



Inclusive Insurance Innovation Lab 2020/2021



Inclusive Insurance Innovation Lab

March 2020 to September 2021





Country Team Argentina

Anaía Ayala	Virginia Lingardi
Betina del Valle Azugna	Natalia Lopez Uris
María Cecilia Bensadon	Jesica Lores
Marina D'Amato	Maximiliano Selva
Belén Gómez	Rosana Techima Salsano
Malena Kramer	Daniela Anahid Tchabrossian

Country Team India

Renu Agnihotri	Shree Kant Kumar
Parmod Kumar Arora	Kuhu Mohapatra
Satyendra Nath Bhattacharya	Varsha Mondkar
Amitabha Chanda	Shruti Oke
Randip Singh Jagpal	A. Venkateswara Rao
Arvind Kumar Khaitan	Ashish Sharma
Deepak Kinger	Sunil Kumar Singh
Priya Kumar	

Country Team Morocco

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Khalid Boussaid	Anass Nosfi
Karima El Hachoumi	Mounia Soubaity Chraïbi
Yasmine Essahel	Mohamed Zerrei
Mohamed Feriss	Meriem Zihry
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Country Team Rwanda

Sharif Banamwana	Faustin Mutabazi
Thomas Bazarusanga	Damien Ndizeye
Moïse Bigirimana	Gerald Ntambara
Innocent Karangwa	Emmy Rugamba
Paul Mbonyi	Claude Rutaremara
Mendies Mhiribidi	Agnes Uwanyiligira
Olivier Muhire Nkurunziza	Ovia K. Tuhairwe
Stella Muhoza	



Briefly about the Inclusive Insurance Innovation Lab

Innovation for inclusive insurance market development

Insurance protects against unforeseen losses and financial vulnerability and plays a vital role in promoting economic growth. Yet in most developing and emerging economies, vast segments of the low-income population, as well as micro and small businesses, remain excluded from insurance. The reasons can be found both on the supply and the demand side and may further be intensified by challenges in the policy environment, including unsuitable regulation and supervision. While there has been significant progress in improving access to insurance over the past decade, substantial challenges remain, and new ones are emerging.

The first iii-lab took place over 2017-2018 where Albania, Ghana, Kenya and Mongolia took part. The final report for the 1st lab can be found on the A2ii website: [🔗 | A2ii website](#).

The iii-lab would not have been possible without the support of the Dutch Directorate-General for International Cooperation (DGIS).

What is the iii-lab?

The Inclusive Insurance Innovation Lab (iii-lab) is an international capacity-building programme where four countries' teams work on innovative solutions to advance the development of their insurance market.

The iii-lab is a unique opportunity for participants to foster change in their markets by:

- Enabling dialogue and mutual learning amongst key stakeholders of the inclusive insurance sector
- Equipping participants to take leadership within their sector and/or organisation
- Inspiring participants to take action and supporting the initial implementation

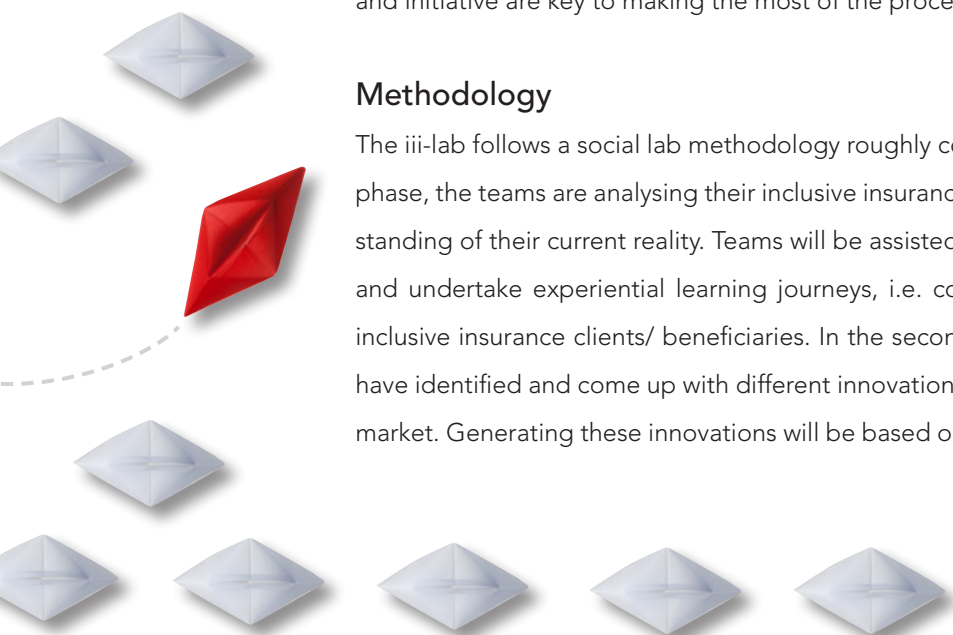
In addition, participants dedicate time in between events to maintain a dialogue within the country team and implement the innovations in their markets that teams will develop as part of the process.

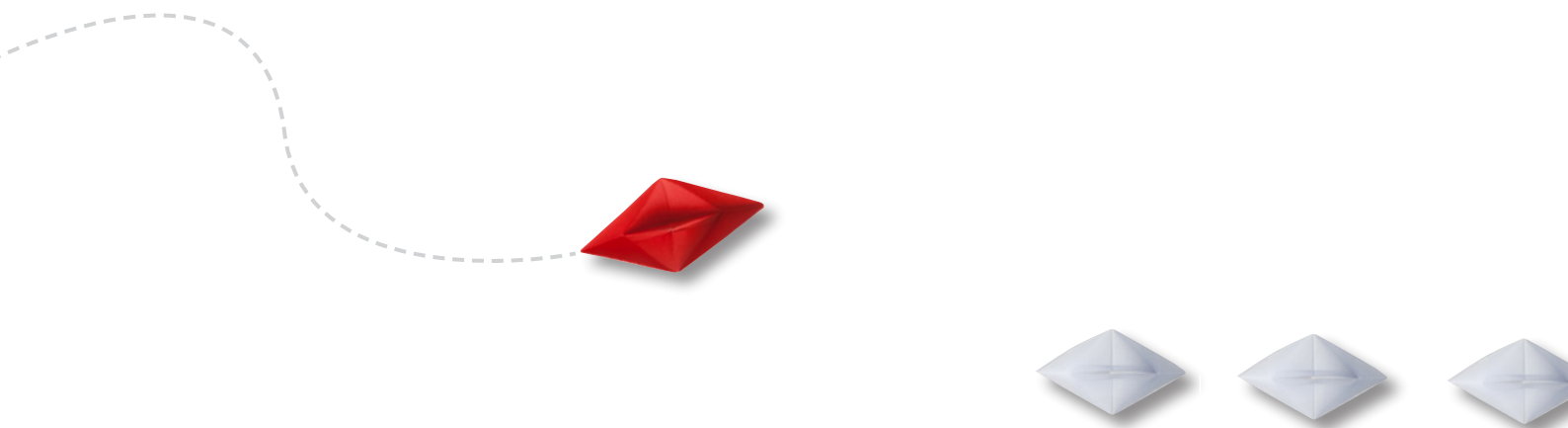
Philosophy

The philosophy of the lab is that no one in the room understands all facets of an issue nor has the perfect solution to existing challenges. This means that everybody needs to work together, and, with the appropriate time and tools, the participants can find the answers together. As change in the selected jurisdictions is a major goal of the Inclusive Insurance Innovation Lab, a strong emphasis will lie on national processes and support to each country team. However, country ownership and initiative are key to making the most of the process.

Methodology

The iii-lab follows a social lab methodology roughly consisting of three different phases. In the first phase, the teams are analysing their inclusive insurance sector and thereby agree on a same understanding of their current reality. Teams will be assisted by the facilitators to adopt systems thinking and undertake experiential learning journeys, i.e. conducting selected interviews with potential inclusive insurance clients/ beneficiaries. In the second phase, teams will address challenges they have identified and come up with different innovations on how to develop their inclusive insurance market. Generating these innovations will be based on design thinking and human-centred design





methods. In the third phase, teams will implement and refine their innovations based on first practical experiences. They will also work on scaling up successful innovations. Participants will also engage in mutual learning and peer-to-peer coaching throughout the programme.

The lab of 2020-2021

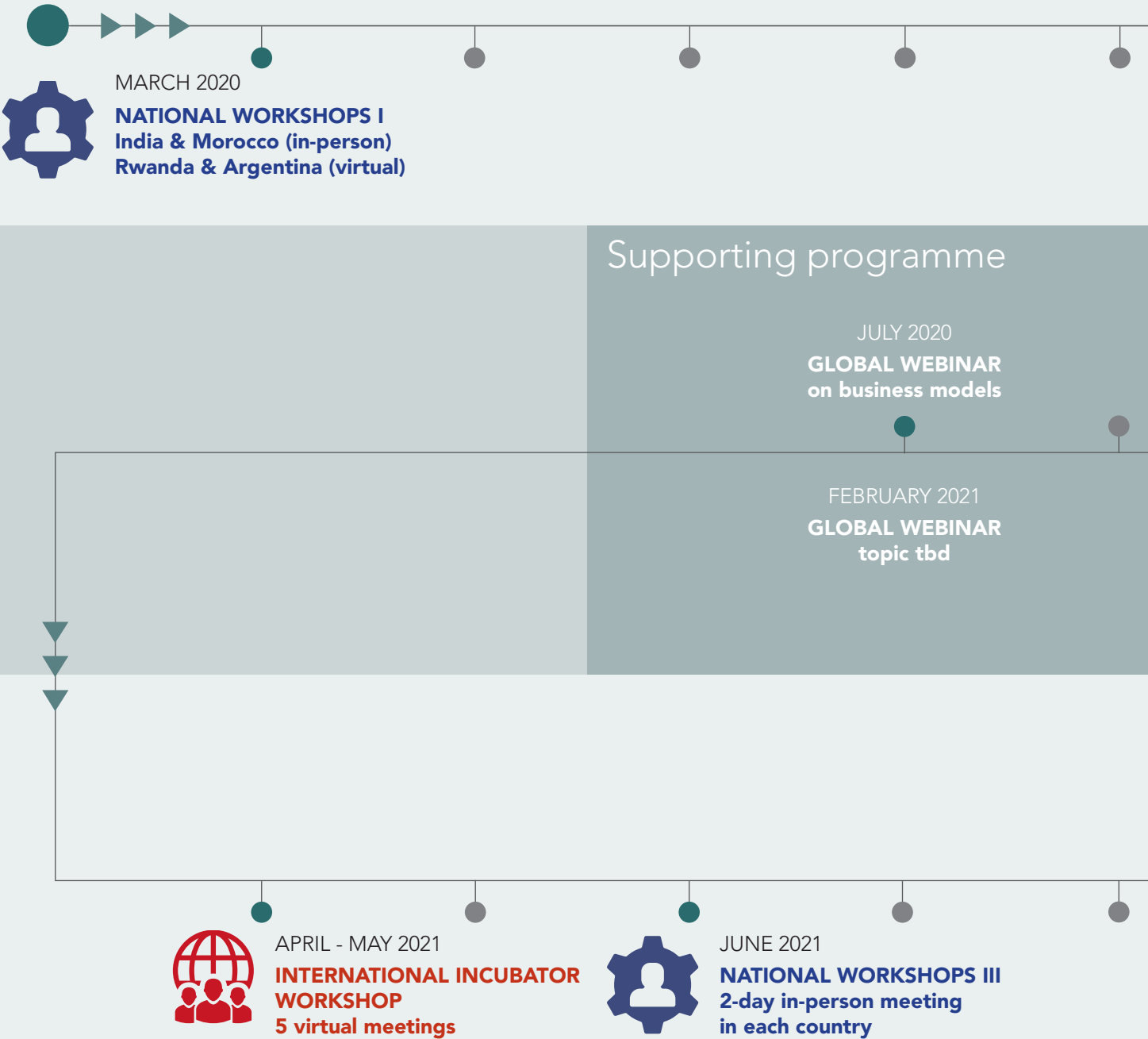
The Inclusive Insurance Innovation Lab is an 18-month process with approximately 60 inclusive insurance leaders from four countries across the world: Argentina, India, Morocco and Rwanda. The process takes place between March 2020 and September 2021. It promotes dialogue and mutual learning amongst key stakeholders in the inclusive insurance sector, inspires participants to take action, and helps them to take leadership within their sectors and organisations.

