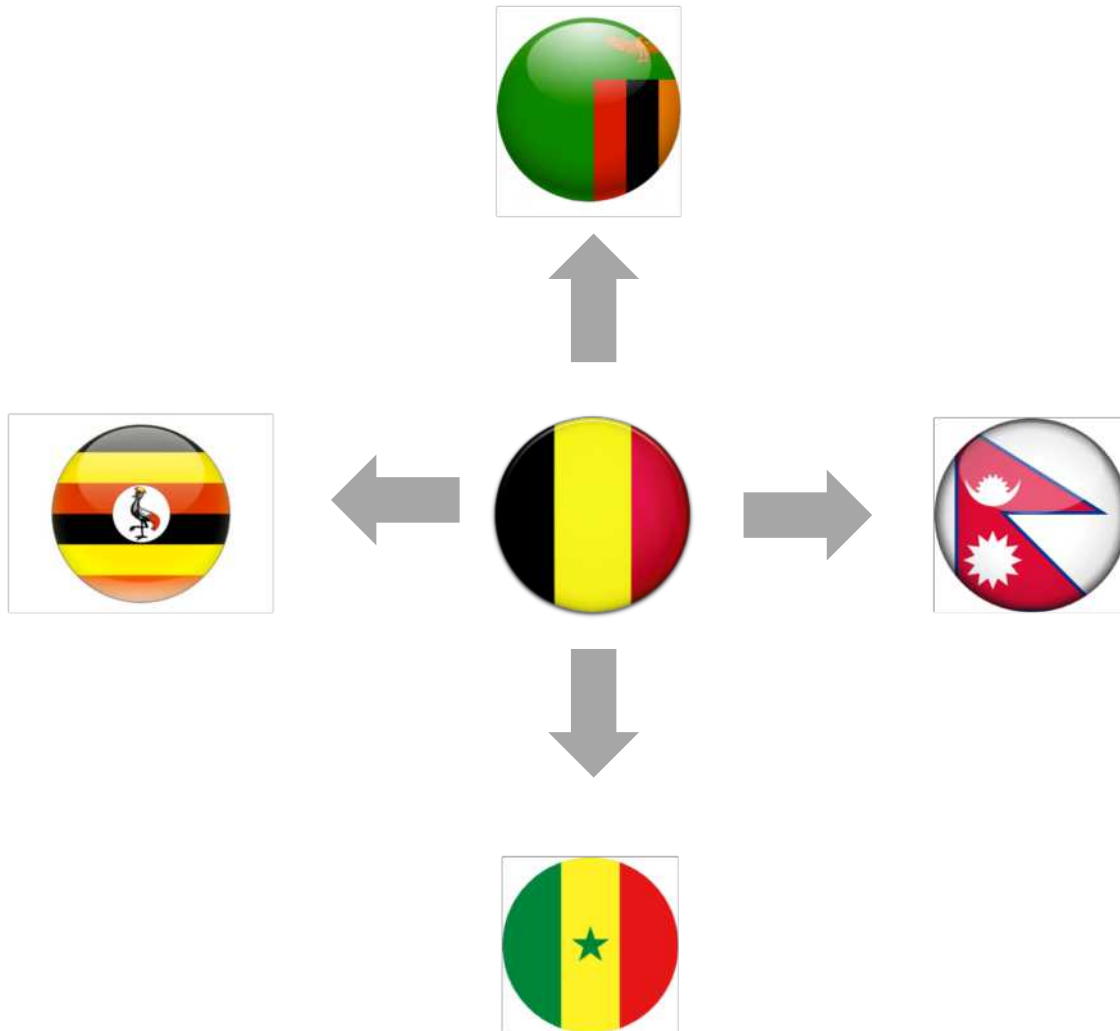
**SOME PARTNERS AND CONSULTANTS CONSIDERED MM4P'S PROCEDURES TO BE CUMBERSOME.**

**STAFF TURNOVER AT THE PARTNER INSTITUTIONS ALSO CAUSED DELAYS SINCE MM4P HAD TO SPEND MORE TIME GETTING BUY-IN FROM THE NEW SENIOR OFFICIALS.**



