MAP TOOLKIT SERIES

1

MAP Background and Overview

cenfri
The Centre for Financial Regulation & Inclusion

FINMARK TRUST
Making financial markets work for the poor

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TOOLKIT1: MAP Background and Overview

1

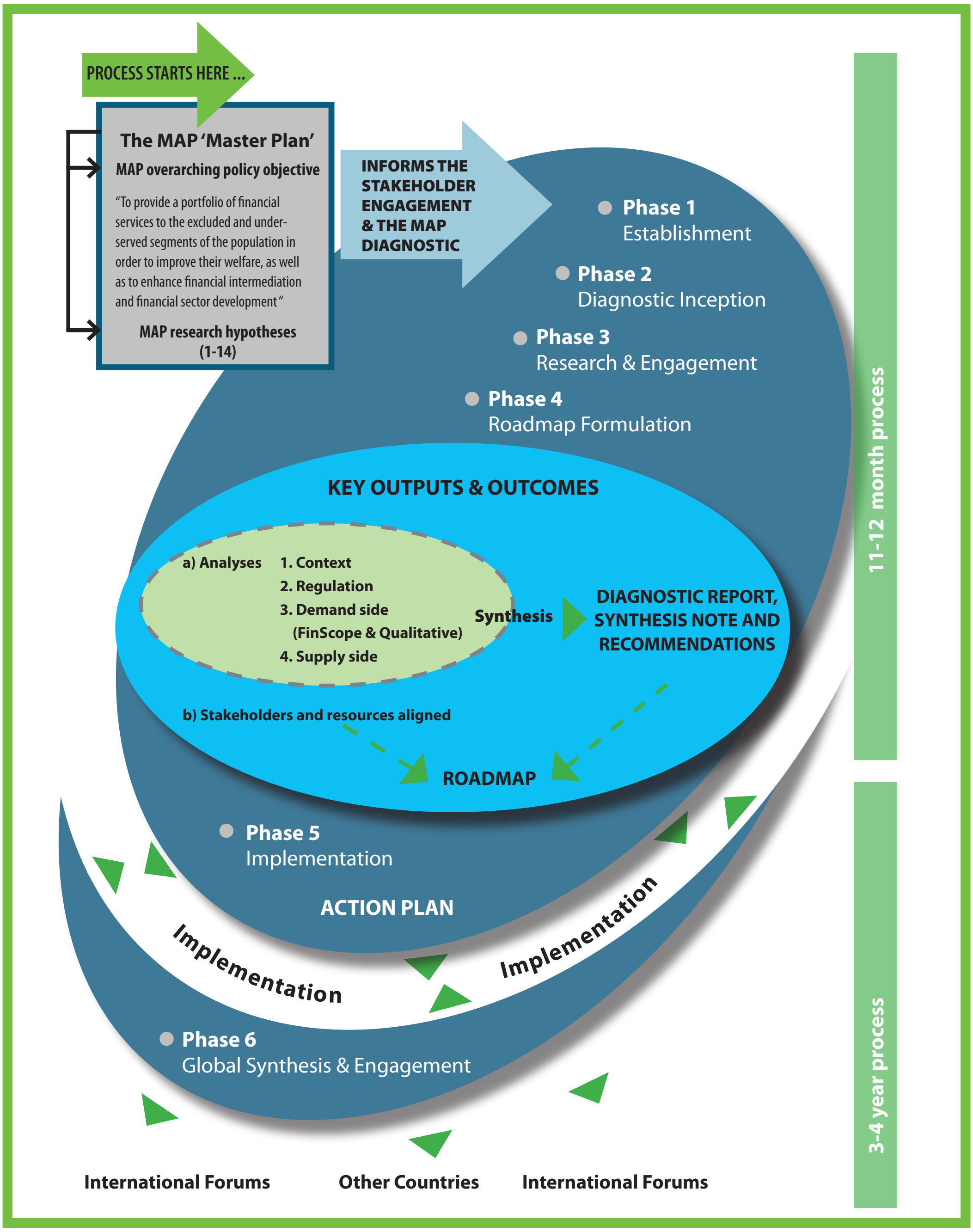
In this Toolkit:

THE MAP PROCESS

CONCEPTUAL OVERVIEW OF THE MAP PROCESS

1. Conceptual overview of the MAP process

The diagram below provides an overview of the MAP process and is useful for orienting yourself while coming to grips with the MAP diagnostic.



2. Introduction

This toolkit provides background information on and a high-level overview of MAP: its i) global, ii) cross-country and iii) in-country aspects, respectively – with most of the emphasis on the latter.

The toolkit takes you on a whistle-stop tour of the MAP initiative, aiming to paint the bigger picture. The other toolkits (2–7, inclusive) focus in on the detail of various aspects of the MAP process, while **Toolkit 8** provides a range of useful resources.