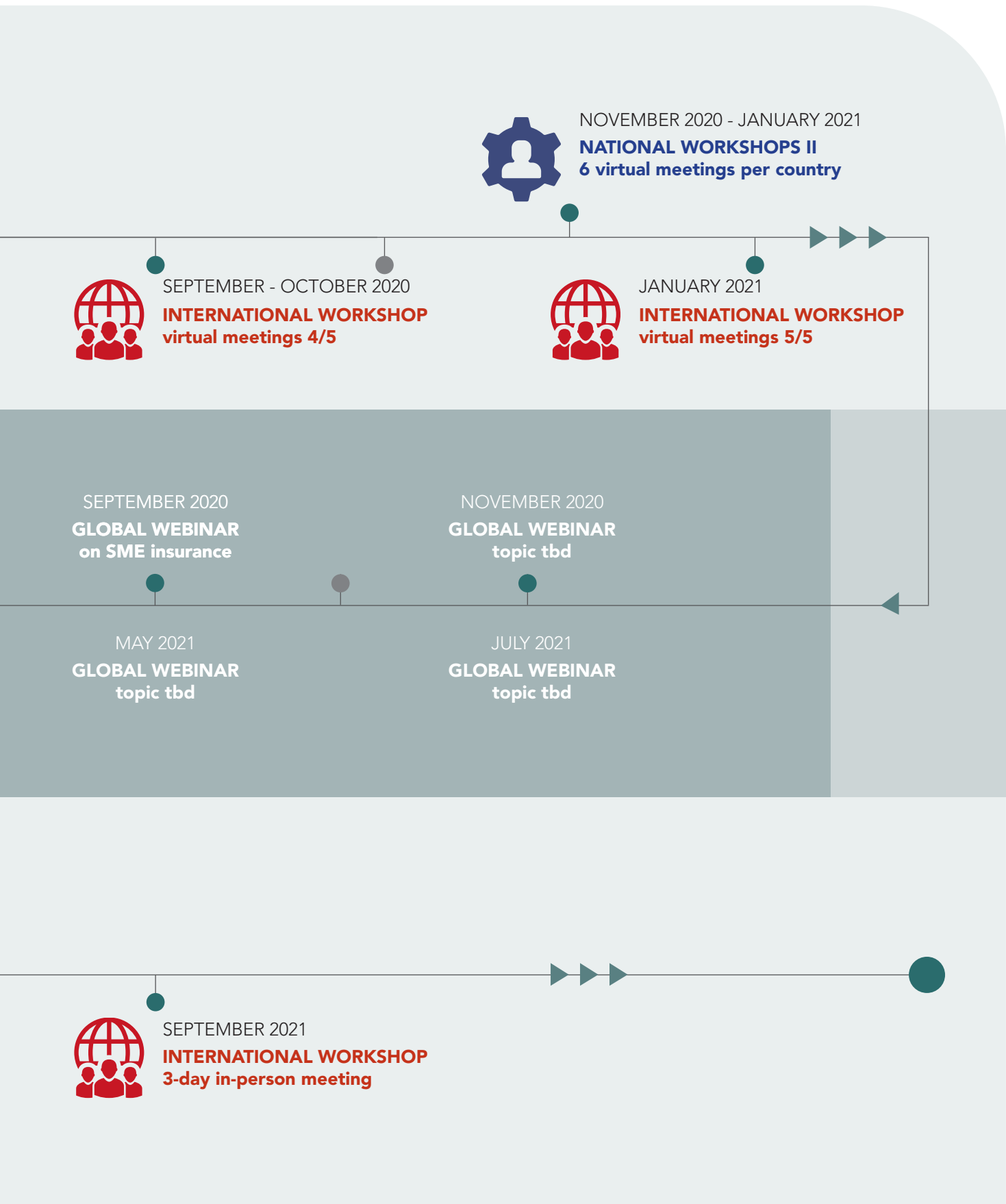
The key question of the lab is: How can we develop our insurance markets?

Initially planned as a series of face-to-face workshops: three national workshops for each country team and three international workshops over 18 months, the Covid-19 pandemic has led to a re-design of the program. Between mid-March 2020 and May 2021 national and international workshops continue to be held virtually supplemented by topical webinars, global meetings and coaching clinics.

Moving content online has not led to fundamental methodological changes, but rather to an increased use of digital tools for visualising ideas. It is a learning opportunity for digital collaboration both for participants and the hosting team until physical meetings are possible again. Lab teams have been showing a tremendous amount of flexibility and creativity to overcome the lack of physical encounters. By being open for unconventional methods, we are confident the four lab teams will come up with impactful, innovative initiatives.

iii-lab full programme timeline





Country Team Argentina



ANALÍA AYALA
Grupo Sancor Seguros, Sustainability Analyst

"I consider myself a person who can adapt to different circumstances in life. Being a good listener has given me the skill to understand people's needs and provide them with solutions with a win-win perspective. I approach problems with an open mind, curiosity, self-motivation and focus. I like spending time with my family and friends, and I learn a lot from them. About my profession, I help companies to create value and improve their bottom line by integrating sustainability principles into business strategies. I have 10 years of experience working on sustainability programs in large multinational and national corporations. I am committed to helping businesses transform sustainability challenges into market opportunities.

In Grupo Sancor Seguros we have been implementing inclusive insurance through the institution FONCAP. As part of our sustainability process that works transversally with all areas of the company, we are very interested in being able to leverage these products, under current regulations, and being able to offer inclusive insurance products in this new market. Many people could benefit from not falling into poverty, thanks to these products. I think that this is an incredible opportunity that we have all the participants to impulse the microinsurance into the Argentinian Market."



BETINA DEL VALLE AZUGNA
Grupo Sancor Seguros, Sustainability Manager
Argentina & Latin America

"I am Betina del Valle Azugna, I have a degree in Marketing from the University of Business and Social Sciences (UCES) and an MBA in Business Administration from the University of Belgrano. I am currently working towards a Master's degree of Social Economy Entities at the National University of Rosario. Since 1999 I have been developing my activities in Sancor Seguros Cooperative Group and since the end of 2005 I have been coordinating the Corporate Responsibility Process of this Group. I am currently the Sustainability Manager for the companies in Argentina and Latin America. I am a member of the United Nations Global Compact Network Board in Argentina and I chair its Human Rights and Business working Group.

We have always been interested in inclusion and diversity. We signed the Women Empowerment principles in 2015 and we launched our Inclusion Program in 2016. We have been working in microinsurance for several years, and we have special products for women health. The iii-lab is really relevant for us, allows us to take action on urgent issues that exist in our society. "



MARINA D'AMATO,
San Cristobal Seguros,
Chief Claims Officer

„My name is Marina D'Amato. I graduated in Law, and I have specialised in the Law of Torts. After working many years as an attorney for SAN CRISTOBAL SEGUROS, I became Chief Legal Officer of the company in 2016. Nowadays I'm working as Chief Claims Officer at the branch situated in Buenos Aires City. I'm an optimistic, self-determined and energetic person who likes to take action over problems. Being part of the Argentinian Team is a great challenge full of joy. I hope to learn from other's countries experiences and contribute to the development of the Argentinian inclusive insurance sector.

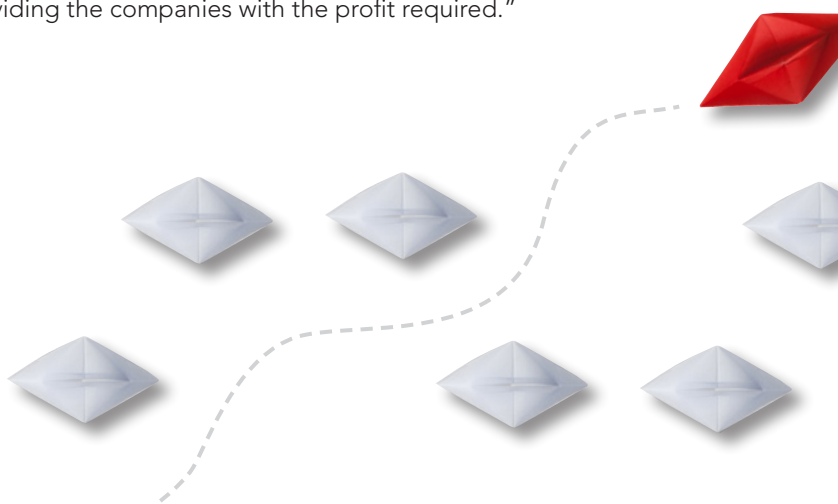
SAN CRISTOBAL SEGUROS has made a significant commitment with society since its foundation, in 1939. The Corporate Social Responsibility Team has worked in many projects providing care to people in need, ensuring environmental conservation and supporting educational projects. We strongly believe that gender equality and empowerment of women should be promoted as well as the fact that insurance plays an important role in the economic development and fight against poverty. Our adhesion to the United Nation's Global Compact and Women's Empowerment Principles (WEPs) is proof of this commitment.



MARÍA CECILIA BENSADON
Triunfo Seguros, Strategy &
New Business Manager

“My name is María Bensadon. I live in Mendoza, Argentina. I am Strategy and New Business Manager at Triunfo Seguros; where I've been working for six years. Before Triunfo, I worked at La Caja and before that at HSBC Group. I've been at the financial and insurance industry forever, always feeling lucky because I love what I do.

I believe that these projects allow us to learn more about the business, other country's experiences and most importantly, to be aware of our customer, by raising ourselves from the daily work to fit into new technologies to maintain the company's profitability and our customers happy. This particular lab has the extra benefit of joining the Public and Private sectors together working to develop new products that will have an impact in some vulnerable sectors, providing the companies with the profit required.”





BELÉN GÓMEZ, Rio Uruguay Seguros (RUS), U-RUS (Universidad Corporativa de RUS) Coordinator and Institutional Management of the Board of Directors

“My name is Belén Gomez. I am currently the first and only female member of the Coordination Team – the highest operational team – at Rio Uruguay Seguros, an insurance cooperative. I am one of eleven coordinators directly working with the Executive President. I am in charge of the Cooperative University of the Company (U-RUS) – a strategic tool to train employees and intermediaries. In this context I also address inclusive insurance projects. I am also the connection between the Coordination Team and the Company Administrative Council and I facilitate the relation between IT Coordination and Human Resources Coordination.

I am a Doctor of Economic Sciences, and my thesis and current work have focused on the promotion and accomplishment of sustainability in insurance; i.e. how to generate shared value between the company and its different stakeholders. Seeing that RUS and the Argentinian insurance industry emphatically assume the design and provision of inclusive insurance products fills me with satisfaction at a personal and professional level. I am deeply committed and belong to different local, national and international organisations that aim to promote gender equality and the inclusion of vulnerable sectors (like the LGBTBI community) through insurance. I believe we are all responsible for, and we can all contribute to change the world into an economically equitable, respectful for the environment and socially inclusive place.”



MALENA KRAMER, Superintendencia of Insurance of Argentina (SSN), Head of Institutional Affairs and International Relations

“I am Malena Kramer and I am the Head of Institutional Relations & International Affairs of Superintendencia of Insurance of Argentina since 2018. During 2017 I served as Head of AML/FT of the organisation. Prior to assuming my functions in the public sector, I worked as a lawyer in local and international notoriety law firms, advising insurance companies in both contractual and extra-contractual areas.

The International Relations Unit initiated this amazing project called “Women and Insurance”, we are convinced that we must promote women’s access to financial services through insurance, due to the importance they have in society and in the development of the economy. When we thought about how to achieve the objective of Financial Inclusion for women, through the development of products and the growth of the local market, we understood that the iii-lab would be the key tool to achieve it. They have a significant experience in inclusion policies and the support of the international community.”



VIRGINIA LINGARDI, Grupo Asegurador La Segunda, Innovation Team Leader

"I have a degree in Business Administration and have been part of La Segunda Insurance Group since 2012. I worked as a Project Management Office Manager working on the planning and coordination of the organisation's project portfolio, ensuring the application of best practices for three years. In July 2018 I led the innovation project Hack2in – the first InsurTech Hackathon in the Argentinean insurance market. For the last two years I have led the innovation area within my company where I facilitate the executive alignment around innovation objectives. I make available tools that speed up the innovation process and I encourage the development of innovation-friendly skills in the members of the organisation.