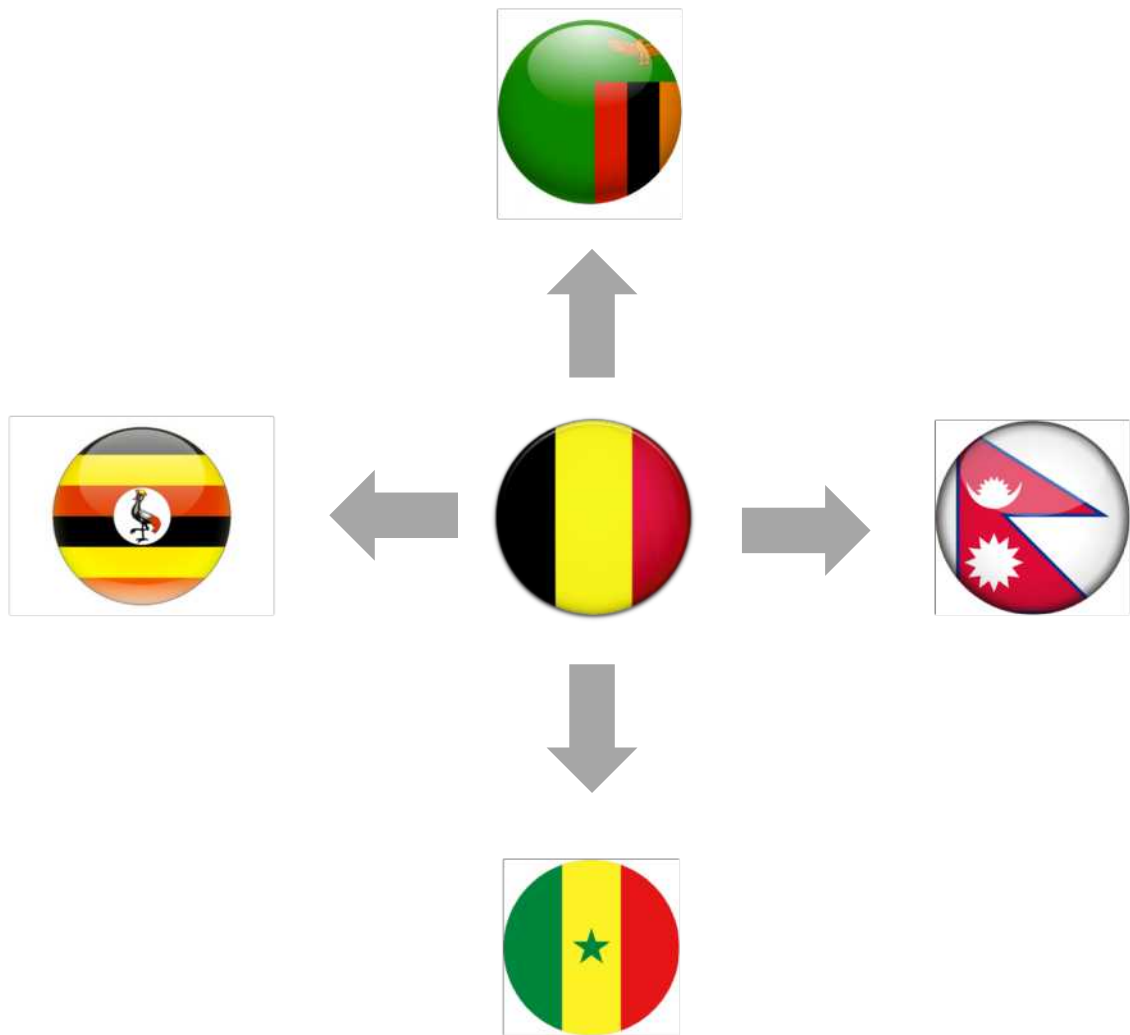
# PROGRAMME MANAGEMENT: BENEFITS OF “HUB AND SPOKE”

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The Brussels team is viewed by the country teams as a valuable strategic and operational support function that also helps with quality assurance, results measurement, and being a mid-point between the country teams and headquarters in New York. According to the MM4P skills mapping sheet, only a few of MM4P's country staff members have skills in project management, operations, and results measurement, which supports the value provided by the Brussels team.

# PROGRAMME MANAGEMENT: CHALLENGES OF “HUB AND SPOKE”



Having this hub-and-spoke model, however, has had its challenges. For example, since 2016, MM4P's budgeting process has become increasingly fragmented with eleven different donors and funding dedicated to specific countries and projects. This has resulted in a more complicated budgeting process with each of the country teams having to develop their respective business plans and budget requests, submitting them to Brussels, and Brussels having final decision-making powers.

# RESULTS MEASUREMENT-FUNCTION

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The current results measurement framework measures data at three levels: programme-, country- and project-level.



