

Key Results from MM4P Mid-Term Evaluation - December 2018



Unlocking Public and Private Finance for the Poor

UNCDF's Mobile Money for the Poor (MM4P) programme was originally launched 2012 with funding from Sida and the Australian Department for Foreign Affairs and Trade (DFAT). The first phase involved programming in four least developed countries (LDCs) in Africa and Asia: Lao PDR, Liberia, Malawi and Nepal. The programme originally sought to develop digital financial services (DFS) in these more challenging markets by providing policy support to regulators and grant support to DFS providers, as well as bulk users of DFS in some cases. This phase focused on testing and adapting the programme, which was based on UNCDF's Pacific Financial Inclusion Programme (PFIP), and raising funds for full-scale implementations. The outcome of this phase was a shift in focus from a primarily grant-led programme with a policy component, to a market development approach focused on building the overall DFS ecosystem.

DFS Market Development

INCEPTION START-UP EXPANSION CONSOLIDATION

Baseline	INCEPTION	START-UP	EXPANSION	CONSOLIDATION
No. countries	3	4	1	0
	Laos PDR, Malawi, Nepal	Benin, Sierra Leone, Senegal, Zambia	Uganda	
Current				
No. countries	0	3	4	1
		Laos PDR, Nepal, Sierra Leone	Benin, Malawi, Senegal, Zambia	Uganda



Core Strategies and workstreams



CONTRIBUTION TO PARTNERS



DFS systems in all countries have developed



Fostered the formation and implementation of partnerships



Improvements in partner capacity



Greater investments into DFS in specific instances



Delays in project implementation

CONSTRAINTS AT PARTNER LEVEL

- Lack of Capacity
- Time taken to establish 3rd Party Agreements
- Varying Commitment/Partner Senior Management
- High Staff Turnover
- Complementing Organizational Priorities and Changes in Strategy
- Partner Readiness to Commit to Projects
- Low Customer Awareness/Adaptation of DFS

Conclusions - Unique Value Proposition

GLOBAL PROGRAMME AND 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 AND ENGAGEMENT WITH PARTNERS AT COUNTRY LEVEL

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

CONVENER AND HONEST BROKER

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

STRONG TECHNICAL KNOWLEDGE AND DFS EXPERTISE

Support the programme's ability to deliver responsiveness and level of engagement with partners; defining the programme's role as a 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.

Conclusions - Funding and Structural Challenges

STRUCTURAL CHALLENGES CAN PREVENT SUSTAINABLE ROLLOUT 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.

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