3. What are the aims of Toolkit 1?

Working through this toolkit should enable you to:

- Gain an overview of the wider MAP programme – with its different emphases: i) global, ii) cross-country, and iii) in-country;
- Understand the MAP overarching policy objective and its 14 related research hypotheses, and start to engage critically with these;
- Get a general sense of *why* and *how* a MAP diagnostic project proceeds in-country;
- Identify and become familiar with the two main processes of in-country implementation – i) the stakeholder engagement process, and ii) the diagnostic methodology – and how they fit together and complement each other;
- Understand how the different components of the MAP diagnostic exercise – country context, regulation, demand, and supply – are synthesised as the basis for the development of the MAP roadmap and action plan; and
- Understand the various roles and responsibilities in the MAP programme.

See Toolkit 2:
The MAP Process, for a detailed overview of the steps involved in conducting a MAP diagnostic exercise as well as for the broader stakeholder engagement process, main outputs and responsibilities.

For details on the contents of and methodology for each of the four focus areas for the MAP diagnostic research and analysis, see **Toolkits 3** (context), **4** (regulation), **5** (demand side) and **6** (supply side). See **Toolkit 7** for information on pulling the analyses together into a diagnostic report with recommendations.

WHAT IS MAP?

WHAT SETS MAP APART?

4. What is MAP?

The Making Access Possible (MAP) programme is a multi-country project to develop, pilot and codify financial inclusion approaches and strategies.

Through an in-country stakeholder dialogue process and evidence-based diagnostic analysis, MAP aligns a broad range of stakeholders from within government, the private sector and the donor/funding community to create a set of practical actions aimed at extending financial inclusion tailored to that country.

The intended outcome of MAP is to facilitate the development and implementation of a comprehensive financial inclusion implementation roadmap for the country involved, and to align stakeholders and resources around agreed priorities.

4.1. What sets MAP apart?

MAP is different from other diagnostic initiatives in that it seeks to do the following:

- Take an ***integrated view*** of the financial sector – covering demand, supply and regulation across four product areas (savings, electronic payments, credit and insurance). The integrated view places various products and players in context and explores the ability and willingness of the formal sector to serve the excluded and underserved market.
- Build a ***holistic picture*** of the drivers of financial inclusion and the 'ecosystem' within which the financial services sector has to be evaluated, thereby providing stakeholders with the language and a framework for facilitating financial inclusion in changing environments and systems in transition.
- Place the ***demand-side perspective*** at the core of the analysis and make use of both the FinScope Survey methodology (quantitative data) and qualitative demand-side research to provide an informed demand-side perspective.
- Identify context-related, market-related and regulatory ***barriers*** or ***obstacles*** to expanding financial inclusion, and devise ***strategies*** for overcoming them.
- Not just extend the coverage of financial products, but improve welfare through financial services that ***offer value*** to consumers.

Summing up the MAP approach:

- **Integrated.**
- **Holistic.**
- **Demand-side perspective at the core.**
- **Emphasises identifying and overcoming barriers and obstacles.**
- **Focuses on offering value.**
- **Aims to generate buy-in and catalyse practical action.**
- **Engages a wider set of stake-holders than traditionally.**

- Use the diagnostic research process to generate an evidence base for a ***process of engagement*** to generate buy-in and catalyse a practical set of actions towards the achievement of financial inclusion public policy objectives.
- Engage a ***wider set of stakeholders*** (including some not traditionally involved in the delivery of financial services) in the stakeholder process, to encourage market development.

5. The MAP point of departure

5.1. The overarching policy objective

The purpose and point of departure of MAP is the need to promote financial inclusion.

More specifically, the MAP overarching policy objective can be defined as: the need to i) provide a ***portfolio of financial services*** ii) to the ***excluded and underserved segments of the population*** in order to iii) ***improve their welfare***, as well as to enhance financial intermediation and financial sector development.

The following diagram summarises the components of the overarching policy goal:

Figure 1. The MAP overarching policy objective

THE MAP POINT OF DEPARTURE

OVERARCHING POLICY OBJECTIVE

It is helpful to break the MAP overarching policy objective down into its three interrelated components:

1) To provide a portfolio of financial services…

This will entail mapping and understanding the various ***providers, products*** (across four key product areas: store of value/savings, payments, credit and insurance) and ***distribution channels*** in order to devise strategies and actions that will ensure an adequate supply of appropriate financial services that meet the needs of the target market.

2) …to the excluded and underserved segments of the population…

This will entail mapping and understanding the ***current usage, needs and potential demand*** for financial services among the excluded and underserved market segments, in order to devise strategies and actions to ensure both that the uptake of financial services grows within the next income levels of access, and that preparatory work is undertaken to enable the excluded and the underserved to participate more formally.

3) …in order to improve their welfare, as well as to enhance financial intermediation and financial sector development.

Financial inclusion can improve the welfare of the underserved population by helping them to conduct their financial lives more efficiently, increase income, manage risks and build up wealth over time.