## PROGRAMME

MM4P has invested in building the capacity of programme staff to understand the importance of measuring results and how to effectively incorporate this into the design phase of each project.



## COUNTRY

The RM framework aims to capture the market development stage and how the DFS ecosystem is developing because of the program.



## PROJECT

The RM framework captures the outputs because of the direct support provided by MM4P to partners.

# RESULTS MEASUREMENT-INSIGHTS

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MM4P has done well at measuring changes within partner institutions and tracking market development shifts. In addition to using project indicators, MM4P tracks outcome indicators using the APS, which also captures their partners' view of the programme's contribution to their organisation and the DFS Market.



## DONORS

Key programme donors shared that they are satisfied with the results measurement framework as it captures key aspects of a complex programme and provides a view of key indicators of interest across multiple countries.



## PROGRAMMES


The team would like to simplify the framework so that it is easier to report on programme activities and results without overburdening programme staff. The team would also like to improve the internal use of the RM data to ensure improved evidence-based decision-making.



## STAKEHOLDERS

Stakeholders shared that it is also more difficult to measure and capture programme results as partnerships and the market evolve. MM4P staff revealed that not all outcomes are systematically captured in the RM framework and that it is easier to report on set indicators and outcomes of TA and grant work.

# KNOWLEDGE MANAGEMENT

4502  attended workshops,  
events & training

+5000   
followers

1837   
subscribers

 +1600  
connections

+1800   
Dgroup members  
average  
1600  
per month

173   
News issues

20   
Newsletter issues

113 Publications  
48 weekly digest  
per year since  
2016

9 held webinars

2   
published

61   
published

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**EVALUATION  
FINDINGS  
EFFECTIVENESS**



# MM4P DRIVERS OF CAPACITY BUILDING FOR DFS ECOSYSTEM



**TRAINING WORKSHOPS,  
SCHOLARSHIPS & LEARNING EXCHANGE**



**TECHNICAL ASSISTANCE &  
GRANT SUPPORT HELPED  
ORGANIZATION  
IMPROVE INTERNAL  
PROCESSES, STRATEGIC FOCUS  
AND CAPACITY**



**HUMAN-CENTERED DESIGN  
HAS POSITIVELY  
INFLUENCED HOW  
ORGANISATIONS CONDUCT  
PRODUCT DESIGN AND  
IMPLEMENTATION**

# COMMONLY CITED CONTRIBUTIONS BY MM4P

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**MM4P'S influence in increasing buy-in from senior management to either introduce, expand or improve DFS.**

**Many of MM4P's partners already had DFS solutions or were thinking of pursuing them. But partners shared that this would have taken longer and with lesser quality without MM4P's support.**



# SUCCESS DRIVERS AT PARTNER LEVEL

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## **LOCAL PRESENCE:**

"It's great that the MM4P team can easily pop into the office and give insights on a particular idea."



## **EXPERTISE/PROFESSIONALISM/RELIABILITY:**

"We see MM4P as a trusted friend. They do not push their own agendas without taking the specific needs of the partner into consideration."



## **FLEXIBILITY:**

"The consultants helped us move into the right direction. They still make themselves available when we need help."