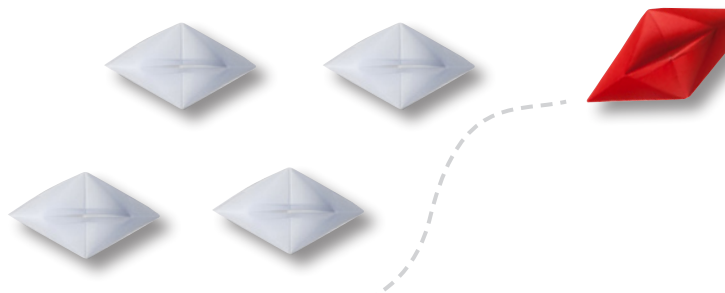
I believe that we are all (including the insurance industry) going through processes of intense change that require new tools in order to successfully navigate them. One of the most important tools in these processes is collaborative work. Working on the generation of solutions from the collaborative intelligence of an entire sector that is looking to transform itself to be able to satisfy the needs of a client that has changed, today, is essential. I believe that Inclusive Insurance Innovation Lab is an excellent space to learn how to work in this way and, through trial and error, achieve our first results."



NATALIA LOPEZ URIS, Superintendencia of Insurance of Argentina (SSN), Deputy Manager of International Relations

"I am Natalia Lopez Uris and I am currently the Deputy Manager of International Relations at the Superintendencia of Insurance of Argentina. I have been working for the organisation since 2017. Before joining SSN I worked for the private insurance sector. I am a lawyer, certified in Ethics and Compliance.

Together with Malena and International Relations staff we initiated this exciting project called "Women and Insurance", we are convinced that we must promote women's access to financial services through insurance, due to the importance they have in society and the development of the economy. By offering women-specific insurance products that meet their needs and those of their family, we are creating a way of empowering them by controlling their risks and protecting their household economy. It is a unique opportunity to create new products and contribute to developing the Argentinian market. The Innovation Lab will give us the necessary impetus to achieve this aim through the collaboration and experience you have as well as the support of the international community."





JESICA LORES, Prudential Seguros,
Responsible for CSR, Sustainability &
Internal Communications

"I have a degree in Political Science and International Relations. I developed my work experience in social organisations and in CSR areas in big companies in the last 12 years. I am passionate about designing social projects and programs. I am convinced that it is possible to build a better world and that companies today are great social actors that, together with the State and Civil Society, work in pursuit of sustainable development. My great challenge is to build a better world, thinking about future generations. I am the mother of Guadalupe and Juan Pedro, and I want to leave a better world for my children and leave my mark so that the world is a better place for everyone.

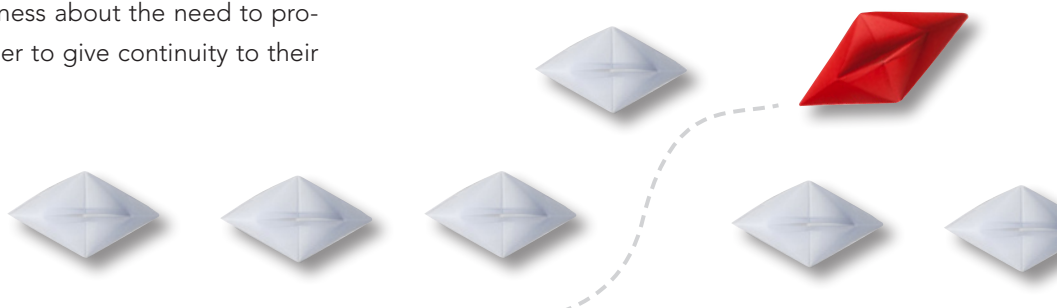
I am excited to exchange experiences with other colleagues in the insurance industry in Argentina and to learn about different practices in other countries as well. I am also excited about acquiring new tools for my work at Prudential Seguros. These will help me in the design of product that allow for inclusive business for vulnerable populations and that raises insurance awareness in those communities. Awareness about the need to protect their lives in order to give continuity to their projects."



MAXIMILIANO SELVA,
Varese Brokers, Partner

"My great challenge is to generate concrete and real projects for inclusive insurance and microinsurance, to extend the benefits of the insurance industry to the most vulnerable sectors. I also want to bring the industry closer to these sectors, working on social projects that help improve the lives of those who need them most. I am a person who believes in passion as a motor, in constant innovation, in teamwork and in knowledge as a way to carry ideas forward.

Since 2014 I have been especially interested in inclusive insurance and microinsurance. As a member of the Microinsurance Network I try to work hard to promote insurance for low-income sectors in my country, working with the Superintendence of Insurance of Argentina (SSN) and with local companies. There is a great opportunity to extend the market in these segments, and at the same time, it is a moral obligation to work to improve the life of these segments that need it most."





ROSANA TECHIMA SALSANO,
CNP Seguros, CEO

"I am Rosana Techima Salsano, I am Brazilian and have been living in Argentina for two years. I have been in the Insurance market for almost 30 years and have worked in different positions in my career: Commercial Area, Product Development Area, Business Board, Consumer Protection Commissions and Boards of Directors. In Brazil, one of the great joys I had was participating in the launch of the first microinsurance in the market (in 2012) up to date with almost 1 million policies issued per year. I currently hold the role of CEO of CNP Seguros, a subsidiary of CNP Assurances, one of the largest life insurers in Europe.

I believe that a nation can only become strong and withstand successive crises if it has a strong insurance market for the entire population. Argentina has enormous development potential. I am interested in understanding how other markets in situations of strong economic and social crises have managed to develop sustainably by balancing the financial interests of companies with the viability of inclusive insurance products. I would like to stress the fact that we were able to develop the microinsurance market in Brazil when we were already in a stable and quiet economic situation."



DANIELA ANAHID TCHABROSSIAN,
Ministry of Economy, Legal adviser

"I am a lawyer, specialist in insurance law, and I have worked in the Ministry of Economy for 13 years. I have just finished a Master's degree in Administration and Public Policies, and I consider the work in the elaboration of inclusive policies for the development of the country to be fundamental.

I believe that the Inclusive Insurance Innovation Lab will provide us with very important tools for our country. We will be able to develop products to achieve an inclusive insurance market. Also, it is a public policy initiative that we can promote from the Government."

Country Team India



RENU AGNIHOTRI,
LIC of India, Assistant Divisional Manager

"I graduated in Mathematics, did my Masters in Sociology and joined Life Insurance industry at the age of 20. During my 26 years' career I have worked in various geographic locations and got cross-functional experience in the Life Insurance sector and as a Research Associate at National Insurance Academy. I strongly believe in continuous learning which has resulted in me becoming a Fellow of Insurance Institute of India, completing a Postgraduate Executive Program for LIC Officers at IIM Ahmedabad, a NSE certified Market Professional (level 5) and becoming a Qualified Actuary (Institute of Actuaries of India) leading to Fellowship.

Insurance has the power to provide sustainability; however, it has been observed that those who need insurance the most are the ones out of the ambit of insurance. In most of the developing world in poor families, women are the breadwinner and providers of the family in many other ways, but the proportion of such women in insured is quite less. The iii-lab is aiming to study this disparity and understand why these exist, women's preferences and life cycle risks so that these women can be provided insurance. Having gained knowledge of the power of Insurance and being a woman and also an Actuary, doing something worthwhile for the society, industry and my womenfolk is the opportunity I am getting through this lab."



PARMOD KUMAR ARORA,
LIC of India Central Office Mumbai,
Secretary (International Operations)

"I have been working in Life Insurance Corporation of India since the year 1986. I have worked in various departments like Claims, policy servicing, IT, marketing, Investments, Actuarial and currently I am looking after international operations of our foreign branches and Insurance joint ventures and subsidiaries. I have the thorough experience of working of a Life Insurance company and have also got international exposure of working as Signing Actuary of LIC International at Bahrain for more than two years. In Actuarial, I have worked as Product Actuary as well as Appointed Actuary. Actuarial exposure along with the Investment, marketing and claim handling has given an overall view of various intricacies of Life Insurance.

My particular interests in inclusive insurance are the challenges in product design and pricing as well as marketing. I have been nominated by my employer for this workshop."



SATYENDRA NATH BHATTACHARYA,
Life Insurance Council,
Secretary General

"I am Shri Satyendra Nath Bhattacharya and have taken over as Secretary of Life Insurance Council on 18 November 2019. I have nearly four decades of experience in the Life Insurance Industry. I have worked with Life Insurance Corporation and retired as an Executive Director. I was Marketing Head of the Corporation and in charge of product development also. Before my retirement, I headed the Corporation's Corporate Communications department ensuring the Corporation's visibility in the market. I am joining the Life Insurance Council at a crucial juncture; my rich experience and sound insurance knowledge will help Life Insurance Industry.

I have joined this lab hoping to find ways and means of increasing Insurance Awareness in my country, mainly Life Insurance.



AMITABHA CHANDA,
Salasar Services (Insurance Brokers)
Pvt. Ltd., Assistant Vice President

"Having about two decades of experience, I started my career as an Operations & Service delivery professional in Banking & Insurance. While working with leading Life Insurance organisations over a decade, I got the opportunity to reach out and have first-hand experience of handling low-income segment of customer vis-à-vis urban & semi-urban segment where I had played a pivotal role in enhancing customer retention in rural business. Later I moved to a strategic role to manage business through superior process flow & service initiatives to cater to various segment of customers. Lately, I have been engaged in end-to-end business management for Crop Insurance vertical for my Organisation where we have successfully distributed Crop Insurance solution to more than 1 500 000 of farming families.

In my long association with business at the BOP (Bottom of the Pyramid) delivered both in the Life Insurance & Crop Insurance Segment, this interests me a lot to understand how and what we can do differently to develop a sustainable business opportunity in the said segment. Having worked for distribution and servicing a diverse community of farmers & rural population, it really excites me to learn more about Inclusive Insurance where I would learn from the group of people working for the same cause and share my experience as well."



RANDIP SINGH JAGPAL,
Insurance Regulatory and Development
Authority of India, Chief General Manager

"I have done my M.Sc. (Physics) & M.Tech from IIT Delhi, M.B.A. from FMS, Delhi, LLB from Osmania University and am Fellow of Insurance Institute of India, Bombay. With more than 20 years experiences in supervision and monitoring of insurance companies and intermediaries, I am currently Head of Intermediaries department at IRDAI and prior to that Head of Department of Non-Life Department. I also have more than 9 years of operational experience after joining as a direct recruit officer in National Insurance Co. Ltd. I represent IRDAI at various national and international committees and have been designated as the Chief FinTech Officer. Some of the projects that I have undertaken include the Regulatory Sandbox in Insurance Sector, Development Strategy of Insurance in India and Privatisation of General Insurance Companies.

As part of my functions, I am responsible for devising policy measures that will increase insurance penetration in the country and promote innovation in the insurance sector, which will result in insurance inclusion in the country. Given the current state of the insurance sector in India, it is noted that a large section of the population is vulnerable. Insurance inclusion, therefore, happens to be the key to better living standards. I hope to have learnings from this workshop which will help me devise strategies to cover the uninsured poor."



ARVIND KUMAR KHAITAN,
Salasar Services (Insurance Brokers) Pvt. Ltd.,
Managing Director

"Being a second-generation entrepreneur, I am having nearly five decades of experience in distribution of Agro-Chemical and Insurance products in urban, semi-urban and rural areas across states of India. Before coming to insurance for full time, I thoroughly worked in the rural geography towards spreading awareness about the usage of chemical/pesticides etc. & distribution of the same. Associated with Insurance Industry over the last two decades from the very nascent stage of privatisation and changed regulatory environment. I set up my organisation 'Salasar Services (Insurance Brokers) Pvt. Ltd.' - a composite broker which ranks in the top five in the property segment and focuses on Property, Engineering and all commercial lines. I am acting as Managing Director of the organisation for more than a decade now.

As I understand, inclusive insurance is an important risk management tool for emerging & under-privileged segment of consumers across the globe. We, as an organisation, are engaged in the distribution of Crop Insurance solutions through mass enrolment amongst farmers who are largely below the poverty line. This segment has also helped us in building business across other needs, including motor & health in tier 2/tier 3 towns. With learning and going through a structured approach of inclusive insurance, I am sure, will benefit us in developing our current business model and think differently."





DEEPAK KINGLER,
ICICI Prudential Life Insurance Co.
Ltd., Chief – Risk & Compliance

“I currently lead the Risk Management, Compliance and Legal teams and have been a key lead for the Company’s IPO. I have been with ICICI Prudential Life Insurance for over 15 years. Prior to joining ICICI Prudential I had a very brief stint with the World Bank, in their Internal Audit team. Before this, I have extensively worked in Risk Consulting, Information Systems Assurance and Data Warehousing & Analytics, largely with Arthur Andersen and Ernst & Young, in India, across various industries. I am a Chartered Accountant (the year 1996) and a Certified Information Systems Auditor (the year 2000) by qualification.