Table 1 provides examples of the potential welfare benefits that can stem from the use of various financial services.

These welfare benefits are generated by delivering value to clients through a bouquet of financial services that they can access depending on their life cycle needs, and by safeguarding consumers' interests when they interact with the financial sector. At the same time, increased financial intermediation and delivery of particular financial services can enhance economic growth and development.

Table 1.

The potential welfare benefits to the household stemming from various financial services

Welfare benefit	Products
Increased income	Credit, savings*
Asset building	Credit, savings, insurance
Efficiency gains through reduced costs, contributing to income and asset building	Payments
Risk management	Insurance, savings, credit
Smoothing consump-tion needs	Savings, credit

* Defined as store of value and/or investment – *see Glossary in Toolkit 8*

Related links

A whole literature exists on the role of financial intermediation, in general, and financial inclusion, in particular, in poverty reduction, growth and development. Economists such as Ross Levine have published extensively on the role of financial intermediation in growth. See, for example: Levine, R. (1997). Financial Development and Economic Growth: Views and agenda. *Journal of Economic Literature* 35(2): 688–726. Available online from: Available online from: **www.jstor.org/discover/10.2307/2729790?uid=2&uid=4&sid=21102624292513.**

For a literature review on the link between financial sector development and growth, see: Pasali, S.S. (2013). *Where is the Cheese? Synthesising a giant literature on causes and consequences of financial sector development.* World Bank Policy Research Paper 6655. Available online from: **http://documents.worldbank.org/curated/en/2013/10/18403525/cheese-synthesizing-giant-literature-causes-consequences-financial-sector-development**

For the reasoning behind the poverty-reducing impact of financial inclusion, see, for example: Doi, Y. (2013). Financial Inclusion, Poverty Reduction and Economic Growth. *The World Bank.* Available online from: **web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:22806432~menuPK:51340358~pagePK:64257043~piPK:437376~theSitePK:4607,00.html**

For a literature review on the role of financial inclusion in development, see the following Microsoft PowerPoint presentation: Sarma, M. & Pais, J. (2008). *Financial Inclusion and Development: A cross country analysis.* Available online from: **www.mse.ac.in/seminar/19sept-mse.pdf**

5.2. The financial inclusion framework

How to achieve the overarching policy objective is what the MAP diagnostic sets out to uncover. To do so, it is necessary to understand the factors related to the context and the regulatory framework or market conditions driving or constraining financial inclusion on both the demand side and the supply side. This is illustrated by **Figure 2** (below): Financial inclusion framework.

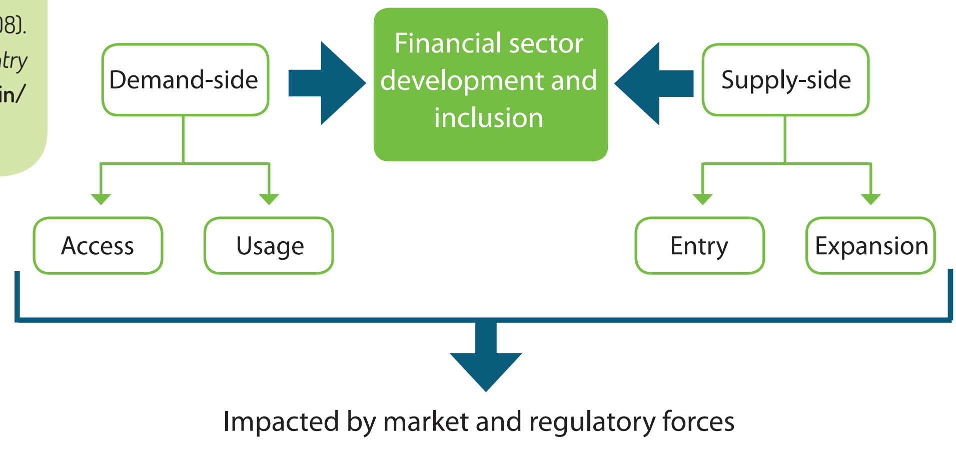
Demand-side and supply-side conditions and factors can serve either as barriers to financial inclusion or as drivers of financial inclusion – but given the MAP policy objective of increasing financial inclusion for currently underserved populations, the emphasis is understandably on identifying and understanding the ***barriers to inclusion.***

On the ***demand side,*** the barriers are typically either ***barriers to access*** or ***barriers to usage***.

Access barriers are factors outside of consumers' control that explicitly exclude the target market from using the financial product or service. Typically, there are five key access barriers (adapted from Porteous 2004): affordability; physical proximity; appropriateness of features to the target market; eligibility requirements in order to access the service – imposed by financial service providers; and regulatory requirements impacting on whether a person may access a service or not.