# CONSTRAINTS AT PARTNER LEVEL

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# MM4P CONTRIBUTIONS TO STAKEHOLDER ECOSYSTEM



**Building policy & regulatory capacity**

**Strategy and advisory services has assisted partners to effectively lobby for changes in regulatory environment**

**Vital role in building partnerships among players in the ecosystem**

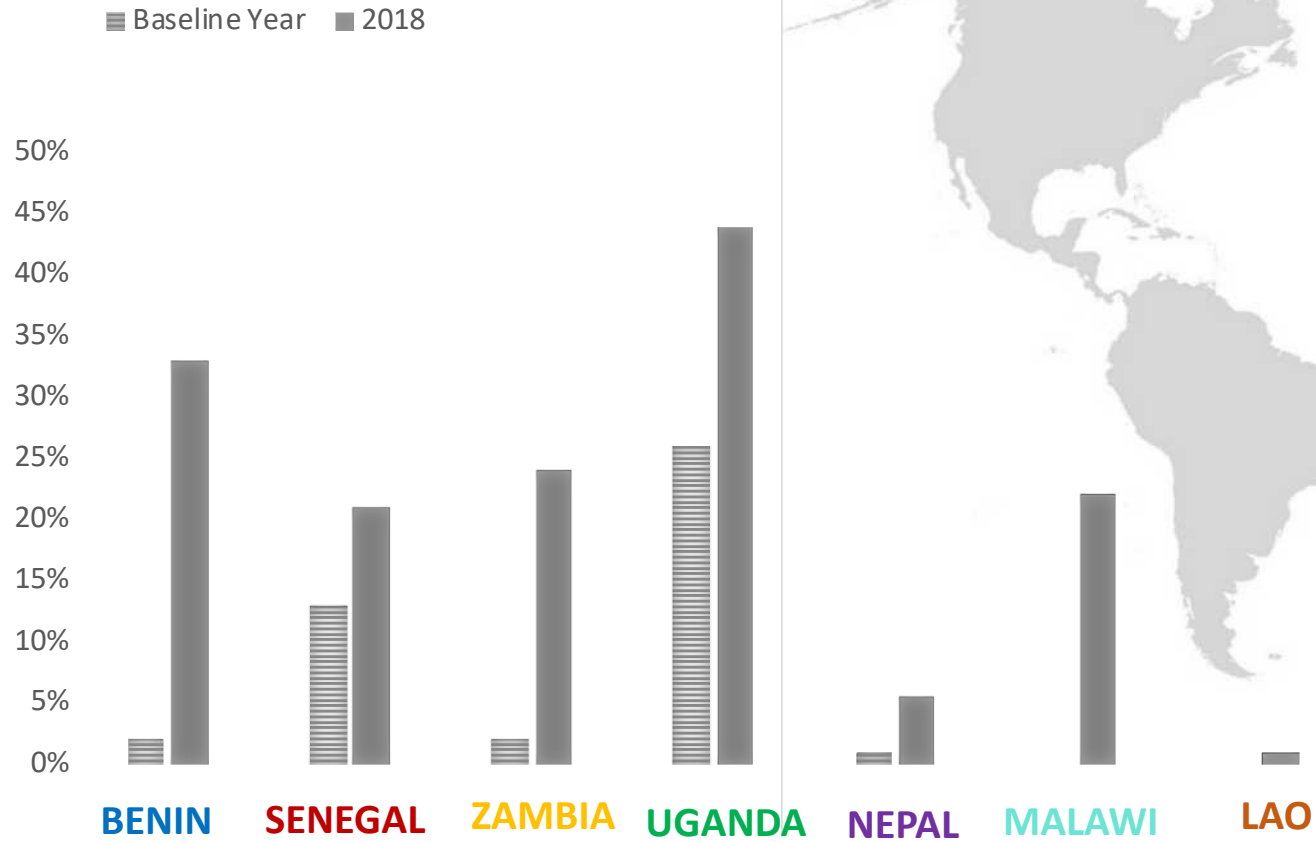
**Knowledge outputs & convening role**



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# EVALUATION FINDINGS LIKELY IMPACT

# DFS SYSTEMS IN ALL MM4P COUNTRIES HAVE DEVELOPED



# CONTRIBUTION TO PARTNERS

STIMULATED/CATALYZED GREATER INTEREST AMONG DFS PARTNERS & ENCOURAGED BUY-IN AND INVESTMENT



IMPROVEMENTS IN PARTNER CAPACITY



FOSTERED THE FORMATION AND IMPLEMENTATION OF PARTNERSHIPS



GREATER INVESTMENTS INTO DFS IN SPECIFIC INSTANCES



# MM4P CONTRIBUTION TO DFS MARKETS IN EACH COUNTRY

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## DATA & INFORMATION

Increased Market Actors' Awareness and Knowledge of DFS, But Also Contributes to Competition in the Sector



## CONVENING & FACILITATION

Helps Raise Awareness of DFS Issues in the Market and Considered by all Stakeholders to Be Vital



## SUPPORT TO REGULATORS

Both Formal and Informal Support is Considered by Market Actors to Have Inputted Improvements in Regulatory Environments

# REMAINING CONSTRAINTS

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**Rural Outreach Remains a Challenge for DFS Offerings**



**Affordability and Reliability Remains a Challenge Largely Due to High MNO Charges and Poor MNO coverage.**



**Insufficient to Use National Statistics for Active DFS Accounts as Headline Measure**



# POSITIVE LINKAGES, MM4P & OUTCOMES

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## DFS SECTOR

Increased Awareness,  
Capacity and Commitment to  
DFS Within the Sector (Output  
Level)



## STAKEHOLDER

Increased Accessibility and  
Availability of Offerings;  
Despite Issues with Affordability  
and Customer Understanding



