

## Savings at the Frontier (SatF)

*A MasterCard Foundation partnership with Oxford Policy Management*

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### ADVISORY COMMITTEE (AC)

#### **Chair – Ruth Dueck-Mbeba, Senior Program Manager, Financial Inclusion, Mastercard Foundation**



Ruth has more than 30 years' experience in public accounting, financial reporting and management, and as a practitioner, trainer and consultant in the field of microfinance. At the Foundation, she is responsible for initiatives in scaling access to finance, alternate delivery channels and youth financial services. She has lived, worked and travelled extensively in Africa, the Middle East, and throughout Asia. Ruth is passionate about building learning communities, sharing knowledge and developing human capital. She is a Chartered Professional Accountant of Ontario, a member of the Institute of Internal Auditors and holds a certificate in Adult Education.

#### **Member - [Bill Grant](#), Global Practice Leader, Market Systems Development, DAI/Europe**



Over the past 30 years Bill has focused on all aspects of private sector development from policy analysis to financial services development. Over the past 15 years, he has played a strategic role in designing and supervising Making Markets Work for the Poor (M4P) programs for DFID, the SDC, and private corporations in ten countries. Bill's involvement in financial sector development started in 1987, focusing initially on access to credit for SMEs in West Africa. It evolved through to access to rural finance in general, looking at both the savings and credit sides. His initial forays into village based savings and loan associations started in the late 1990s when he assisted CARE to adapt its MMD programme in Niger, and design new components and access funding for expansion. Since that time, he has promoted the MMD (or VSLA) model very actively around the world, writing articles for mainstream journals, organising sessions in conferences, supporting evaluations of VSLA and other decentralised finance programmes. He has played a constructive role in stimulating their introduction into more mainstream programming in Uganda, Mozambique, Kenya, South Africa, Tanzania, Ethiopia, and Burundi.

On the more mainstream side of financial services he has been involved in banking policy development, highlighted by his study on the cost of lending for microfinance in South Africa (2000), which served as the basis of the GRSA's interest rate policy for small loans.

#### **Member – [Juliet Munro](#), Inclusive Finance Director, FSD Africa**



Juliet Munro is responsible for overseeing programmes in a number of sub-sectors (e.g. credit, housing finance, insurance, remittances, integrity) and with a number of regional and international partners. One of her recently-launched programmes is the Savings Groups Evidence and Learning Initiative in partnership with the SEEP Network, an initiative that aims to facilitate the creation, sharing and use of evidence for and among organisations supporting Savings Groups. She lives in Lusaka where she has gained over 17 years' experience as a researcher, strategy developer and programme manager. Before joining FSD Africa she was Zambia Coordinator for FinMark Trust, a

regional financial inclusion programme, during which she managed projects in insurance and financial capability and coordinated national financial inclusion surveys in partnership with the Government of Zambia. Juliet has a BSc. Honours degree in Geography from the University of Liverpool, UK and a Masters degree in Cultural Geography from the University of Cheltenham and Gloucester, UK.

**Member – John Ndunguru, Program Officer, Financial Services for the Poor Division, the Bill and Melinda Gates Foundation.**



John Ndunguru is the country lead for Uganda and oversees the Financial Services for the Poor initiatives and investments in Uganda. His work cuts across stakeholders in the Financial Institutions, Mobile Network Operators, Regulators, Donors, NGOs, Private and Public Sector entities involved in digital financial services.

Prior to the Gates Foundation, he worked for Airtel Tanzania as M-Commerce Corporate Manager. In that role, he was responsible for developing product concepts and partner relationships for the mobile money business. Prior to Airtel, John worked in the financial services industry in a commercial bank – Barclays Bank and at the Bank of Tanzania, the country's Central Bank. He has also worked at Coca-Cola. He received his undergraduate degree at the University of Cape Town and his graduate degree from Deakin University in Melbourne, Australia.

**Member - [Robert Ongodia](#), Senior Director, Accion Global Investments and Non-Executive Director, UGAFODE Microfinance Ltd (MDI)**



Robert is a Senior Director at Accion Global Investments and a Non-Executive Director of UGAFODE Microfinance Ltd (MDI). He is a financial services expert with over 19 years of hands-on operational experience in banking, impact investing, microfinance, SME lending, and financial sector regulation. He specialises in strategic business planning, investment analysis, restructuring, capacity-building, policy design, and market research. Before coming to Accion, he worked for Centenary Bank, Bank of Uganda, and FINCA Africa where he restructured struggling institutions –transforming loss making non-profits into profitable ventures. Immediately before Accion, he managed several impact-investing funds at MicroVest, which focused on private equity and debt. During his tenure he was able to expand the funds' outreach to over 16 countries in Africa. Robert holds a Masters in Economic Policy Management from Columbia University in New York City and a Bachelor of Science in Economics (Honours) from Makerere University in Kampala, Uganda.

**Member - Paul Rippey, Independent Consultant, Co-founder and editor, Savings Revolution**



Paul Rippey specialises in cutting-edge issues of community-based savings. Since 2003, he has worked with savings groups to design programmes, carry out evaluations and trainings, and with aid organisations in strategic planning. He has worked in a dozen African countries, as well as Asia and Latin America. Most recently, he has concentrated on the challenge of maintaining quality when relying on cascade training, and the role that video training tools in local languages can play in empowering self-replication of savings groups.

Before discovering community-based savings-led finance, Paul worked in micro-credit, managing MFIs in three countries, and co-founding Al Amana in Morocco, which became the 14th largest MFI in the world. Paul holds a Masters Degree in Philosophy from the University of Virginia.

**Member - [Robert Stone](#), Strategic Adviser, Savings at the Frontier programme**



Dr Robert Stone, an OPM Associate, is a former Director of the OPM Economic Policy Programme. He is a political economist with over 35 years' experience of financial and private sector development at policy and institutional level. His work has focused on the structure of markets within the financial sector and their impact on growth, investment and, particularly, poverty reduction. Robert's recent work has included the design, monitoring and evaluation of programmes at the national and international level in

financial inclusion, in broad financial sector development, in rural and agricultural finance, in microfinance and in the use of technology to deepen and broaden the financial sector.

**Member - [Sukhwinder Arora](#), Team Leader, Savings at the Frontier programme (Alternate to Robert Stone)**



Over the past 30 years, Sukhwinder's core work has been on development, delivery and review of policies and programmes designed to enable poor people to prepare for and benefit from economic development opportunities. Sukhwinder is currently an OPM Associate and has previously worked as Principal Consultant, financial and private sector development OPM during 2008-15. He has also worked as Private Sector Development Adviser, DFID in New Delhi, London and Dhaka offices during 1996-2007.

Sukhwinder has led various assignments such as: Mid term review of FSD Africa (DFID); Evaluation of Effectiveness of FMO supported (M)SME banks in South-Asia (FMO); and Evaluation of Impacts of Samridhi Fund Investments in India (DFID). Sukhwinder has contributed to two books: *The Poor and their Money* (with Stuart Rutherford) and *Small Customer, Big Market: Commercial Banks in Microfinance* (with Malcolm Harper) and served as chairman of UK Microfinance club during 2010-13. He has worked in over 30 countries, mostly in South Asia and Sub-Saharan Africa.