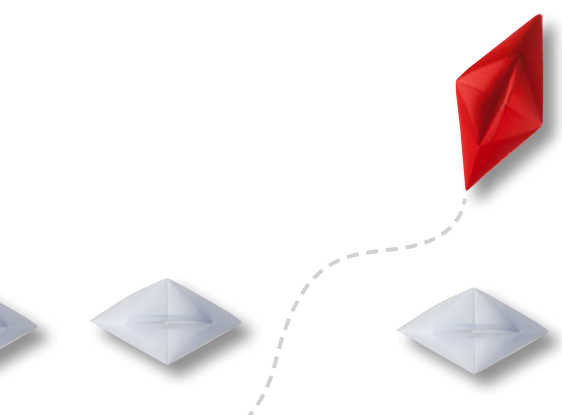
India is a highly underpenetrated country, given my experience being in this industry in handling policy affairs, regulatory interface and risk management I think I will be able to leverage these towards contributing fruitfully in this initiative.”



PRIYA KUMAR, HDFC ERGO
General Insurance Company Ltd., Head –
Rural & Agriculture Business

“I have over 25 years of experience in the automobile and non-life Insurance Industry. My 17 years of experience in insurance spans from handling various distribution channels for retail and corporate lines and product development. Currently, I am Head of the Rural & Agri Business Group at HDFC ERGO where I manage the agriculture portfolio from product to claims management and deal very closely with State and Central Agriculture Departments for end-to-end product management for PMFBY. I manage distribution in rural areas catering to small and micro products segments through a technology-based platform. I am a fellowship holder from the Insurance Institute of India, completed the Alois Alzheimer Scholarship program by Munich Re in 2009 and have been awarded different leadership awards, most recently from the GISR Foundation in 2020.

I have dealt with vulnerable segments such as farmers, women entrepreneurs in self-help groups across India and worked on various projects supported by different international institutions. The diverse learning and implementation opportunities every project offered was immense covering products such as health, crop, livestock and hospital cash. I have developed a considerable exposure on innovation within the micro segment be it on product or process, collaboration with diverse sectors and how to promote inclusive insurance backed by technology and robust process also leading the pack on crop insurance in India.”





SHREE KANT KUMAR,
National Insurance VimoSEWA Cooperative
Ltd., Chief Executive Officer

"I am CEO of the National Insurance VimoSEWA Co-operative Ltd, a multi-state cooperative based out of India that is promoted by the Self-Employed Women's Association (SEWA); a trade union of more than 1.7 million informal sector women workers. We provide social protection for SEWA members to cover their life cycle needs and other risks, through an insurance organisation in which they themselves are users, owners and managers of all services. Currently, we are providing insurance coverage to more than 84,000 members. I am striving to develop VimoSEWA into a lean, technology-driven, sustainable and scalable model to reach millions of poor workers in India. I am also member of the Microinsurance Combi-product Committee of the IRDAI, which is mandated to explore ways to develop microinsurance products suitable to this segment.

Our journey of about three decades in microinsurance provides ample insight to share and learn with different like-minded institutions from across the globe to develop new approaches in terms of product development, service delivery, claim servicing and financial sustainability. This requires an innovative and bottom-up approach in terms of product design, service delivery and member education to use of technology. VimoSEWA has proved itself by developing a financially sustainable model for standalone microinsurance programmes and would like to scale it up across India with a technology-based approach to increase outreach in a sustainable manner."



KUHU MOHAPATRA,
The New India Assurance Co. Ltd,
Deputy General Manager

"I am a Post Graduate in Political Science with specialisation in India, Antarctica and the United Nations. Presently, I am an insurance professional with almost thirty-three years of experience in all lines of business – particularly property and marine. My main area of interest is the social upliftment of the economically backward classes with particular focus on women. This section of the population is marginalised, and any kind of adverse economic situation affects their livelihood. Insurance can play a major role in rehabilitating them in the event of any crisis. To achieve this end, we need to: Reach the target groups

- ▶ Spread insurance awareness
- ▶ Offer them a product to suit the requirement of the group
- ▶ Price the product in such a way that it would attract demand for the product and, be in line with the capabilities of the group
- ▶ The Inclusive Insurance Innovation Lab, in my view, would help me in my mission of bringing about social engineering by uplifting the economically backward sections of the society."



VARSHA MONDKAR,
State Bank of India, General Manager

"I have been working at State Bank of India (SBI) for more than three decades. SBI is servicing more than 435 million customers through its 22,000 branch network. I have had immense exposure to Personal Banking, Agri Business, SME segment, Human Resource for the Bank as well as for SBI Life Insurance. Presently, I am heading distribution of third-party products including, amongst others, Life Insurance which represents the main part of our cross-sell revenue. SBI has customer-centric approach and hence it is our endeavour to offer risk cover to all our customers, namely Pure protection plan, Personal Accident Insurance (PAI), Health plan, Long-term Home, Credit Life, etc.

SBI serves to Every Indian irrespective of the demographics – (low/high income, young/old, men/women, rural/urban, individual/corporates. In India there is no Social Security Scheme and the concept of joint family is fading. With longevity increasing, there is a need for increasing pure protection and health plans penetration. The interest in the iii-lab is to understand the best practices for distribution of insurance products and to share our experience in insurance distribution. Moreover, the lab provides a forum where all the stakeholders are present to brainstorm how to achieve better penetration, products to suit different type of customers, to discuss regulation safeguarding interest of customers while providing congenial environment to the distributors to flourish."



SHRUTI OKE,
ICICI Prudential Life Insurance Company Limited,
Associate Vice President – Product Management

"I currently manage the product development, strategy and execution of savings and protection needs across retail and group customer segments. I have been with ICICI Prudential for 15 years with rich cross-functional experience in insurance underwriting, customer service and process re-engineering. I have a Masters in Business Administration with a specialisation in Finance.

India is a highly underpenetrated country, given my experience across product development and underwriting I think I will be able to leverage these towards contributing fruitfully in this initiative."



A. VENKATESWARA RAO, Insurance Regulatory and Development Authority of India, General Manager & Chief Vigilance Officer

"I am a postgraduate in Geo-Physics and completed Associateship from Institute of Actuaries of India and a Diploma from Institute of Actuaries, UK. I am a fellow member of Insurance Institute of India. I have been in the Indian Insurance Sector for the last 27 years and have worked in Actuarial departments both at LIC of India and IRDAI for almost 19 years. Currently, I am heading the Sectoral Development Department which looks into the areas of International Affairs, Regulatory Interface AML & CFT and R&D. In addition, I am Chief Vigilance Officer of IRDAI. Being a member of various international committees, I have travelled across the world to participate in seminars and meetings.

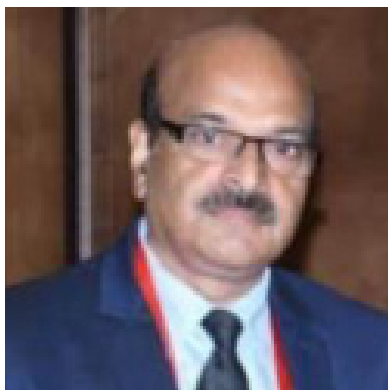
In India the insurance penetration is hovering around 4 for the last one decade. Despite having so many distribution channels, the insurance inclusion is long way to go. Especially the lower strata of the Indian population are still not covered to the reasonable level, whether it is agriculture or health or life or general insurance. I am expecting a suitable direction/solution to the insurance inclusion from this lab, as participants from four countries representing various stakeholders of the insurance sector are actively participating in the lab. This will help in identifying the gaps in the system and find a suitable solution to improve penetration."



ASHISH SHARMA, HDFC ERGO General Insurance Company Limited, Senior Vice President Innovations and Business Process Reengineering

"I am Ashish Sharma, heading the Innovations and Business Process Reengineering division for HDFC ERGO General Insurance Company Limited. I am a technology leader with over 21 years of experience in Information Technology, accelerating Business Transformation through Innovation, Automation and Digitalization and Process Excellence with around 15 years of General Insurance Domain experience.

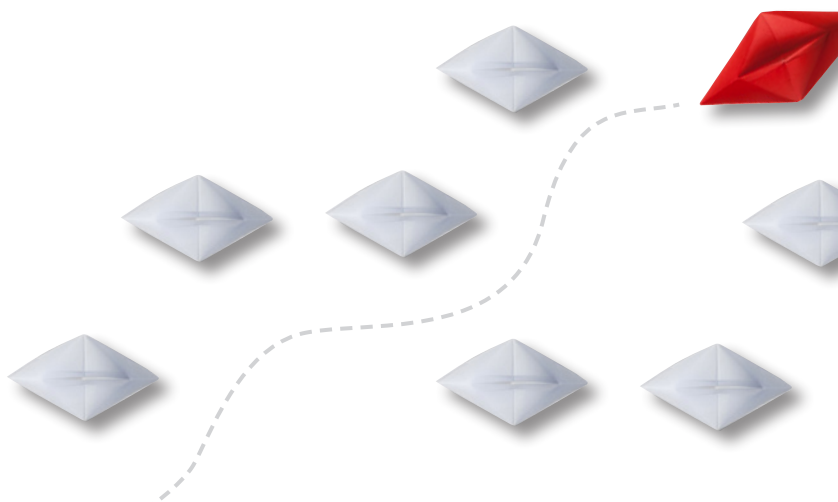
I am really excited to be part of the iii-lab which I think is an excellent initiative focussing on inclusive insurance. Being part of this diverse group will give me different perspective and understanding of insurance from various stakeholder's point of view. Being a passionate innovator using technology and with my experience am sure I would be able to contribute effectively in the program."



SUNIL KUMAR SINGH,
The New India Assurance Company
Limited, Deputy General Manager

"I am an astute professional with more than 33 years of experience in the areas of handling insurance Sales & Marketing, Business Development and Channel Management, Technical expertise in handling underwriting and Claims of Property & Miscellaneous Business of All major and minor accounts at Corporate level. A keen planner and implementer with deftness in effectuating strategies, driving teams to ensure successful management of underwriting and claims. Proficient in managing business operations encompassing customer relationship management, administration and market analysis, Track record of attaining consistent yearly growth both in terms of premium and developing new clients/ markets, thereby expanding the customer base. Consistent track record of bagging high value policies and achieving premium targets. Ability of team building, negotiation, convincing & analytical skills.

Currently I don't have any expertise in Inclusive insurance, but being an underwriter and managing the sales force, I am willing to develop some product for this category and wish to create an innovative way to market such product."



Country Team Morocco



SALAHEDDINE AJI, Moroccan Federation of Insurance and Reinsurance Companies (FMSAR), Executive Director

"I have a PhD in statistics and more than 19 years of experience including 10 years in reinsurance, first as Senior Catastrophe Modeler at CCR Paris and then for 5 years as Chief Risk & Technic Officer at SCR Morocco. I started my career in France in the Energy sector at the 'IFP Energies nouvelles' and then at TOTAL. Prior to joining the insurance industry I worked in the telecommunication at SFR. I have been Executive Director at the Moroccan Federation of Insurance and Reinsurance Companies (FMSAR) since May 2019. Before joining FMSAR he has been "Regional Chief Risk Officer" for about one year at Allianz Africa financial Services.

I am currently, I support our federation members and cooperate with different stakeholders to increase uptake of insurance by overcoming a supply and demand-side barriers, particularly by:

- ▶ Fostering innovation through, for example, supporting the use of new technologies in insurance products and distribution;
- ▶ Promoting the launch of affordable products for lower-income households and small and medium-sized firms.

On the other hand, we encourage and promote progress in improving scientific knowledge and strengthen prevention strategies to make some risks insurable."



KHALID AOUZAL
Groupe Aceca
Chief Executive Officer

"I went to Paris to study in Université Paris I Panthéon Sorbonne and got a Master in Business & Finance at Ecole Supérieure Internationale d'Administration des Entreprises [ESIAE] in 1995. Since then I became an insurance broker at Groupe Aceca, one of the largest and most ancient broker in Morocco. From 2009 until 2015, I was at the Comex [Vice President] of Fnacam [insurance broker syndicate in Morocco] and from 2015 to 2018, I was the President of this Organisation [Fnacam]. On December 2018, I became and still am President of FMBA [Fédération Méditerranéenne des Brokers en Assurances]. All these experiences allow me to have a large overview of insurance and insured needs. Since February 2020, I am a part of the Moroccan Inclusive Insurance team and really motivated to build a strong insurance programs for SMEs and Entrepreneurs.