## PROVIDERS

Increased Investment in  
DFS in Uganda & Zambia  
Following MM4P Support

# MM4P LIKELY CONTRIBUTIONS TO DFS ACCESS

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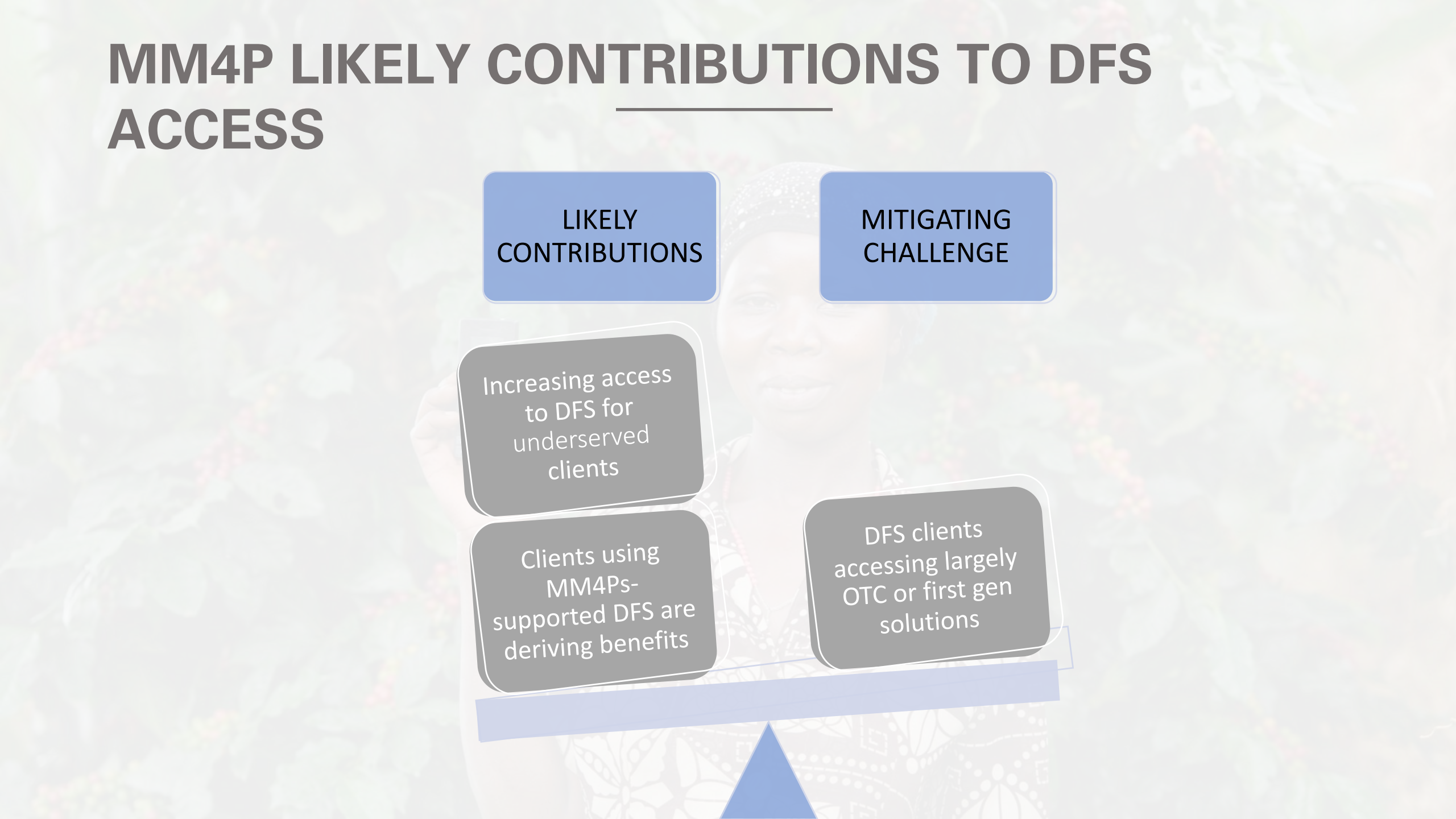
LIKELY CONTRIBUTIONS

MITIGATING CHALLENGE

Increasing access to DFS for underserved clients

Clients using MM4Ps-supported DFS are deriving benefits

DFS clients accessing largely OTC or first gen solutions



# CONTRIBUTION TO ACCESS TO DFS

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It is likely that MM4P will contribute to **increasing access** to DFS for underserved clients



Clients who use MM4P-supported DFS have derived **benefits** from doing so

*however*



Clients still largely access OTC or **first-generation solutions**



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**EVALUATION FINDINGS  
SUSTAINABILITY**

# MIXED PORTFOLIO ON SUSTAINABILITY

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**Centenary  
Bank**



Providers that feel confident about their DFS ventures have typically moved beyond pilot/research phase and invested significant resources in implementing the solution beyond the pilot.