Usage barriers refer to factors that do not actively prevent the target market from using the service, but serve to discourage them from doing so. For

Figure 2. Financial inclusion framework



Source: Da Silva and Chamberlain (2008)

THE MAP POINT OF DEPARTURE

THE MAP RESEARCH HYPOTHESES

Related links

Bester, H., Chamberlain, D. & Hougaard, C. (2008). *Making Insurance Markets Work for the Poor: Microinsurance policy, regulation and supervision. Evidence from five country studies.* Prepared for the CGAP Working Group on Microinsurance. Available online from: **http://cenfri.org/microinsurance/making-insurance-markets-work-for-the-poor-policy-regulation-and-supervision-2008?highlight=YTox0ntpOjA7czo20iJtYWtpbmc1030=**

Porteous, D. (2004). *Making Financial Markets Work for the Poor.* Paper commissioned by FinMark Trust. Available online from: **http://ndp.treasury.gov.za/Courses%20Library/2007,%2029%20Oct-2%20Nov%20-%20TTRI%20Overview%20Course,%20Midrand/Day%203%20-%2031%20Oct%202007/Reading%20-%20MMW4P%20Porteus.pdf**

Toolkit 5 which focuses on demand-side analysis, and Toolkit 6, which focuses on supply-side analysis, consider the abovementioned barriers in more detail so as to inform the aspects to track in the analysis in order to unearth the drivers of inclusion.

example, the following can all discourage consumers from using a product or service to which they technically have access: consumer preferences; a fear of officialdom; a lack of trust in the formal financial sector; perceptions regarding the affordability and appropriateness of products; and consumers' level of financial capability (defined as the knowledge, skills, attitude and behaviour necessary for using financial services – *see* **Toolkit 5** *for a more in-depth discussion*).

On the ***supply side***, there can be factors hindering ***entry*** by a variety of players into the market (e.g. relating to the market structure, or to regulatory entry requirements such as institutional, capital adequacy or other licensing requirements), or factors preventing the ***expansion*** of current players into the low-income market (e.g. inefficient systems, a lack of competition in the retail market, or high regulatory compliance costs).

5.3. The MAP research hypotheses

Achieving the MAP overarching policy objective requires multiple market and other conditions to be in place. Although these will differ to some extent from country to country, at the cross-country and global levels MAP sets out to identify the set of core conditions that are most conducive to the realisation of an inclusive financial market across the widest spectrum of countries. MAP casts these core conditions as a set of research hypotheses, based on diagnostic findings, which are tested through MAP country studies.

The following 14 hypotheses flow from the overarching policy objective and drive the process of conducting the MAP diagnostic.

The MAP Research Hypotheses

1. The personal financial services that are most likely to improve the welfare of low-income households are savings, electronic payments, credit and insurance.
2. The demand (as opposed to need – see *Glossary*) for the different types of formal financial services (savings, electronic payments, credit and insurance) does not develop simultaneously or independently. The demand for certain types of service develops before the demand for other types of service. Significant gains in access to certain services also depend on other services being available (e.g. the availability of low-cost electronic payments will facilitate the growth of savings, credit and insurance).
3. Low-income households will use formal financial services on an ongoing basis only if they are affordable, accessible and appropriate to their needs.
4. Individual perceptions and financial capability influence decisions to use or not to use financial services.
5. Financial services that improve welfare and deliver value to low-income households can be provided by public, private and/or community-based providers.
6. Financial services must be provided by entities or business units that are financially sustainable, whether on a purely commercial basis or through ongoing national fiscal provision.
7. Private commercial financial service providers will naturally expand their target market according to the level of profitability of each target market, progressing from the most to the least profitable.
8. To be successful in low-income markets, financial products must be specifically designed to fit the characteristics of that market, rather than being miniature versions of products for higher income markets.
9. Significant advances in financial inclusion in a particular market require business model innovation, whether in product or distribution.
10. Convergence between the distribution channels used for different financial services can reduce the cost of rendering services and increase the value of financial services for low-income households.
11. A conducive policy and regulatory environment* can accelerate the pace of financial inclusion.
12. Least-cost regulation requires an understanding of the risks implicit in rendering particular financial services to low-income households.
13. The pace at which financial inclusion can grow depends also on the level of physical, telecommunication, governance/institutional and social infrastructure of a country.
14. The macroeconomic conditions of a country influence the pace of financial inclusion through their impact on income levels, prices and economic stability.

* **Note:** A 'conducive regulatory environment' includes, among other things, least-cost regulation – namely the minimum compliance burden needed to achieve the regulatory objectives.

