The Mastercard Foundation Savings Learning Lab

The Mastercard Foundation works with visionary organisations to provide greater access to education, skills training and financial services for people living in poverty, primarily in Africa. As one of the largest private foundations, its work is guided by its belief that all people should have an equal chance to succeed, no matter where they started in life. To date, its programming has improved the lives of over 33.1 million people and millions more in their households.

The Mastercard Foundation Savings Learning Lab is a six-year initiative implemented by Itad, in partnership with the SEEP Network. The Lab's aim is to support learning among the Foundation's savings sector portfolio programmes through increased alignment and effectiveness of monitoring and evaluation, and through the generation, synthesis, curation and dissemination of knowledge.

www.mastercardfdn.org

Itad's purpose is to provide insight and ideas to drive more effective use of resources in international development through monitoring and evaluating what works, where and why. Itad provides independent, professional advice to organisations looking to scrutinise their aid programmes. Itad's work provides accountability to the ultimate funders of the programmes, whether they are taxpayers or philanthropists, as well as learning for the broader international community to improve the way that development is done.

Itad, as the Learning Partner, will work across and with the Foundation's partners, Foundation staff, and with the wider Savings Sector, to support actionable learning, and will:

1 Develop and maintain a dynamic Learning Framework for The MasterCard Foundation Savings Portfolio.

2 Synthesise and aggregate learning across the portfolio and sector.

3 Facilitate learning and knowledge sharing with key audiences.

4 Implement strategic research to support The MasterCard Foundation strategy.

IN PARTNERSHIP WITH

Oxford Policy Management

WSBI

WITH SUPPORT FROM

itad

seep
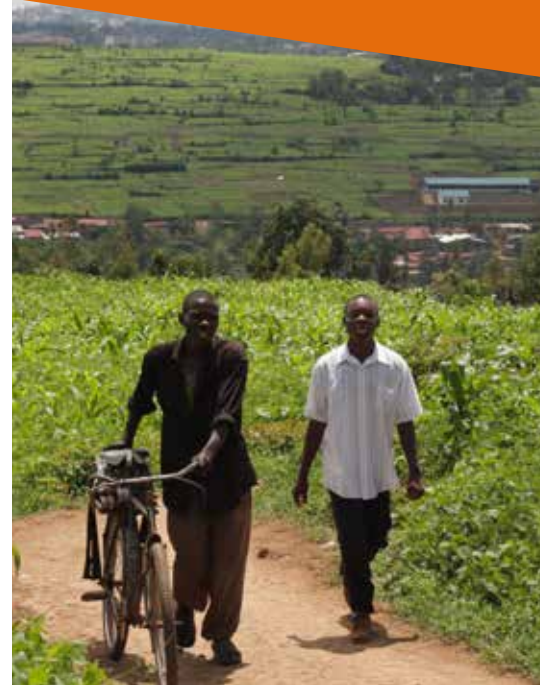
PREVIOUS PARTNERS

UNCDF MICROLEAD

CRS CATHOLIC RELIEF SERVICES

care

WHERE THE LEARNING PARTNERS WORK

SCALE2SAVE

Aims to establish the viability of low-balance savings accounts and use of customer-centric approaches to address barriers faced by low-income individuals and households in seven countries in Africa in access, usage and affordability of savings services. It will do so by working with partner banks to increase savings amongst these people, and to reach scale and sustainability with their low balance accounts.

SAVINGS AT THE FRONTIER (SatF)

Aims to expand the range of savings products and services available to people living in Ghana, Tanzania and Zambia by testing and implementing business models that sustainably deliver those products and services to savings groups and users of other informal savings mechanisms.

PREVIOUS PROGRAMMES

CRS aimed to expand the depth of poverty outreach of Savings and Internal Lending Communities (SILC) so that vulnerable households experience greater financial inclusion to increase their resilience.
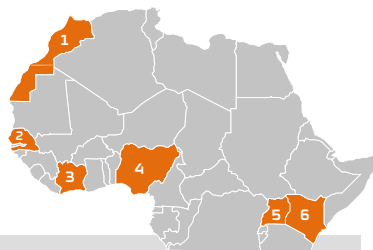
Microlead challenged financial service providers (FSPs) to develop, pilot and scale deposit services for low-income, rural populations.