# MIXED PORTFOLIO ON SUSTAINABILITY

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**Ncell**



Laxmi Bank

Number of cases where projects have failed to be sustained or where sustainability is not clear at the pilot stage.

# MM4P SUPPORT AND ENGAGEMENT BETTER FOR PARTNER OUTCOMES

TA HAS A CAPACITY BUILDING COMPONENT, WHICH MEANS PROVIDERS ARE MORE LIKELY TO CONTINUE WITH PROGRESS ONCE A PROJECT CLOSES.



SELECTS PARTNERS THAT HAVE THE CAPACITY TO SCALE THEIR PROJECTS



FOCUSES THEIR SUPPORT ON PROOF OF CONCEPT AND PILOTING TO MOTIVATE THE PARTNERS TO EXPAND AND SCALE UP.



STRIKING BALANCE BETWEEN BEING EMBEDDED ENOUGH WITH PROVIDER ORGANIZATIONS TO INFLUENCE DECISIONS BUT NOT TOO EMBEDDED TO BE RELIED UPON WHEN MM4P ENDS.



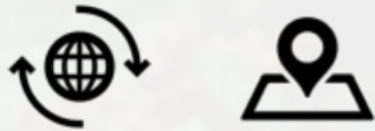


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**EVALUATION  
FINDINGS  
CONCLUSIONS**

# MM4P PLAYS A UNIQUE AND VALUABLE ROLE

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## GLOBAL PROGRAMME & COUNTRY IMPLEMENTATION

In-country teams with strong technical knowledge and DFS experience have an understanding of the local market with the ability to bring in learning from other DFS markets.



## RESPONSIVENESS & ENGAGEMENT WITH PARTNERS

The country teams are willing to assist partners with a range of problem, help partners scope out and design projects, and work hand-in-hand with partners on all aspects of the projects that are supported.



## CONVENER & HONEST BROKER

By developing relationships with the key stakeholders in the DFS ecosystem, MM4P is able to play a convening role between public and private sector, and by connecting providers together.



## STRONG TECHNICAL KNOWLEDGE & DFS EXPERTISE

These strengths support the programme's ability to deliver responsiveness and level of engagement with partners; defining the programme's role as convener and honest broker within the ecosystem.



## STRONG PROGRAMME MANAGEMENT

Delivered through a mix of in-country teams and the Brussels hub. MM4P's hub-and-spoke model has introduced some efficiencies in terms of cost and operations.

# HOWEVER, FUNDING & STRUCTURAL CHALLENGES REMAIN

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## **STRUCTURAL CHALLENGES CAN PREVENT SUSTAINABLE ROLL OUT OF DIGITAL FINANCIAL SERVICES IN LDCs**

Specific infrastructure challenges, literacy levels, unclear or incomplete regulatory aspects, and the difficulty of managing agent networks in rural areas challenge the sustainability of solutions and heighten the risk of a growing digital divide.



## **LIMITED FUNDING CAN PREVENT APPLICATION OF FULL MARKET DEVELOPMENT APPROACH IN SOME COUNTRIES**

The ability to adequately address all of these binding constraints in each country is constrained by funding limitations and in some instances the mandates of the funding donor.

# KEY RECOMMENDATIONS



Programme TOC and country results chains should be updated to reflect what has been learnt in each market.



Incorporate innovation as digital financial services markets develop, new types of providers emerge.



Should articulate the impact of its programming beyond financial inclusion to account for shifting funding priorities.



Need plans in place to work around limitations on regulatory/policy infrastructure work in some countries due to funding restrictions and donor priorities.



Better incorporate mainstreaming of gender.



Develop sustainability plans for ecosystem facilitation role.



Knowledge management activities need to capture and disseminate lessons on project failures as well as project successes.

# MANAGEMENT RESPONSES

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## Recommendation:

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The programme TOC and country results chains should be updated to reflect what has been learnt in each market.

## Response:

Given the dynamic market and the lessons learned implementing a market development programme, the TOC has been an iterative process since its development in 2013. Adapting the TOC has been a primary focus since late 2017 when MM4P started the process of developing a new strategy and framework to adapt its activities to quickly changing market dynamics around digital finance and digital economies. The strategy includes two new workstreams:

**Inclusive Innovation:** this workstream reflects the expanded scope of the program to contribute to the development of inclusive innovation ecosystems and accelerate the development and usage of digital services in key sectors such as energy, health, education and agriculture.