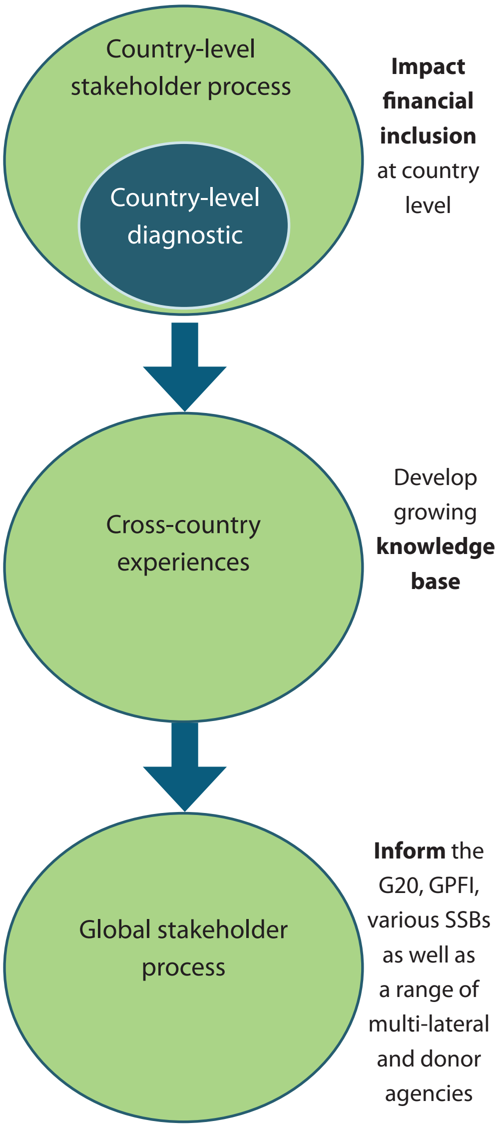
WHAT DO YOU THINK?
Having read through the hypotheses, reflect on them for a moment. Do you agree with all of them? If not, which do you disagree with, and why?

The MAP overarching policy objective and the hypotheses that it gives rise to together form the 'master plan' from which each part of the diagnostic and its analysis should derive.

THE MAP COMPONENTS

THREE LEVELS OF ENGAGEMENT

Figure 3. Elements of the global MAP programme



6. The MAP components

The global MAP programme comprises three levels of engagement, as shown in **Figure 3**.

At country level, the MAP diagnostic and stakeholder engagement process within which it is embedded are used to advance financial inclusion towards the public policy objective in that country. Across MAP countries, a growing evidence base is compiled to extract cross-country lessons and insights regarding the research hypotheses. These cross-cutting conclusions are placed in international forums to inform global stakeholders in the financial inclusion arena, such as the G20 Global Partnership for Financial Inclusion (GPFI), various standard-setting bodies (SSBs) and a range of multi-lateral and donor agencies.

6.1. Country-level process

As **Toolkit 2** explains, MAP has two main processes at country level:

1. The diagnostic exercise (often referred to simply as 'the diagnostic'); and
2. The stakeholder engagement process.

The two processes are interrelated and complement each other.

6.1.1. The MAP diagnostic: in brief

At the heart of the MAP methodology is a comprehensive, country-level financial inclusion diagnostic to identify actions and strategies that will improve the welfare of low-income households through increased financial inclusion.

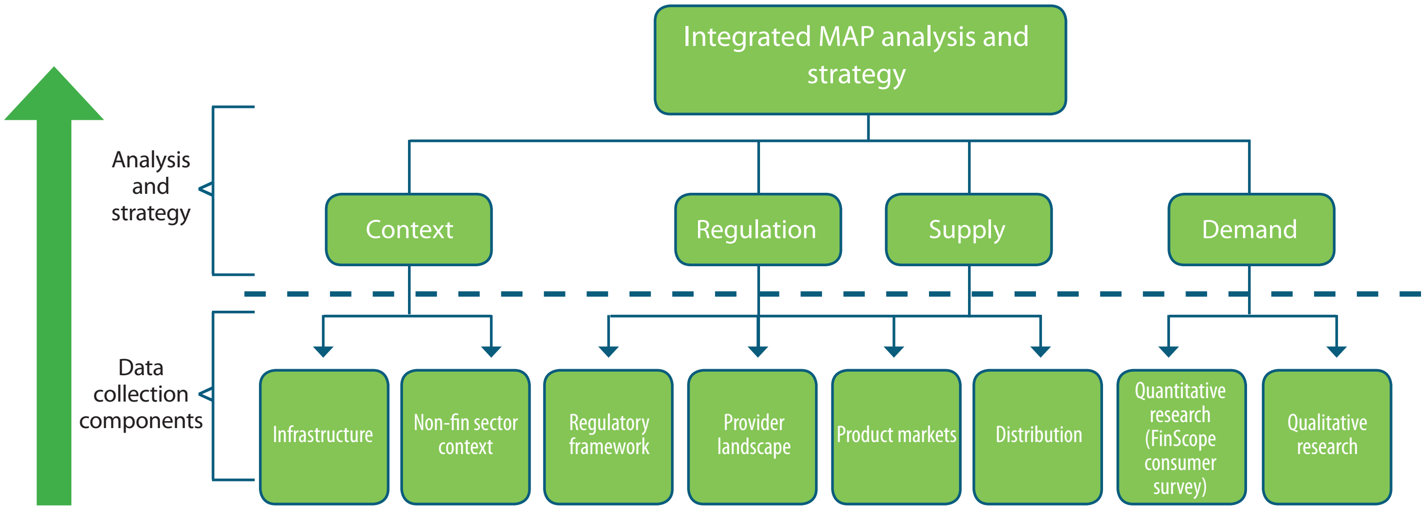
Based on extensive research, the diagnostic provides a detailed analysis of the following focus areas: the country context; the demand and supply for financial products and services within a country (as well as information about distribution channels); and the impact that policy, regulation and supervision have on market development in that country.