I am really motivated by the challenge to provide insurance solutions to the Moroccan people by giving ideas and sharing my knowledge. Also, learning from other countries' experiences is a huge profit for me. My dream and aim is to participate to the growth of insurance in my country."



SALMA BERRADA SOUNI, Supervisory Authority of Insurance and Social Welfare (ACAPS), Project Manager for the Chairman

“As a project manager for the chairman of Supervisory Authority of Insurance and Social Welfare (ACAPS), I am responsible of the implementation of the inclusive insurance part of the Moroccan National Financial Inclusion Strategy’s road map. I am also in charge of the design and implementation of pillar I and III of our future prudential risk-based regime named “Solvabilité Basée sur les Risques (SBR)”. I first graduated from Telecom SudParis as telecom engineer then from ENSAE Paristech as statistician-economist and actuary. Before joining ACAPS, I used to work as an actuarial consultant for a consultancy firm in Paris, France.

Inclusive insurance holds a social aspect that makes me feel personally concerned. Therefore, I quickly expressed my interest in this subject when I took up my post. My capacity-building journey in inclusive insurance started right after in 2017 with my participation several microinsurance conferences and the Toronto Center program training on inclusive insurance in 2018. Besides this, I took the personal initiative to produce a short video clip where low-income persons spoke about their need for insurance. It was broadcasted to insurance CEOs during a high-level meeting to raise their awareness about this subject. Every project needs catalysts, standard-bearers who make it their personal concern. I am grateful I was given a chance to play this role in this context.”

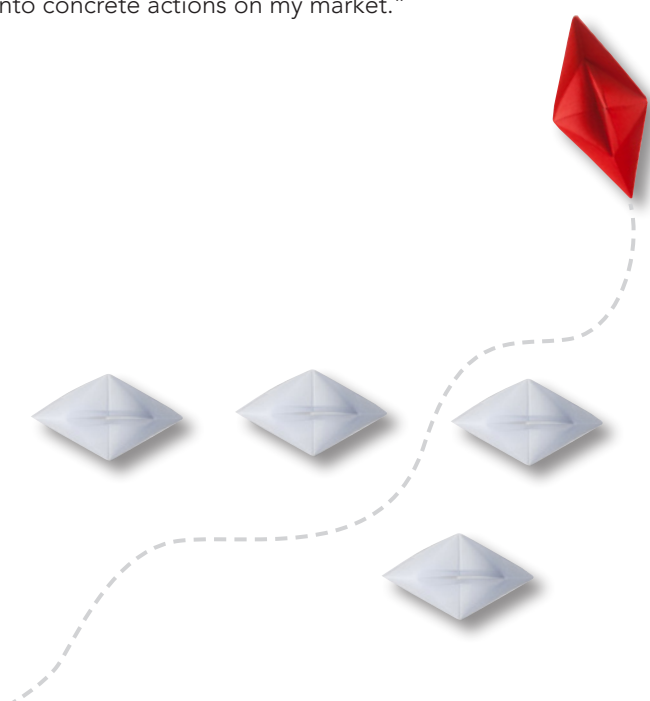


KHALID BOUSSAID, MAMDA-MCMA, Managing Director

“I am Khalid Boussaid and have been working in the insurance sector for more than 27 years. In 2019, my company Mutual Altamine Chaotri was first ranking.

We have been working with microfinance for the placement of insurance for unbanked people for over 15 years. Unfortunately, or due to lack of knowledge of the target population.

The purpose of inclusive finance is to allow the unbanked population to access conventional finance and leave microfinance. I think being part of the iii-lab will allow me to get to know the best practices in order to access the possibilities of transforming them into concrete actions on my market.”





KARIMA EL HACHOUMI,
RMA insurance, Marketing Manager in
product and service

“I am responsible for Product and Service Marketing; I take care of the creation/revisiting/improvement of insurance products. I have a team of four product managers. I also manage the relationship with important organisations in the insurance market: the insurance supervisory authority ACAPS and the Moroccan Federation of Insurance and Reinsurance Companies (FMSAR), mainly on the product side and within the framework of insurance projects/programs such as the National Financial Inclusion Strategy (SNIF). I am an expert in the creation of products and services across all insurance branches. Moreover, training as a lawyer, I master the texts of laws and regulations.”



YASMINE ESSAHEL,
ATLANTA Insurance, Risk Manager

“My name is Yasmine Essahel. I studied mathematics in Paris and I graduated as an engineer and actuary from ENSAE ParisTech (Ecole Nationale de la Statistique et de l’Administration Economique, Paris, France). Then, I worked in an actuarial consulting firm in Paris, ADDACTIS. I was specialised in non-life insurance modelisation issues (risk modelisation and assessment, tarification, business plan ...) and Solvency II (Directive in the European Union law that codifies and harmonises the EU insurance regulation). Then I moved to Casablanca and worked as Risk Manager within ATLANTA Insurance. I’m essentially responsible for Risk-Based Capital solvency issues and Internal Control.

Insurance is based on the principle of risk mutualisation; it means dividing up exposure to potential financial losses among a group of people. Unfortunately, some population are excluded from this group, which is unfair and contributes to today’s social inequality. This lab seems to me the opportunity to tackle this issue. That’s why I’m honoured and really motivated to take part in the Inclusive Insurance Innovation Lab. ”



MOHAMED FERISS,
Supervisory Authority of Insurance and
Social Welfare (ACAPS), Head of Department

"I hold an Engineer degree in Actuarial Science from the National Institute of Statistics and Applied economics (INSEA) in Rabat. I am in charge of the Insurance Products Monitoring Department within the Directorate of the Protection of Policyholders at the Supervisory Authority of Insurance and Social Welfare (ACAPS) in Morocco. During the last 18 years, I have held several positions within ACAPS, ranging from prudential control to regulation and business practices control. I have a long experience in the control of insurance products. I carry out a deep analysis of different insurance policies. I also have strong expertise in the regulatory framework governing insurance products, their underwriting, their execution and the distribution of insurance products.

I have also been an active member of the team in charge of the implementation for the roadmap for the development of inclusive insurance in Morocco. So, I think I will be able to make a strong contribution to the analysis of the regulatory and practical constraints that hinder the development of inclusive insurance and to the proposal of innovative solutions. I am of course eager to learn from other participants and I am sure that inclusive insurance experts will help us come up with innovative solutions to develop inclusive insurance in Morocco."



ACHRAF FTOUHI,
Atlanta Assurances, Chief Risk Officer

"I am the Head of the Risk Division at Atlanta Insurance which I joined in 2010 as Actuarial Services Director and later held the position of Head of the Technical Support Department from 2013 to 2018. I have acquired solid expertise from my previous work at renowned international firms, including Deloitte in Casablanca, AON in Brussels and Belgian bank insurer ING. I graduated both in Actuarial Services at the Louvain-La Neuve University and in Financial Risk Management at the Saint-Louis University in Brussels. I am a board member of the Moroccan Association of Actuaries and a member of the Institute of Actuaries in Belgium.

Within our company, we believe that there is a huge potential for the development of inclusive insurance. We included in our next five years business plan a launching of a dedicated offer with an adapted operational model. I hope that our exchanges during the iii-lab will help us to address this population with the right insurance solutions. Our company acquired a local label due to our environmental and social practices in this matter. We consider that being a socially responsible company, we should offer new insurance solutions to serve the population with low revenues. On a personal level, I will be proud to participate in this lab."



BOUCHRA JABRI, Wafa Insurance,
Marketing Director and in charge
of the Business Unit Taamine Iktissadi

"I have a degree in business intelligence engineering from the National School of Information Systems and Analysis (ENSIAS – Rabat). I also have an MBA from Toulouse Business School. I started my career 14 years ago as a Business Intelligence consultant. I have intervened in several areas including Insurance, Telecoms, and Pharmacy. In early 2009, I joined RMA Assurance as Head of Business Intelligence. I then took over the position of Head of Strategic Marketing. Three years ago, I joined Wafa Insurance as Marketing Director. Today, I am also in charge of the all-new Business Unit dedicated to Inclusive Insurance: "Taamine Iktissadi"

My goal, by integrating Inclusive Insurance Innovation Lab is to exchange around innovation in the design of inclusive insurance products, distribution channels, risk management, popularisation of concepts, economic and social impact. The experiences of other countries that started developing inclusive insurance before Morocco can inspire us to adapt the winning models while avoiding unsuccessful experiences."



SANAE LAFRIKI, ALAMANA,
Microfinance, Social Performance &
Non Financial Services Manager

"I'm Sanae Lafriki and am currently Social Performance & Non-financial Services Manager in ALAMANA Microfinance. I have 16 years of experience in microfinance. As head of social performance and non-financial services, I continually oversee the proper implementation of the institution's social mission and the inclusion of low-income populations in programs that meet their needs.

Amongst other programs, ALAMANA also offers insurance which plays a vital role in promoting economic growth in general and the growth of micro-entrepreneurs in particular who until now remain excluded from an insurance system that allows them to protect themselves from unforeseen losses and financial vulnerability. It is also a long-standing institutional ambition. ALAMANA began with a form of assistance with a system of packages (covering medical emergencies, birth, death and disability) and services such as outpatient transportation. The institution wants to improve its offer, which is also one of the reasons for my participation in the iii-lab."



MOHAMED NADI, AXA Assurance Maroc,
Director of Life and Saving, Takaful and
Microinsurance

“Since 2017, I am Director of Life and Saving, Takaful and Microinsurance at AXA Assurance Maroc. I began my professional career in 2005 as an Actuary at the Moroccan public healthcare system (CNOPS). I joined the insurance sector in 2007 and held several positions of responsibility in the fields of actuarial, underwriting and business development products, project management, internal control, claims management, bancassurance, microinsurance and Takaful insurance. I hold a Diploma of State Engineer in Actuarial Science and Finance from INSEA, and an Executive Master in Islamic Finance from Paris Dauphine University, and project management certificate PMP from PMI. I am a member of the AXA microinsurance expert committee and of the national financial inclusion committee. I teach part-time in some insurance institutes in Morocco ESCA and CFPA, and host national and international conferences on microinsurance and Takaful insurance.

I have been interested in microinsurance and inclusive finance for over a decade. In 2011 I had the pleasure of successfully piloting the AXA microinsurance program intended for micro-entrepreneurs in partnership with a micro credit institution. Currently we cover more than 200,000 policies by offering a complete package of life and property and casualty insurance products. I am very motivated to participate in this lab, to share successful international experiences and deepen my knowledge of innovation techniques in inclusive finance.”



ANASS NOSFI,
Ministry of Finance, Head of Service

“After obtaining a Master in banking and financial markets with a double diploma from the University of Casablanca and the Cantabria University of Santander, I joined the Treasury Department, Ministry of Finance, as an officer in charge of banking regulations in 2010. In addition, I was in charge of coordinating the microfinance development project in Morocco. In 2019, I became Head of Service of the insurance and social security division within the same department. I am using the experience I gained in the banking and microcredit sector to further develop inclusive insurance in Morocco.

I have particular attention to the questions related to inclusive insurance on a personal basis, to feed my modest experience of this new dimension of inclusive finance and on a collective basis from a civil servant, in order to prepare the legislative and regulatory changes adequately that our country will have to initiate in order to highlight the strong potential of this industry and to benefit the segment of the population not covered by classic insurance products. The Inclusive Insurance Innovation Lab represents a major opportunity for each participant so that they can understand the best practices in terms of setting up an environment conducive to the development of inclusive insurance and also benefit from the sharing of experience.”



MOUNIA SOUBAITY CHRAIBI,
Al Barid Bank, Marketing &
Communication Director

"I have over 20 years of experience in Marketing and Communication and am currently working for Al Barid Bank, the leading citizen bank in Morocco as Marketing & Communication Director. I am inspired and motivated by developing Marketing and Communication strategies that promote financial inclusion in a field where innovation and digital transformation are key economic growth levers for the country.

At Al Barid Bank and in partnership with Wafa Assurance, we have recently launched a new marketing concept called "Taamine Al Iktissadi": An Arabic Naming that means economical insurance. This project is very much in line with the national financial inclusion strategy and has permitted to change the perception of Moroccans with low income regarding access to insurance: They now know that they can subscribe insurance as well. What motivates me is that insurance products allow individuals to live well and in dignity and the success of our project encourages me to go further in reflection to be able to broaden the bank's range of insurance products."