**Empowered Customers:** this workstream is included as a separate work stream to reinforce within our program the focus on the empowerment of key segments (youth, women, refugees, migrants, farmers, MSME's).

As part of the new strategy, the programme Theory of Change and country results chains are updated to reflect the programme's lessons learnt and include the inclusive innovation and customer empowerment workstreams and to show the specific outcomes related to focus segments including women. Also, MM4P is currently reviewing its iterative processes to more frequently update the Theory of Change and results chains based on results and learnings from programme activities.

### KEY ACTION:

- Include workstream Inclusive Innovation in strategy—Completed
- Include workstream Empowered Customers in strategy—Completed
- Update programme Theory of Change—Completed
- Update results chain—Completed

# MANAGEMENT RESPONSES

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## Recommendation:

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Incorporate innovation as digital financial services markets develop, new types of providers emerge.

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## Response:

MM4P is in the process of developing a new strategy which includes a workstream Inclusive Innovation. As part of its annual planning exercise, MM4P has started to structure its activities according to the new programme design. The 2019 country workplans all include activities to deliver under workstream Inclusive Innovation.

### KEY ACTION:

- Include workstream – Inclusive innovation in strategy—Completed
- Planning and budgeting under new program design for 2019 to include inclusive innovation workstream at country level—Completed

# MANAGEMENT RESPONSES

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## Recommendation:

---

Should articulate the impact of its programming beyond financial inclusion to account for shifting funding priorities.

## Response:

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Linking digital finance to the real economy and greater development issues is important for several reasons, namely: (i) one of the greatest hurdles to increasing customer use is the lack of good uses cases for low income families; (ii) actors in the real economy are more likely to drive these uses cases and invest in them than the financial sector itself; (iii) such a shift is consistent with the United Nation's commitment that its resources be used to achieve the Sustainable Development Goals; and (iv) funding opportunities for UNCDF necessitate this shift as its traditional funders also align their support to the 2030 Agenda.

MM4P is in the process of developing a new strategy that reflects the changes in market dynamics which increase the potential of leveraging technology and innovation in improving people's livelihoods, beyond financial inclusion. The strategy accommodates different impact pathways, depending on the focus segment and sector. As part of the new strategy, a Theory of Change will be developed including each target segment (women, youth, refugees, farmers) and sector (finance, agriculture, energy, health, education), visualizing the potential benefits and customer impact of services leveraging technology for these segments/sectors.

Since its inception, MM4P has targeted specific population segments in some of its projects (e.g. youth agents in Senegal, needs and barriers of mothers in Zambia, women agents in Malawi, smallholder farmers in Uganda and Nepal). More recently MM4P has started implementing projects across various sectors, including agriculture, education, health, energy and transport). These projects have allowed UNCDF to increase skills and knowledge of specific sectors and segments that are leveraged in the development of the new strategy.

To ensure alignment to donor priorities, the new strategy is developed in consultation with key donors. MM4P has designed a donor mapping at country and global level, showing donor priorities across the different sectors and segments. The programme will continue to implement across its countries.

# MANAGEMENT RESPONSES

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## Recommendation:

---

Should articulate the impact of its programming beyond financial inclusion to account for shifting funding priorities.

## Response:

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### KEY ACTION

- Document UNCDF projects around key sectors and segments to use with donors and proposals—Completed
- Implement donors mapping, including donor priorities – global and country level—Completed
- Develop segment-and sector-Theory of Change—Completed

# MANAGEMENT RESPONSES

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## Recommendation:

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- Need plans in place to work around limitations on regulatory/policy infrastructure work in some countries due to funding restrictions and donor priorities.

## Response:

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- MM4P always recognized and stressed the importance of the policy and regulatory environment and infrastructure as key building blocks of the development of a digital finance ecosystem. MM4P will continue to engage with regulators as explained in the examples mentioned in the mid-term review. Infrastructure is a key component of the new strategy, as part of the workstream that aims to establish Open Digital Payment Ecosystem. Focus areas related to infrastructure include enhancing network and data coverage, phone ownership and appropriate financial infrastructure accessible to all.
- 
- Bill and Melinda Gates Foundation recently committed US\$ 5.9 million for activities specifically focused on Policy & Regulation in Africa which MM4P will implement in the coming 4 years. MM4P will continue to fundraise for activities specifically aimed on improving the regulatory environment and addressing infrastructural gaps.
- 
- Country strategies will be drafted during Q1 & Q2 2019 based on the new strategy, including country-specific objectives and activities in policy, regulation and infrastructure.
- KEY ACTION
- Develop country strategies, including objectives and activities related to policy, regulation and infrastructure-Completed

# MANAGEMENT RESPONSES

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## **Recommendation:**

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Better incorporate mainstreaming of gender.