The purpose of the analysis is to gain an understanding of how the market has developed over time as well as the current status of financial inclusion in the country. This allows the underlying driving forces of the market to be identified in order to inform recommendations.

THE MAP COMPONENTS

COUNTRY-LEVEL PROCESS

Figure 4. The MAP diagnostic exercise: key components



See Toolkit 2: for a detailed discussion of the MAP diagnostic exercise, including the key components and outputs.

Figure 4 indicates how a diagnostic starts with ***data collection*** across various aspects (bottom line of the diagram). The data collection/research activities feed into ***analysis and strategy*** across the four main components of context, regulation, supply, and demand (each of which is discussed in more detail in the box below). These components come together in an integrated MAP diagnostic report (and out of that a more summarised synthesis note), which provides recommendations to inform the roadmap.

RECAP:

The main *outputs* of the diagnostic exercise are a comprehensive **diagnostic report** and a **synthesis note** of the main findings with recommendations. These feed into a **roadmap** and an **action plan** to formulate and implement strategic activities stemming from the diagnostic recommendations. The main *outcome* of the diagnostic exercise is that **stakeholders and resources are aligned** around agreed priorities.

THE MAP COMPONENTS

THREE LEVELS OF ENGAGEMENT

More about the four main focus areas of the MAP diagnostic

A core feature of MAP is that it takes an *integrated* view of the financial sector – i.e. integrating findings from and analysis of: the country context, the regulatory context, the demand side, and the supply side. These four focus areas form the basis for the analysis from which the MAP diagnostic report is created.

At this point it makes sense to look ahead to Toolkit 7, which focuses on the diagnostic report, as that toolkit provides an example of how the finalised research data and analysis of each of the four key focus areas could be presented.

COUNTRY CONTEXT ANALYSIS: The country context is the backdrop against which the financial services market develops. The context analysis includes the macroeconomic and socio-economic contexts, and the political economy, as well as the general and social infrastructure underlying financial services provision and usage. The country context analysis provides more general country contextual information, and clearly will have overlaps with the other focus areas: analysis of the regulatory conditions in the country; demand-side analysis; and supply-side analysis. The country context analysis makes up a comparatively short section of the diagnostic report.

ANALYSIS OF REGULATION, POLICY AND SUPERVISION: As regulation represents the 'rules of the game' for all financial service providers, it is important to understand the material regulatory provisions that are of relevance to financial inclusion and to unpack the regulatory issues and constraints on market provision. The regulatory analysis makes up a comparatively short section of the diagnostic report, as with the country context data.

See Toolkit 3 for guidance on conducting the country context analysis.

See Toolkit 4 for guidance on conducting the analysis of regulation, policy and supervision.

See Toolkit 5 for guidance on conducting the demand-side analysis.

DEMAND-SIDE ANALYSIS: What makes MAP unique compared to other diagnostic initiatives is the central role assigned to the demand-side analysis. The demand-side analysis integrates evidence and insights from qualitative and quantitative demand-side research. ***Qualitative*** research entails in-depth client interviews to gauge the target market's realities, perceptions, needs and financial behaviour at a qualitative level to spearhead product and service innovation. ***Quantitative*** research entails the roll-out of a FinScope Survey. FinScope is a nationally representative survey of consumers' perceptions on financial services. It is based on a comprehensive questionnaire that draws out these insights in a comparable manner. These demand-side insights are central in informing the supply-side analysis, as well as the overarching conclusions and recommendations. This is done by segmenting the target market into discrete groups whose profiles and financial service needs can form the basis of reaching conclusions on current gaps in supply as well as priority opportunities.

See Toolkit 6 for guidance on conducting the supply-side analysis.

See Toolkit 7 for guidance on synthesising the various analyses into a diagnostic report and then into a synthesis note.

SUPPLY-SIDE ANALYSIS: The supply-side analysis spans providers, products and distribution channels across four product markets: savings, payments, credit and insurance. The supply-side analysis draws on both the findings of the demand-side research, and an extensive research process that includes comprehensive market interviews with key players that include representatives of the private sector, government, NGOs and other donor stakeholders.