MOHAMED ZERREI,
MADMA-MCMA-MAC, CFO

"I bring more than 20 years of experience as auditor and consultant, serving public and private clients primarily in the insurance sector. Besides my extensive audit and consulting experience, I also worked with many big business companies in risk management advisory, due diligence and consulting projects. I participated in several conferences with prospective analyses of the future of the insurance industry, whether in participative finance, disruption in insurance or new insurance opportunities. As CFO of MAMDA-MCMA-MAC, I am in charge of the financial management of the companies, whether regarding the management of commitments or the needs in relation to the development of activities and in particular with regard to agriculture insurance. I'm Certified Public Accountant, from the French Ministry of Higher Education and have a Master's degree in business administration obtained from Paris XII, France.

In order to consolidate the insurance industry in Morocco, the leading companies in this sector must develop new products to increase the penetration rate of insurance. Among the development levers, the agricultural sector is a market segment in which the rate of insurance equipment is still low. MAMDA has had the ambition for several years to imagine the best covers at the best costs for the population working in this sector."



OMAR ZOUGIR,
Attawfiq Microfinance of Banque Populaire
Group, Marketing Director

"I am the Marketing Director of Attawfiq Micro-Finance (Casablanca) of BANQUE POPULAIRE GROUPE. I hold a Master's degree from the National School of Business and Management and a DESS (equivalent to a Master's) from IAE in Toulouse. I have the responsibility of defining the Marketing strategy taking into account the Group's strategic orientations and transforming it into operational action plans. My other tasks include developing and managing the relations with our different partners. Before joining BANQUE POPULAIRE GROUPE, I served as the Director of BMCE-BANK's main agency in Casablanca by ensuring the management of the agency: activity planning, steering, animation of employees and development of the agency's clientele portfolio in compliance with safety and risk rules.

Attawfiq Microfinance's target customers are the poor who are excluded from the traditional banking system. Our objective as an institution is to get them out of precariousness through the financing of income-generating activities and the development of other services like microinsurance and banking. We have already developed, in partnership with a Moroccan insurance company, an insurance product that is today marketed in inclusion with the loan. I am interested in the various innovations in the insurance sector and more specifically, microinsurance."



MERIEM ZIHRY,
Ministry of Economy and Finance,
Senior

"I am an actuary engineer graduate from the National Institute of Statistics and Applied Economics in Rabat. I joined the insurance department of the Ministry of Economy and Finance in 2002 as a controller of an insurance company for two years, after being responsible for approving life insurance products. In April 2018, I returned to the Ministry of Economy and Finance in treasury and external finance department.

My first experience in inclusive insurance was in June 2018 with the training programme that went over the fundamentals of supervising inclusive insurance markets. Then, in 2019, the Minister of Finance, the ACAPS and other departments have joined together to conduct a national inclusive insurance study, I was part of the ministry team. In December 2019, I participated in a training seminar about inclusive insurance in Arabic countries in Abu Dhabi."

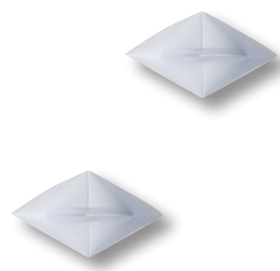


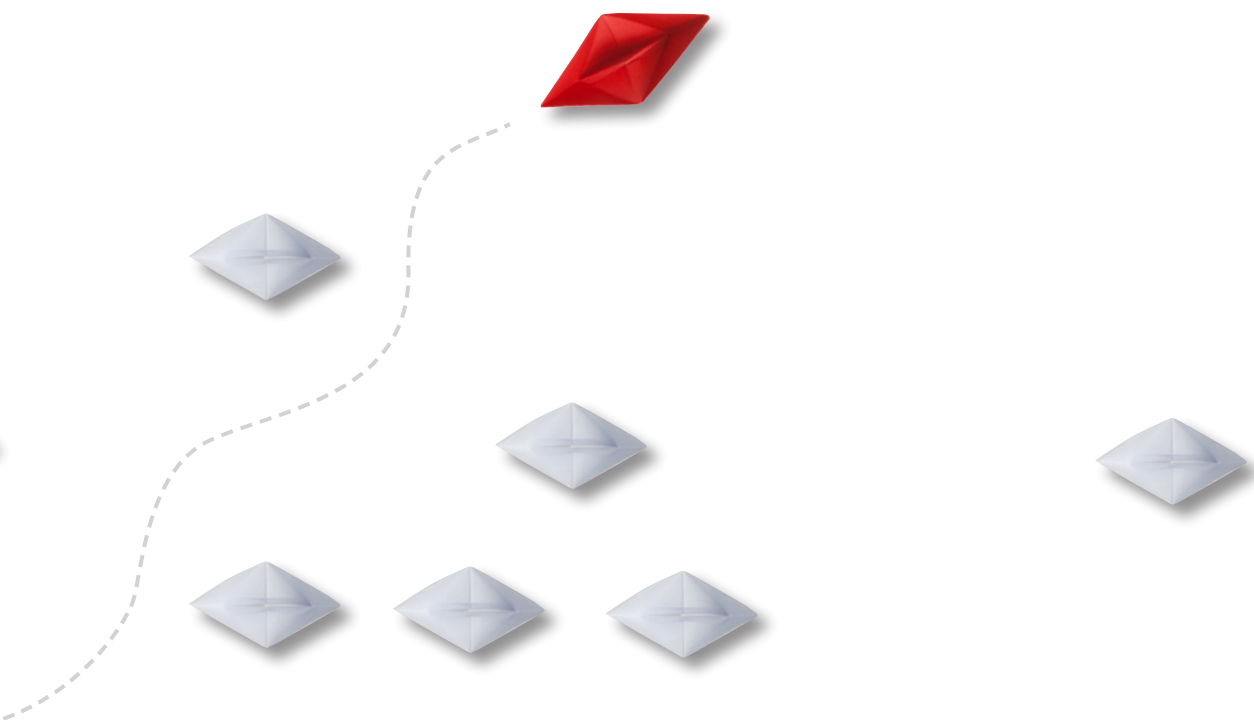


LEILA NAJIOULLAH,
Crédit agricole du Maroc, Manager

I've been working in the Insurance Department in a bank since 15 years. I like my job and I like most the challenges that allowed me to move forward and be motivated. Since 2011, I'm also a life coach and I love running and biking.

I am motivated by the need to be an actor in the innovation group which will set up an insurance policy which we need today more than tomorrow. It's necessary to put in place a product that does not exist and that perfectly meets the needs of low income Moroccans.





Country Team Rwanda



SHARIF BANAMWANA,
Airtel Rwanda, Product Manager

"I am a ten years expert in Telecommunication and Digital Financial Services. I played an active role in the early transformation of the Mobile Financial Services sector in my home country from Legacy P2P transfers to pioneering innovations such as the first Mobile Cross Border transaction with currency conversion, the first Wallet to Bank and Bank to Wallet service, the first Health Micro Insurance in Rwanda and many more. For the past few years, I have been focused on growing the Mobile Financial Services ecosystem through works with partners and upcoming industries. I supported my organisation's effort to introduce a Health Micro Insurance service allowing our customers to subscribe to our offer through their mobile devices.

The Insurance penetration in Rwanda remains extremely low, which is an opportunity to our industry hence my interest in taking part in the Inclusive Insurance Innovation Lab to explore ideas and opportunities that might help us grow the penetration of the insurance service."



THOMAS BAZARUSANGA,
ACRE Africa, Country Manager

"I am Country Director of the Rwandan Office of ACRE Africa, an agricultural micro insurance intermediary specialised in protecting financial investments of smallholder farmers against climate variability. ACRE Africa has pioneered in the development of agriculture micro-insurance products with close to 1 million insured farmers across Eastern Africa and more than 100,000 farmers in Rwanda. Prior to joining ACRE Rwanda in 2013, I have served for six years as the first Principal of an Intergovernmental Authority on Development Regional Agriculture College based in Somaliland. I hold a PhD in Epidemiology and Population Studies from the University of Ghent, Belgium and have worked for 12 years in various capacities in Research and Development in the Ministry of Agriculture and Animal Resources, Rwanda.

The risk transfer mechanisms in place target a relatively small segment of the market, the industry continues to run standard insurance businesses. The new microinsurance ecosystem is gathering momentum but requires sufficient technical and regulatory support to extend and sustain basic services to the dominant portion of the underserved market. The iii-lab provides a learning platform that samples some of the best insurance practices across continents. The diverse teams, as well as the alternation of domestic and international dialogues, could be instrumental in addressing some of the critical challenges faced by the industry in a more sustainable fashion."



MOÏSE BIGIRIMANA,
National Bank of Rwanda, Manager, Financial
Inclusion/Education and Consumer Protection

“I am a Manager in the area of Financial Inclusion/ Education and Consumer Protection in the National Bank of Rwanda. I hold a PhD in Enterprise Management, specialised in Financial Management from Wuhan University of Technology, PR China and an MBA specialised in Finance. Before joining the National Bank of Rwanda, I was a full-time Lecturer at the University of Rwanda, College of Business and Economics. I published various articles about Financial Inclusion in peer-reviewed journals and taught different Accounting and Finance related courses at the graduate and undergraduate levels in different universities in Rwanda for more than five years.

My research area is financial inclusion in developing countries. Being a researcher in financial inclusion area, I am much interested in insurance as one of financial inclusion component. More specifically, there is an issue of low level of insurance penetration in Rwanda while formal access is high. This is a paradox in my country. I consider the existing situation as an opportunity to inclusive insurance and expect to take advantage of the lab to participate in the development of innovative products that will promote inclusive insurance in Rwanda. In addition, financial inclusion is my passion and so is any of its components.”



INNOCENT KARANGWA,
Rwanda Insurers Association (ASSAR),
Manager

“For the last 10 years, I have been actively involved in Marketing and Communications, Knowledge management and Consumer education both in public sector and international agencies. From my past experience, I have gained considerable experience in communications, knowledge management; research, managing large scale communications and advocacy campaigns and developing effective communications strategies. I have worked with USAID, The World Bank, International NGOs and Public sector entities in areas of communications & Insurance.

The insurance sector in Rwanda has improved on several fronts as institutions implement new requirements issued by the regulator in the last two years. Premium growth generally improved across insurance companies, but most prominently among public medical insurance companies. The underwriting business remains profitable, as insurance companies reduce their operational costs and claims management. However, the sector faces key challenges which include low insurance density and penetration across the country which makes inclusive insurance a prerequisite for sustainable growth of insurance. Currently, the insurance penetration in the country stands at 1.7% which is still low, hence more effort is needed through inclusive insurance; concerted public awareness and consumer education programs to improve this rate to 4% by 2022. Thus, the lab will enable me to fulfil my duties as Knowledge Management and Consumer Education Manager at ASSAR.”



PAUL MBONYI,
Rwanda Consumers Rights Protection Organisation,
Programs Manager

"I have worked with the Rwanda Consumer's Rights Protection organisation as Programs Manager since 2016. I am focal person for financial and insurance services. I hold a Bachelor's degree in Social Sciences and Masters in Public Health with other professional and technical trainings in various domains. I am an experienced teacher and lecturer (15 years in secondary schools, four years in higher education), workshop and meeting facilitator and reporter. I am also a master trainer at advanced level in different domains including financial and insurance services as well as gender and social inclusion mainstreaming. My strength lies in building good relationship with partners and advocacy. My particular interest is that working with a Consumers' rights protection organisation, it will help me to give my own and organisational contribution in resolution and orientation of the sector consumers' issues in respect of conduct inclusive insurance markets where customers are treated fairly and their needs are satisfied.

I am interested in taking part in the iii-lab for promoting dialogue and mutual learning with other key stakeholders of the inclusive insurance sector, exchange of experiences, both within and across country teams. It will allow me to learn from the experience of other countries and to thoroughly understand the perspectives of all players in the inclusive insurance market."