Power Africa aimed to increase the financial inclusion of 480,000 direct beneficiaries and their households across four countries.

The MasterCard Foundation Savings Learning Partnership is a six-year initiative implemented by Itad, in partnership with the SEEP Network.

Morocco
Senegal
Burkina Faso
Benin
Nigeria
Code d'Ivoire
Ghana
Liberia
Cameroon
Ethiopia
Uganda
Kenya
Rwanda
Burundi
Tanzania
Malawi
Zambia

SCALE2SAVE

Scale2Save builds on a 2008-2016 ten-country programme aimed at doubling the number of savings accounts for low-income people at partner banks.

The new programme will test and apply new business models arising from economic analysis around price sensitivity and demand, targeted on low-income unbanked segments, aiming to reduce the incidence of dormancy and inactivity in banks' customer bases. It will help existing partner banks in two African countries (Kenya, Morocco, Uganda) reach scale and sustainability with their low balance accounts and support additional East and West African partner banks to dramatically increase savings amongst these segments in their countries (Cote d'Ivoire, Nigeria, Senegal).

1 MOROCCO
2 SENEGAL
3 COTE D'IVOIRE
4 NIGERIA
5 UGANDA **6** KENYA

2016-2022

LEARNING TO DATE

Savings and Retail Banking in Africa - Results from 2018 WSBI Member Bank Survey.

Scale2Save: Al Barid Bank project in Morocco

**www.wsbi-esbg.org/ KnowledgeSharing/scale2save**

 @scale2save

Photo: Edward Hedley

KEY LEARNING QUESTIONS

• What are the causes of such a high degree of account inactivity in the target countries (and worldwide)? What are the most effective drivers of usage and which innovative approaches (e.g., apps, gamification and other novel ideas) are most successful in stimulating account activity among financially disadvantaged people?

• To what extent do different pricing models stimulate demand for financial services from banks?

• Does greater customer centricity (via deeper knowledge of the customer, offering usable, affordable and accessible services, integration of the WSBI/MCF programme into bank strategies, and institutional and cultural change) lead to customer growth accompanied by more active customer bases?

• Which business models result in sustainable business cases for financially disadvantaged segments?
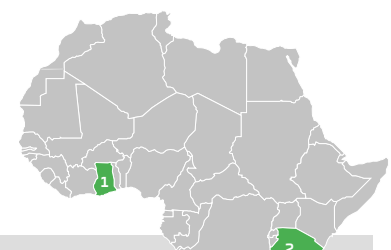
SAVINGS AT THE FRONTIER

Savings at the Frontier (SatF) is working with selected financial service providers (FSPs) in Ghana, Tanzania and Zambia to test and implement new business models that deliver financial services to individuals who currently only have access to informal savings mechanisms (ISMs). By providing technical support and funds to the FSPs, SatF is aiming to find a triple-win solution – business models that are financially sustainable for FSPs, do not undermine the ISMs (e.g. savings groups) themselves, and benefit individual savers. SatF will increase access to financial services for at least 250,000 rural and semi-urban households. In addition, a robust monitoring, research, evaluation and learning (MREL) framework captures insights on what does – and does not - work in different contexts. This learning is constantly fed back into programme design to course-correct as needed to achieve the greatest possible impact. Learning in the programme is also contributing to the wider knowledge base on financial inclusion, helping to construct a set of effective, scalable approaches that open the door to meaningful financial services for excluded populations around the world.