The final component of the MAP diagnostic is the all-important task of **SYNTHESIS**. The diagnostic report pulls together key findings across the four focus areas to conclude on the current state of financial inclusion and the key drivers thereof: the gaps and barriers, as well as the opportunities towards the overarching objective – all of which then form the basis for *recommendations*. Out of the diagnostic report, which is very detailed, a more succinct (and user-friendly) synthesis note is developed, summarising the key findings and recommendations and forming the basis for the development, in collaboration with stakeholders, of the roadmap and action plan.

See Toolkit 2:
for a detailed overview of the stakeholder engagement process.

RECAP

WHAT ARE THE VARIOUS MAP DOCUMENTS?

The ***diagnostic report*** contains the full MAP analysis, findings and recommendations.

The ***synthesis note*** is a summary document that draws directly on the diagnostic report to outline the main findings and recommendations as the basis for the development of the roadmap.

The MAP ***roadmap*** is a strategy document that details focus areas and recommendations for taking the financial inclusion strategy process forward. Its purpose is to clearly show a vision and strategy for increasing financial inclusion and to set out defined activity lines towards the achievement of the vision.

The ***action plan*** is the detailed implementation plan that follows the adoption of the roadmap. It highlights specific activities for the attainment of the strategy, the associated costs, timelines and responsibilities.

6.1.2. The in-country stakeholder engagement process

The diagnostic exercise and resulting diagnostic report are only a means to an end: identifying key drivers of financial inclusion and providing the evidence base used to manage an in-country stakeholder engagement process.

The stakeholder engagement process is aimed at creating buy-in and ownership from various public and private sector stakeholders, and facilitating the collaborative development and implementation of a national financial inclusion roadmap and action plan based on recommendations emerging from the diagnostic exercise.

6.1.3. Timing

The diagnostic and stakeholder engagement processes commence at more or less the same time (the actual start of the diagnostic exercise follows some initial stakeholder engagement to establish relationships) and run in parallel, until the diagnostic concludes (about 11–12 months later). The MAP programme continues for a further number of years beyond that, in the form of the ongoing stakeholder engagement, the implementation of the roadmap and action plan, and dissemination. Thus, the entire MAP project in-country lasts about four to five years. This is much longer than the initial year taken to produce the diagnostic outputs, as it takes time to create real change and ensure implementation of the actions identified in the roadmap.

6.2. Global process

In addition to the diagnostic and the in-country stakeholder engagement process, there is both a ***cross-country*** and a ***global*** aspect to the MAP programme (as shown in **Figure 3** earlier in this toolkit):

- ***Cross-country experiences:*** The content and process lessons from the country-level diagnostic exercise and stakeholder process feed into a growing knowledge base of cross-country experiences on financial inclusion. This knowledge in turn enriches the ongoing MAP processes in different countries by highlighting those interventions that have proven successful and those that have not within specific country contexts.

- ***The global stakeholder process:*** The global stakeholder process knits together the experiences of the different country diagnostics and stakeholder engagement processes. Using the evidence gathered at the country level, the wider MAP programme seeks to engage various international platforms and entities impacting on financial inclusion. This knowledge and these valuable contacts in turn enrich the ongoing MAP in-country processes in different country locations and the cross-country experiences.

A key component of the MAP global knowledge management is to build upon the country experiences for cross-country comparisons, with particular focus on the drivers of financial inclusion and on the barriers to financial inclusion, as well as on experiences of what has worked and not worked in different contexts. This data is also built into the global dialogue on financial inclusion, and feeds into engaging with stakeholders at country level.

7. MAP roles and responsibilities

MAP is designed to bring together and engage a broad range of stakeholders from the public and private sectors.

7.1. Who are the MAP stakeholders?

The founding partners of MAP, referred to as the ***MAP hub***, comprise the **UNCDF, FinMark Trust** and **Cenfri**. They are the custodians of the global MAP process.

The custodians of the domestic (i.e. in-country) MAP project are the ***government counterparties.***

The ***country coordinator/s*** provide stakeholder management and support for all components of the domestic MAP project.

The ***diagnostic team/consultants*** complete the diagnostic study.

Industry stakeholders are key to the MAP process, being: i) consulted during the diagnostic as a primary source of data, and active participants; ii) in developing the roadmap and action plan; and iii) in implementing the roadmap and action plan.

The ***MAP steering committee*** comprises representatives from government and funders, and has oversight of the country-level MAP project.

Working groups and/or other committees, consisting of government and industry representatives, are formed to implement actions arising from the diagnostic.

Something to think about

As financial inclusion moves beyond traditional providers of financial services, this means bringing to the table providers and players outside of the traditional financial services value chain (such as mobile network operators, technology companies, agricultural suppliers) as well as the regulators and policymakers implicated (such as ministries of telecommunications, agriculture, education, social welfare) and other civil society actors (such as consumer associations, and financial education providers).

MAP ROLES AND RESPONSIBILITIES

WHO ARE THE MAP STAKEHOLDERS?

7.2. What are the MAP roles and responsibilities?

Toolkit 2 provides detailed information on roles and responsibilities for each component of the MAP process. **Table 2** (below) summarises the roles and responsibilities of the different stakeholders across the overall MAP project.