STELLA MUHOZA,
Ministry of Finance and Economic Planning
in Rwanda, Policy Analyst Insurance/Pension

"I am Stella Muhoza, a policy analyst in the Ministry of Finance and Economic Planning in Rwanda. I received my MBA specialised in Finance from Adventist University of Central Africa. I also hold a certificate in Financial Market Analysis from IMFx and a certificate in Microinsurance Development from Micro Insurance Centre. I have seven years of work experience, two of which have been in the private sector (Accounting). My primary responsibilities include designing, implementing, planning, monitoring and evaluating strategies, policies as well as legal frameworks that broaden and ensure a robust financial sector, currently I am facilitating the implementation of the project of long-term saving scheme (EjoHeza) as a key of access of pension in the old age targeting especially those working in the informal sector. When I am not glued to a computer screen, I spend time learning new things in cooking and in reading.

I want to be part of the group that is able to find solutions to change the perceptiveness of insurance industry in Rwanda as we are at the low rate of accessing insurance in the region."



OLIVIER MUHIRE NKURUNZIZA,
Sanlam Vie Plc, Technical Director

"I graduated from the National University of Rwanda in 2010 in Applied Mathematics, with a focus on Statistics and Computational Skills. I was a Mathematics teacher in secondary schools from 2003 to 2012 before joining the insurance industry (Sanlam Vie Plc, previously SORAS VIE Ltd). I started as a claims clerk and owing to several trainings and my contributions to the company's growth journey, have been promoted to the position of Technical Director. I look after all underwriting and claims activities, the reinsurance arrangement, actuarial reporting as well as product development. I have contributed to the setup of the company's pension product and the microinsurance line of business.

My company has recently been granted a microinsurance license. The goal is to diversify from traditional insurance, that has been targeting people with regular, medium to high income, yet they represent a small portion of the population and the probability for them to buy a life insurance policy reduces with the level of income. Given that insurance is based on the theory of large numbers, insurance sector should consider designing products that fit the low-income earners and thus become inclusive. I am particularly interested in meeting people around this topic to finally come up with an approach that would fit the local industry so as to boost the inclusive insurance business."



MENDIES MHIRIBIDI,
Liaison Rwanda Ltd., General Manager

"My name is Mendies Mhiribidi, I am the General Manager for Liaison Rwanda Ltd and a member of the Rwanda Insurance Brokers Association. I started my insurance career in Zimbabwe in 2001 at Marsh Zimbabwe Limited, followed by work in Uganda at Rock Insurance Services and Marsh Uganda Ltd., and Eagle Africa Insurance in Tanzania. I was the Vice President of the Tanzania Insurance Brokers Association (TIBA). I hold a Bachelor of Commerce in Management from the National University of Science and Technology, Zimbabwe and a Diploma in Insurance from Insurance Institute of Zimbabwe. I hold an advanced diploma in insurance (ACII) from the Chartered Insurance Institute UK and am a Chartered Broker.

Global studies show that only around a quarter of insurance customers actually trust their provider. I want to be part of the group that is able to find solutions to change this perception of insurance industry in Rwanda. The topics I am interested in include: product simplification, insurers' accountability for bad faith claims, effective technology-based distribution and the improvement of the user experience. I have been part of a team working with Sanlam Vie on an initiative of Access to Finance Rwanda to try and develop products that meet the needs of the low-income households and am very passionate to see that insurance is sold to everyone."



FAUSTIN MUTABAZI,
Ministry of Finance and Economic Planning,
Policy Analyst

"I am Faustin Mutabazi, Policy Analyst for Financial Sector Development at the Ministry of Finance and Economic Planning in Rwanda. My main responsibility is to design, develop, review and update the financial sector strategy and sub-sector strategies aiming at increasing penetration access to financial services and products aiming at driving financial inclusion in Rwanda. It is in this context that I played a critical role and driving development and implementation financial sector developing program (I&II), financial inclusion strategy, and inclusive long-term savings products.

Despite high level of financial inclusion (89%), the most pressing need is to increase both the usage and quality of existing products and to introduce enhanced, relevant and new products in insurance to manage shocks and meet household objectives; while better exploiting digital financial mechanisms will help extend the reach of the formal sector. Therefore, being part of the iii-lab through dialogue and knowledge sharing will help to carry out critical analysis of the existing problems in the insurance sector as well as finding appropriate solutions and take actions. In line with the sector overall objectives that aim at developing deep, broad and stable financial sector, and in particular, to enhance insurance penetration between 4 to 5% in the next five years, the innovation lab will help to design insurance services and products, tools and strategies for the sector development."



GERALD NTAMBARA,
Access to Finance Rwanda, Project Officer,
Inclusive Insurance

"I am currently working as a consultant to provide project management services to five projects including the National Agriculture Insurance Scheme and long-term Saving Scheme. I recently worked with a private insurance company as an underwriter in general business. I am very hard working and I enjoy teamwork since we achieve more together and learn from each other. I am always eager to learn and connect with people.

I picked interest in the iii-lab because it's a good platform to learn from and share the experience as well. I have been able to work in the private sector and in the development world, so I believe that I have the experience to share with the team since I have witnessed insurance in both business angle and as a development entity."



DAMIEN NDIZEYE,
Rwanda Consumers' Rights Protection Organization
(ADECOR); Executive Secretary

"I have been the Executive Secretary of the Rwanda Consumers' Rights Protections Organisation (ADECOR) since 2010. Being one of the founder members of ADECOR, I have been heavily involved in lobbying, advocacy and campaigns events to promote and protect consumers' rights in Rwanda and also in drafting Financial Consumer Protection Law, Competition and Consumer Protection Law, and Food Safety Policy. I am member of the Rwanda Standards Board Technical Committees. I have a university education background in computer science and hold an International Advanced Diploma in Information Technology from NCC (United Kingdom). I completed various training courses, including Advocacy on Human Rights, Food Safety/Quality by ISO, Competition, Regulation and Economic developments by the University of Johannesburg, Consumers' Rights and Protection by U.S Federal Trade Commission as well as Policy Analysis and Advocacy Skills given by OXFAM GB.

As a consumers' rights advocate, my particular interest in inclusive insurance is all about innovation, regulations and consumer protection. I am very interested to know more about inclusive insurance regulations and abuse of dominance in the financial sector. I wish to have an expertise in inclusive insurance so that I can provide further advice and recommendations of good practices, good quality services to venerable people and to all parties involved in the value chain to meet specific needs of consumer protection in the digital era."



EMMY RUGAMBA,
National Bank of Rwanda, Inspector,
Insurance and Pension

"I am Rugamba Emyy currently working as Inspector, Insurance and Pension at the National Bank of Rwanda (Central Bank) which is also the regulator for Insurance and Pension Industry. I joined National Bank of Rwanda in February 2018 and prior to that, I was working for the local insurance company Prime Insurance from August 2015 as underwriter. I am Bachelor's degree holder in Insurance from University of Rwanda, a member of certified public accountant of Rwanda (ICPAR) and also a member of chartered insurance institute of UK at Diploma level.

As it was well demonstrated in motivational letter applying to this project on behalf of the Rwandan insurance market, there are challenges we encounter in Rwanda that other markets have overcome, there are existing potential opportunities that we do not fully maximise or utilise. There is a need to come to a big forum like the Inclusive Insurance Innovation Lab where we meet people from different jurisdictions and share knowledge and experience so that it opens doors of forging solutions to the each one's market challenges.



CLAUDE RUTAREMARA,
ACRE Africa Ltd., Account Associate

"I am an experienced practitioner in the field of insurance products for sustainable agriculture in Africa, and am passionate about product development and adaptation. I bring significant expertise in the implementation of automatic weather stations network and support the development of index insurance products and processes that increase the productivity of smallholder farmers and reduce climate hazards. I have been working with the company since 2013. I have a Master of Science degree in Agricultural Meteorology from Sam Higginbottom University of Agriculture, Technology and Sciences/ India. I have direct contact with farmer groups and insurers and liaises with the actuarial team to ensure that products designed are most suitable to the farmers. This includes monitoring to ensure that the product remains relevant through data analysis and product adaptation.

The Inclusive Insurance Innovation Lab is of great opportunity as it brings together different stakeholders at national and international level for mutual learning in the insurance sector. Through this iiii-lab platform, I am very optimistic that some of the challenges faced on the market will be addressed in a more sustainable way."



AGNES UWANYILIGIRA,
Access to Finance Rwanda,
Head of Inclusive Insurance

"I am the Head of Inclusive Insurance at Access to Finance Rwanda where I manage pro-poor market facilitation interventions to increase access to insurance and other risk mitigation solutions that reduce vulnerability and benefit social progress and economic development. I hold a MSc. in Economics and Finance from the University of Warwick and am a Fellow of The Institute and Faculty of Actuaries.

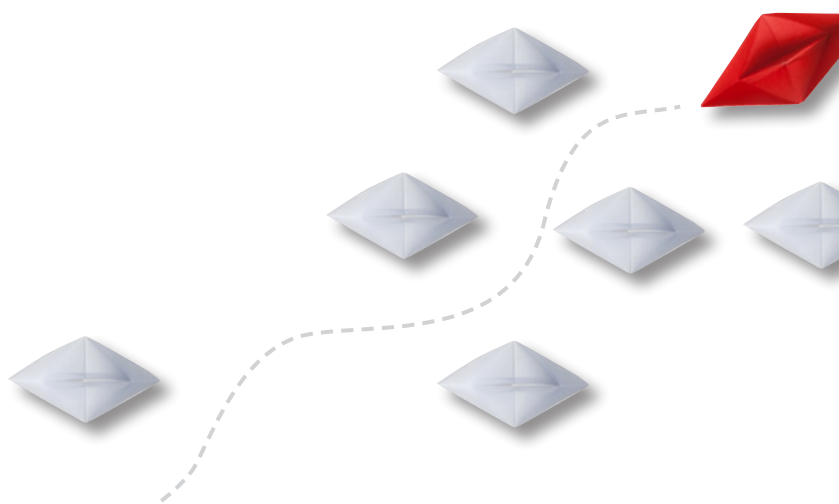
One of my key areas of interest is exploring innovative holistic solutions to ensure sustainability. I am looking forward to this unique peer-to-peer learning opportunity and to working together with other inclusive insurance enthusiasts across the globe to find innovative and sustainable solutions to advance the development of an inclusive insurance sector in our respective countries."



OVIA K. TUHAIRWE,
Rwanda, Radiant YACU Microinsurance Company,
Chief Executive Office

"I hold a Master's Degree in Business Administration from Kampala International University and a Bachelor's Degree in Education from Makerere University, Kampala, Uganda. I went through a Microinsurance Master Leadership program in the Philippines and I am now a Microinsurance Master. I am an ILO Certified Impact Insurance Trainer in the Country. I have also completed several trainings in InsureTec, Product design & Development, Human Center Design & Customer Centricity from different Countries. Together with other stake holders, I am playing a significant role in the implementation of Rwanda National Agriculture Scheme under Livestock & Crop insurance. I am passionate in serving the underserved and unserved market segments of the Population.

My particular interest in inclusive insurance is serving the Underserved and Unserved market segments of our population, focusing on Customer centricity. I am interesting in taking part in the inclusive insurance innovation Lab mainly to learn more from my colleagues from other Lab participants from different Countries. I am also interested to share my expertise and experience with others so that we together take care of our citizens hence developing our Countries and increasing insurance penetration rate."



Hosting Team



YIANNIS CHRYSOSTOMIDIS, UK
Reos Partners
Methodology and Facilitation

“I am co-creative strategist, designer and facilitator passionate about helping people and organisations navigate complex challenges through individual and collective transformation by shifting the conditions that are holding a problem in place. My practice sits at the heart of human-centred design, strategy and innovation and multi-stakeholder systems change work. I am inspired by collaborative innovation, change labs, design thinking (and feeling), theory U and scenario planning methods and use them to design and facilitate processes that effect deep change. I have worked in diverse contexts around the world including Albania, Argentina, Colombia, Egypt, France, Greece, Kazakhstan, Lebanon, Mongolia, Peru, South Africa, Tanzania, UK, USA and Zimbabwe for a variety of sectors such as trade and development, insurance, mining, energy, agribusiness, and healthcare on multifaceted challenges such as climate change, water, sustainability, inclusion, justice and economic empowerment.

The iii-lab is the second of its kind. The Reos team worked in the original lab guiding teams from Albania, Ghana, Kenya and Mongolia to develop innovations in their respective contexts around inclusive insurance. I am privileged to be a guide for this iii-lab for the Argentina and Morocco team and passionate in getting the teams to a place of co-creation and developing new solutions to problems. I look forward to working and learning together in this new online world.”