1 GHANA
2 TANZANIA
3 ZAMBIA

2015-2022

LEARNING TO DATE

SatF learning to date in a simple, interactive timeline

Insights on the preferences and usage of financial services by savings groups in Tanzania

Change Management Inside Financial Service Providers: Takeaways from a Funder Partnering with African FSPs

Linking users of informal financial services with formal financial services: A Review of the Evidence

www.opml.co.uk/projects/ savings-frontier

 @SavingsFrontier

KEY LEARNING QUESTIONS

• What are the different segments of users/clients of the informal savings mechanisms and how do they differ from each other?

• How do the financially excluded and underserved users (e.g. women, young people, smallholder families and people living in remote areas) of ISMs respond to linkage experiences and opportunities and how can the mutual value proposition of linkage for ISMs be shared with FSPs?

• What can we learn from the SatF supported models on how best to serve the financially excluded and underserved?

• What are the challenges and opportunities for financial institutions to contribute towards and manage the formation and acquisition of informal savings mechanisms and how can the mutual value proposition of linkage for FSPs can be shared with ISMs?

Learning synthesis and research represent key activities of the Savings Learning Lab with the aim to increase the amount of relevant, actionable knowledge about savings available to The MasterCard Foundation, the portfolio partners and the wider sector.

The Lab's aim is to support learning among the Foundation's savings sector portfolio programmes through increased alignment and effectiveness of monitoring and evaluation, and through the generation, synthesis, curation and dissemination of knowledge.

Our learning agenda is anchored by a set of fundamental learning questions related to impact, clients, institutions and ecosystem.

Itad want the resources invested in international development to have the greatest possible impact on people's lives. They provide the insight and ideas to ensure that they do.

Savings Evidence Map: consolidated reliable evidence related to savings focused financial inclusion

Savings Evidence: Synthesis Report

Savings count: Trends in access, use and the ecosystem of savings in sub-Saharan Africa

State of Practice: Savings Groups and the Role of Government in Sub-Saharan Africa

Commercial Relationships between Savings Groups and Financial Service Providers: Considerations in Developing a Business Model for Linkages

Blog: Getting It Right - Learning About Savings

www.itad.com

@LabSavings

KEY LEARNING QUESTIONS

• **Impact**: Does financial access substantially improve the well-being of customers?

• **Clients**: Which financial services and channels are most valued by the financially disadvantaged?

• **Institutions**: What drives the business case for providers to serve the financially disadvantaged?

• **Ecosystem**: What does an enabling environment look like and what is the appropriate role for funders to play in supporting it?

The SEEP Network is a global learning network that promotes inclusive financial and market systems, through knowledge mobilisation, actionable learning opportunities, and strengthened partnerships. SEEP provides the Learning Partnership with a structured platform to capture, share and advance knowledge through its practitioner networks and events.

As a learning and dissemination partner within The MasterCard Foundation Savings Learning Lab, SEEP will lead activities in three main areas:

1. Global Savings Groups Conference – Since 2009, SEEP has led the Global Savings Group Conference series. The global learning event engages a large and diverse community of stakeholders, develops and promotes improved standards of practice, mobilises knowledge, strengthens partnerships and alliances, and creates opportunities for learning. With support from the Learning Lab, SEEP will host the biannual conference in 2018, 2020 and 2022.

2. Peer Learning Groups – A Peer Learning Group is an action-oriented learning methodology, developed by SEEP, to address opportunities and challenges in dynamic contexts.

3. Knowledge Sharing and Dissemination – SEEP will establish the SG Learning Hub, design and host webinars on topics of shared and emerging interest, and convene national stakeholder meetings to support the effective exchange and expansion of knowledge across diverse stakeholders.

SEEP is a global learning network dedicated to creating new and better opportunities for vulnerable populations, especially women and the rural poor, to participate in markets and improve their quality of life. The SEEP Network has extensive experience in facilitating learning and collaboration in Savings-Led Financial Services. SEEP works with a broad spectrum of stakeholders such as international capacity development organisations, regional and national microfinance networks, global foundations, private sector actors, international and local NGOs, governmental entities, and research & academic organisations.

Savings-Led Financial Services Working Group

www.seepnetwork.org

@TheSEEPNetwork

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