Table 2. Summary of MAP stakeholder roles and responsibilities.

Stakeholders	Roles and responsibilities
Map hub: UNCDF, FinMark Trust and Cenfri	**Role:** Act as custodians of the global MAP process and provide oversight of the domestic (i.e. in-country) MAP projects. **Responsibilities:** • Develop research methodology • Oversee country diagnostics • Source funding to support the global and domestic elements of the MAP process • Involved in in-country implementation as stakeholders • Support domestic stakeholder process • Disseminate diagnostic findings at global level • Lead the global stakeholder process • Extract cross-country insights and learning
Government counterparties	**Role:** Act as custodians of the domestic (i.e. in-country) MAP project. **Responsibilities:** • Active stakeholder in MAP dialogue • Support the domestic stakeholder process • Participate in stakeholder engagement and implementation of the roadmap
Country coordinator/s	**Role:** Act as the in-country funder representative, providing stakeholder management and support for all components of the domestic MAP project. **Responsibilities:** • Primary responsibility for driving the domestic stakeholder engagement needed to set up a diagnostic and position it in the larger roadmap process • Liaise with the diagnostic team, including scheduling and attending diagnostic consultations • Assist with the diagnostic research, including providing desktop research inputs, conducting mystery shopping and completing product and provider templates • Disseminate diagnostic findings • Support stakeholder engagement for the implementation activities and processes (including the development of a roadmap from diagnostic results) • Schedule steering committee meetings, including minute-taking • Coordinate the implementation of activities • Work closely with the working group to focus on the development of the roadmap and action plan Note: *In some countries where there is no country coordinator, or for other reasons, the role may need to be split, with a local consultant appointed to assist in obtaining desktop information and with the scheduling of meetings*

MAP ROLES AND RESPONSIBILITIES

WHO ARE THE MAP STAKEHOLDERS?

Table 2. Summary of MAP stakeholder roles and responsibilities.

Stakeholders	Roles and responsibilities
Diagnostic team/ consultants	**Role:** Complete the diagnostic study. **Responsibilities:** • The primary party responsible for the context, regulatory and supply-side research and analysis, as well as the qualitative demand-side research and analysis (the demand-side quantitative research and analysis – i.e. the FinScope Consumer Survey – is farmed out to a specialist research agency) • Diagnostic project management, including liaison with the country coordinator and sub-contracting of the quantitative demand-side research to the specialist service provider • Draft the overall diagnostic report – the diagnostic report – including integrating insights from the qualitative and quantitative demand-side research into the analysis • Assist in coordinating the stakeholder conversation (through inputs provided to the steering committee and other working groups) • Participate in the process of developing the roadmap and its associated action plan • May be involved in implementation activities and process • Support global analysis and comparison by feeding in country-specific learning
Industry stakeholders	**Role:** Make themselves available for consultation during the diagnostic exercise as one of the primary sources of data. They are also subsequently involved in the development of the MAP roadmap and its action plan, and are the implementers of the resulting financial inclusion strategy. **Responsibilities:** • Participate actively in the stakeholder process • Play a key role in market implementation of the roadmap • May form part of the MAP project steering committee (see below)
Steering committee (consisting of representatives of government, the private sector and funders)	**Role:** Provide oversight/governance of the in-country MAP project. **Responsibilities:** • Act as champion and decision-making authority for the MAP in-country project • Oversee the diagnostic exercise, ensuring progress against timelines and providing input into the diagnostic report, including reviewing of draft/s • Disseminate diagnostic findings at national level • Oversee the process of development and approval of the roadmap and action plan • Fund-raise for implementation of the action plan • Oversee the MAP in-country financial inclusion implementation activities and processes • Oversee the design of the quantitative demand-side survey component (i.e. the FinScope Survey)
Working groups and/or other committees (consisting of government and industry representatives)	**Role:** Ensure the implementation of actions arising from the diagnostic. **Responsibilities:** • Engage with the diagnostic findings to develop the roadmap and action plan • Manage the implementation of actions • Adjust the strategy as new evidence and experience are gained

See Toolkit 2:
for a more detailed discussion of the stakeholder roles and responsibilities for each step in the diagnostic and stakeholder engagement process.

8. Conclusion

Toolkit 1 has provided background information and a high-level overview of the MAP programme – globally, across countries and in-country.

The toolkit has emphasised the importance of the MAP stakeholder engagement process and the diagnostic – and how they interact and overlap – and has explained the values that underpin the diagnostic and distinguish it from other diagnostic initiatives, as well as the analytical framework applied. The MAP overarching policy objective and the resulting 14 research hypotheses were also highlighted and discussed.

Toolkit 2 provides more detailed discussion on the diagnostic and overarching stakeholder processes.

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The Centre for Financial Regulation & Inclusion

Making financial markets work for the poor