## **Response (continued)**

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Also, the programme expects an increased interest in women from Fintech and start-up companies that are entering markets with specific products and services. These types of companies generally adopt a more customer centric approach. In its new strategy, MM4P will leverage and support these players in addressing the barriers and needs of women.

Finally policy and regulatory pressure make a difference. Where private sector “buy-in” is lagging, UNCDF may need to focus on external pressure to get the basic prerequisite of data collection and reporting on gender on the industry’s agenda.

KEY ACTION: Mainstream gender and design focus on women empowerment in global and country strategies—Completed

# MANAGEMENT RESPONSES

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## **Recommendation:**

---

Better incorporate mainstreaming of gender.

## **Response:**

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Recognizing that women represent a substantial development and business opportunity for providers, supporting activities that address unique barriers and needs of women has been one of the priority areas of MM4P since inception. The programme has implemented several projects specifically targeting women, conducted focused research on the barriers and needs of women, included sex-disaggregated indicators in reporting templates developed for and adopted by regulators for market monitoring, and organized a global partner event with the theme DFS4Women. Market research is disaggregated by sex, and MM4P requests sex-disaggregated data from all partners as part of their reporting requirements.

Generally, stakeholders' interest in better reaching women with appropriate DFS remains low. This is also reflected in the limited number of stakeholders that monitor sex-disaggregated KPIs, and the challenges that persist in partner reporting on sex-disaggregated data. The programme recognizes the need to improve its efforts in better reaching women. As part of the new strategy MM4P will identify how to better mainstream the gender perspective across programme activities, incorporating the programme lessons learnt so far. This also includes an approach on improving partners' data collection, analysis and reporting of sex-disaggregated results. The strategy also specifically focuses on how programme activities can contribute to women empowerment, which will be incorporated and tailored to country strategies and activities.

It should be noted that MM4P experience shows that at earlier stages of DFS market development, when the commercial potential of DFS is not yet recognized by most providers, it is less likely stakeholders show interest in increasing their reach to women. Providers operating in more advanced DFS markets are more likely to prioritize better reaching women.

# MANAGEMENT RESPONSES

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## Recommendation:

Develop sustainability plans for ecosystem facilitation role.

## Response:

MM4P aims at sustainability of its engagement in the market, including the ecosystem activities. In 2019, MM4P will engage in specific activities to ensure the sustainability of its facilitation role in the countries where the programme is closing. Note that the facilitation role is mostly aimed at improved public-private dialogue and ensuring greater consultation around policies and regulation. As noted by the evaluators, UNCDF plays this unique role in many countries and this should be a “selling point” to funders for UNCDF’s continued presence in countries where sustaining such engagement is unlikely without outside funding and expertise.

### KEY ACTIONS:

- Include activities to ensure sustainability of MM4P facilitation role after closing of a country programme in 2019 country workplans—Completed
- Include long-term plan for sustainability of facilitation role in country strategies—Completed

# MANAGEMENT RESPONSES

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## Recommendation:

Knowledge management activities need to capture and disseminate lessons on project failures as well as project successes.

## Response:

It is important to differentiate projects that have failed (and were discontinued) from failures within projects that MM4P used as learnings to adapt the projects for better impact. For the latter, MM4P widely shared successes but also challenges faced in various projects. This has been for example the case for the various agriculture value chains and all projects. But this can be improved in future publications.

For the former, we have some projects that have been discontinued for various reasons (partnership not found between partners, disengagement of the government, etc.). Partners often do not want to publicly speak about these failures and this is a challenge for MM4P. For these projects, MM4P will analyze best ways to disseminate lessons from these projects with the concerned partners.

## KEY ACTIONS

- Review KM/RM processes and templates to better capture lessons learnt on failures and challenges along the project life cycle—Completed
- Include publications on challenges and failures in country KM workplans—Completed

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# THANK YOU



*The analysis and recommendations of this report do not necessarily reflect the views of the United Nations Capital Development Fund, its Executive Board or the United Nations Member States. This is an independent publication by UNCDF and reflects the views of its authors.*