LORAIN VAN DEVENTER, SOUTH AFRICA
Access to Insurance Initiative (A2ii)
Rwanda Team Supporter

"I joined the A2ii in April 2020 as the regional coordinator for Sub-Saharan Africa and am responsible for coordinating A2ii's regional implementation work in Sub-Saharan Africa, strengthening cooperation and supporting capacity building for supervisors in the region. I have 20 years of experience in financial sector regulation and work for the Financial Sector Conduct Authority in South Africa where I am currently responsible for liaison with domestic and international regulators. I also have extensive experience in the development of legislative frameworks for financial advisors and intermediaries which has given me a sound understanding of what constitutes the fair treatment of customers.

I am looking forward to being part of the Inclusive Insurance Innovation Lab and the sharing of experiences and learnings of multifaceted stakeholders. I am further very excited about the potential outcomes that could be achieved through the iii-lab that may result in solutions that bridge the insurance protection gap for underserved and vulnerable consumers through products that are designed to be simple, affordable and accessible, but most importantly that provide value and meets the expectations of customers."



MARIA DÖLL, GERMANY

Access to Insurance Initiative (A2ii)
Logistical and Administrative Support

“I am the Event and Office Manager of the A2ii and support the hosting team of the Inclusive Innovation Lab in logistical and administrative matters. I hold a Master’s degree in International Business Administration and speak German, English, Italian and Danish. As intercultural trainer I am impressed by the learning effects that can be achieved through guided and benevolent exchange of knowledge and experience between teams of different nationalities and cultural backgrounds aiming towards the same goal.

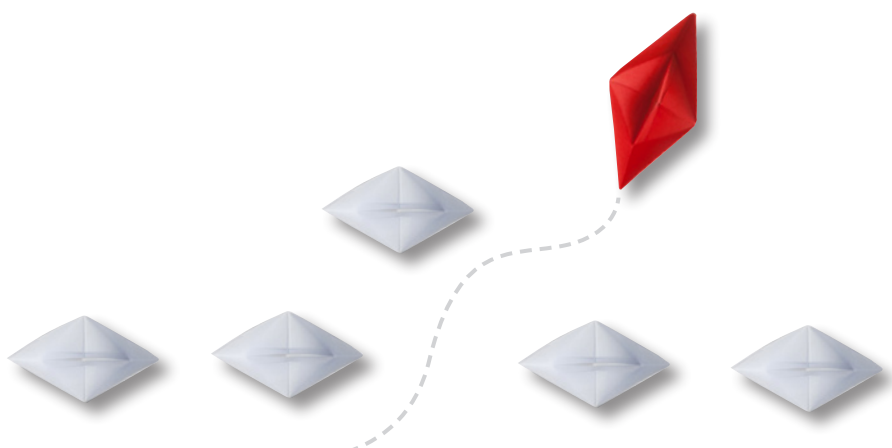
As the International Insurance Innovation Lab is one of A2ii’s major projects, I’m very excited to being part of it. I very much look forward to follow its progress and learn from it myself as well.”



HANNAH GRANT, SWITZERLAND
Access to Insurance Initiative (A2ii)
Head of the A2ii Secretariat

“As the Head of the Access to Insurance Initiative Secretariat, I oversee the day-to-day management of the activities of the A2ii. Before joining the A2ii, I worked for Insurance Europe in Brussels as Head of International Affairs and Reinsurance whilst also running the Secretariat for the recently established Global Federation of Insurance Associations. I started out my career working for Lloyds of London in London. I hold an Advanced Certificate with the Chartered Insurance Institute and am a graduate of Edinburgh University.

Following the success of the first Inclusive Insurance Innovation Lab I am delighted that the lab has now become an integral part of the A2iis capacity building activities. It is a response to requests from insurance supervisors for support in developing their market. Some supervisory authorities are unsure where to start; whereas others have made adjustments, but insurance market penetration remains low. We hope that through the lab process we will have an opportunity to gain a much deeper understanding of what is needed to help an insurance market grow as well as stimulate some country-specific solutions for the four countries involved.”





RACHEL JONES, SOUTH AFRICA
Reos Partners
Methodology and Facilitation

"I am passionate about working systemically to assist individuals within the system to gain insight on their agency and impact in transforming the sectors they are working in. I have experience across various sectors in business and government/ development including mining, banking, energy, food security, land reform, health, and education. I have assisted communities, a school and government organisations in South Africa to recover from the impact of Apartheid. I also support young scholars from the Mandela Rhodes Foundation, who come from across the African continent, to become confident, conscious and impactful leaders. I have also consulted in various programmes at The Centre for Policy, Leadership and Dialogue at The Gordon Institute of Business Science, University of Pretoria. My training includes a BA (Social Work) from the University of Witwatersrand, systemic facilitation methods like Systems Thinking, Art of hosting, Social Lab Methodology and in Organisational Relationship Systems Coaching.

The iii-lab is the second of its kind. The Reos team worked on the original lab guiding teams from Albania, Ghana, Kenya and Mongolia to develop innovations in their respective contexts around inclusive insurance. I am privileged to be a guide for this iii-lab for the India and Rwanda team. It is aligned with my purpose to create a more equitable and humane world is a deep purpose of mine. Looking forward to working and learning together in this new online world."





COLLEEN MAGNER, SOUTH AFRICA
Reos Partners
Methodology and Facilitation

"I am a co-founder of Reos Partners, an international organisation that helps people move forward together on their most important and intractable issues. We lead processes that enable teams of stakeholders - even those who don't understand or trust one another - to make progress on their toughest challenges. We approach this work with a systemic, collaborative, and creative focus. As Managing Director of Reos Southern Africa, my work focusses primarily on the areas of violence against women, food security, land reform, health care, education, mining safety, insurance, and support for orphans and vulnerable children. I'm a part-time faculty member at the Gordon Institute of Business Science (GIBS) where I teach on the social entrepreneurship programme and previously managed its Centre for Policy, Leadership and Dialogue. Other fields of teaching include systems thinking for organisations, Transformative Scenarios, participative practices for social change, and using dialogue for tough problems. I co-authored the book Mapping Dialogue: Essential Tools for Social Change.

The iii-lab is the second of its kind. The Reos team worked on the original lab guiding teams from Albania, Ghana, Kenya and Mongolia to develop innovations in their respective contexts around inclusive insurance. In this lab, I am in strategic oversight role supporting Yiannis and Rachel in guiding the teams. Look forward to meeting you in this new online journey."



TERESA PELANDA, GERMANY

Access to Insurance Initiative (A2ii)

Project Management & Morocco Team Supporter

“I am taking care of the iii-lab project management together with my colleague Mariella and I am following closely the Morocco Team process. Within the A2ii I am the lead contact for Central & Eastern Europe and the Caribbean region, responsible for A2ii’s implementation activities and cooperation with supervisors and regional associations. I am furthermore the A2ii’s Monitoring & Evaluation specialist and responsible for the topic of Climate Change and Disaster Resilience. Prior to A2ii I worked as a consultant on inclusive insurance topics in Germany and Peru. I hold a Master of Science in Regional Studies of Latin America from the University of Cologne and Guadalajara, Mexico with a focus on economics and cooperative studies.

It is a pleasure to be part of the second iii-lab, as in my opinion good and innovative ideas often result from an open dialogue. Bringing together different stakeholders and perspectives from along the insurance value chain and provide them with a safe space to openly discuss creative solutions is a fundamental step to help closing the insurance protection gap. As long as people around the globe remain unprotected against an increasing number of risks fundamental development objectives will not be reached. I am convinced this iii-lab will contribute an important piece in building more resilient communities.”

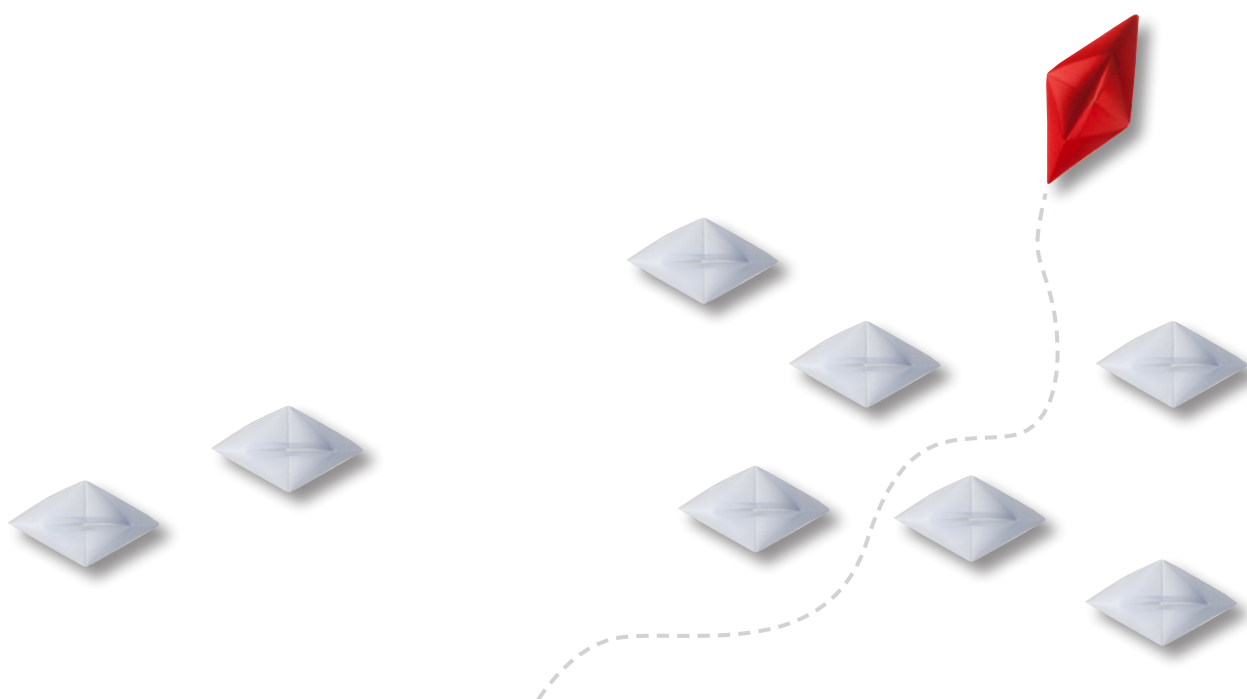




MARIELLA REGH, GERMANY
Access to Insurance Initiative (A2ii),
Project Management & India Team Supporter

"I am leading the iii-lab's project management together with my colleague Teresa. We are responsible for the lab's overall design, organising events and speakers as well as making sure that participants are well taken care of. I am also supporting the India Team. Besides the lab, my tasks at A2ii include being the main contact for the French-speaking region and working on how to improve women's access to insurance. Before joining the A2ii, I worked as an advisor for private sector development at GIZ and worked at AXA Germany's Risk Management Unit that dealt with implementing regulatory requirements. I hold a M.Sc. in Economics and Public Policy from Sciences Po Paris and Ecole Polytechnique.

It is an honour for me to lead the iii-lab, as I truly believe in bringing a wide range of stakeholders together to achieve common objectives. The past years have shown us that making sure inclusive insurance is available to anyone in every country is complex challenge and not easily achieved by one single organisation. The iii-lab is supporting participants to collaborate across organisations and countries, to learn from each other and to find innovative solutions for each country's inclusive insurance sector. I look forward to learning from participants and supporting teams in their journey!"





REGINA SIMOES, BRAZIL

Access to Insurance Initiative (A2ii)

Argentina Team Supporter

"I joined A2ii in 2017 as the regional coordinator for Latin America and I am responsible for liaising with insurance supervisors in the region, with a primary focus on implementing activities that meet their knowledge and capacity development needs. Before joining A2ii, I worked for 21 years at the Superintendence of Private Insurance (SUSEP), the Brazilian Insurance Authority, where I coordinated several working groups, including the Microinsurance Working Group, responsible for a series of in-depth studies, and participated in the development of the Brazilian microinsurance legislation. As a member of the IAIS-MIN Joint Working Group on Microinsurance (Acting Chair 2008-2012), I strongly supported the creation of A2ii, launched in 2009, in Rio of Janeiro.

I am happy to be part of the Inclusive Insurance Innovation Lab and specially for the opportunity to support the Argentina Team. The unique possibility of learning about such diverse experiences, from different regions and cultures, will certainly inspire all country teams. It is very exciting to see what can be built based on dialogue and understanding from other perspectives. I am also very glad about the first outcomes obtained by the teams that, even in times of uncertainty, have advanced significantly with focus and determination."

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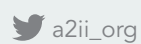


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Hosted by GIZ Sector Project
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