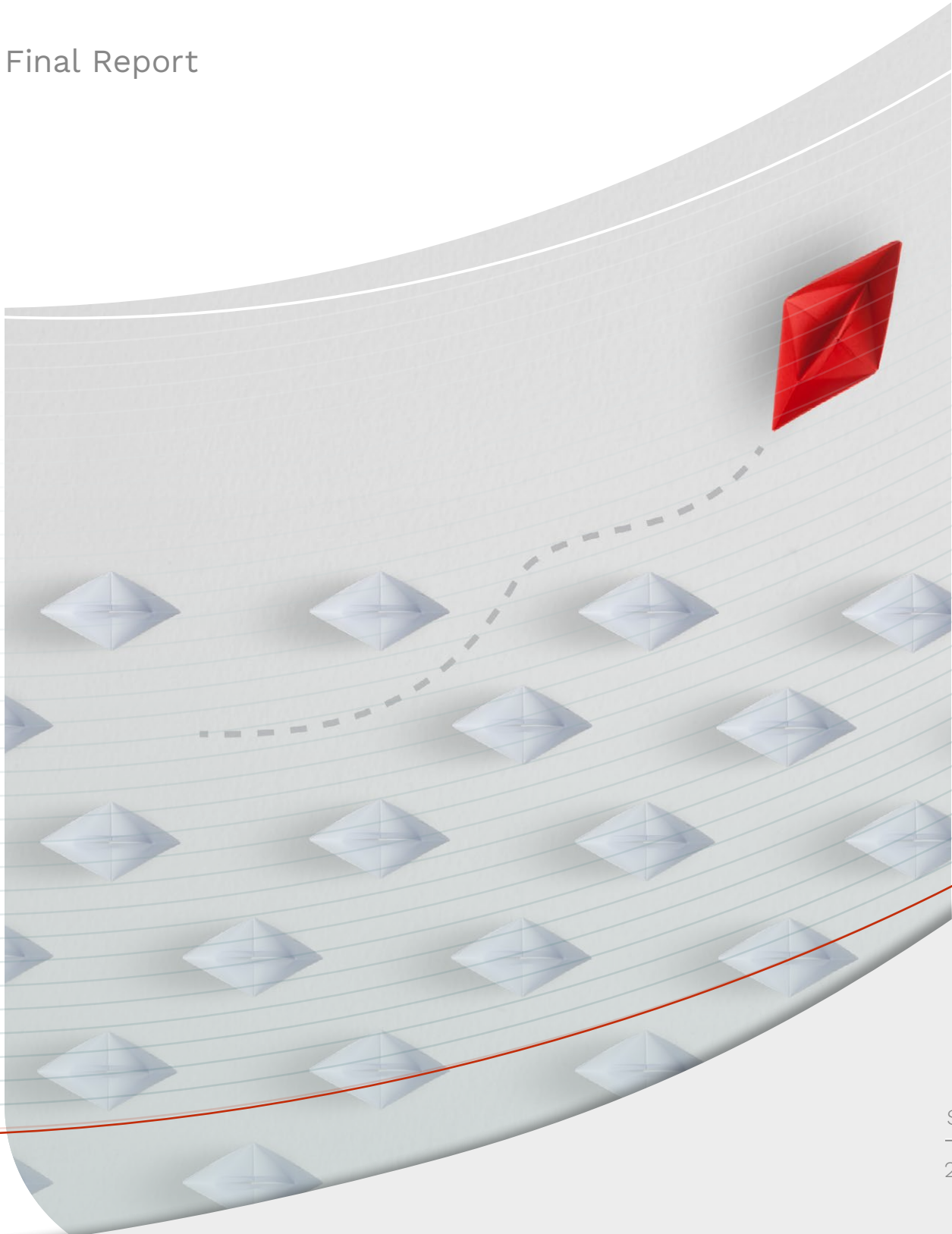


2nd Inclusive Insurance Innovation Lab 2020 – 21

Final Report



a2ii
INCLUSIVE
INSURANCE
INNOVATION
LAB

2

2020 – 21

Final report



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List of acronyms

A2ii	Access to Insurance Initiative
ACAPS	L'Autorité de contrôle des assurances et de la prévoyance sociale, Morocco
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IAIS	International Association of Insurance Supervisors
ICPs	Insurance Core Principles
iii-lab	Inclusive Insurance Innovation Lab
IRDAI	Insurance Regulatory and Development Authority of India, Indian insurance supervisor
MNO	Mobile Network Operator
SDGs	Sustainable Development Goals
SSN	Superintendencia de Seguros de la Nación, Argentinian insurance supervisor

a. Overview

Insurance protects against unforeseen losses and financial vulnerability and plays a vital role in promoting economic growth. Yet in most developing and emerging economies, insurance penetration rates are low and 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 be further 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.

To address these challenges, the Access to Insurance Initiative (A2ii) developed the Inclusive Insurance Innovation Lab (iii-lab), which brings together a broad range of stakeholders of the inclusive insurance sector from four participating countries. The second iii-lab took place from March 2020 – November 2021 and included country teams representing Argentina, India, Morocco and Rwanda. Participants engaged in dialogue and mutual learning and developed innovative solutions to increase uptake of insurance amongst vulnerable people and businesses. More precisely, the participants of the 2nd iii-lab addressed the question:

→ **How can we develop our insurance markets?**

This report is looking back at the results and long-term impact of the second iii-lab one-and-a-half years after its closing. It is based on insights from interviews with iii-lab participants at regular intervals after the programme ended. For readers wishing to hear from participants first-hand we recommend watching the Frankfurt Dialogue Video (↪ [September 2022](#)) and the ↪ [Final Results Webinar \(February 2022\)](#).

b. Objectives



In its capacity as **implementation partner of the International Association of Insurance Supervisors (IAIS)** on inclusive insurance, the A2ii initiated the Inclusive Insurance Innovation Lab as a means to support insurance supervisors in taking leadership in developing their insurance market in a manner that is aligned with the Insurance Core Principles (ICPs) and Sustainable Development Goals (SDGs).

The iii-lab has **3** major objectives:

1. Promoting dialogue and mutual learning amongst key stakeholders of the inclusive insurance sector and identification of challenges in their country

A large range of stakeholders are involved in inclusive insurance markets, but often these actors do not engage in depth with one another and fail to understand challenges and constraints that the other actors face. The iii-lab stimulates an exchange of experiences around insurance market development, both within and across country teams. This allows participants to learn from the experience of other countries (i.e. peer learning) and to thoroughly understand the perspectives of all players in the inclusive insurance market – a prerequisite to creating sustainable innovation. The process aims to develop sustainable networks within (and across) the countries which can be drawn on even after the iii-lab process has come to an end.

2. Equipping participants to take leadership within their sector and/or organisation

In order to take leadership in inclusive insurance market development, actors in the sector need to understand the needs of the low-income and previously excluded segments of the population. The iii-lab process includes learning journeys where teams are encouraged to get in touch with the people they want to serve. In addition, participants learn and apply innovation methods that enable them to address complex realities in their future work. The entire process is designed to promote leadership and innovation skills and the ability of participants to initiate and drive forward multi-stakeholder collaboration.

3. Inspiring participants to take action and supporting initial implementation

In a first step, country teams analyse the country context in order to identify the specific areas in which innovation is needed in their jurisdictions to promote market development. In a second step, the process enables teams to develop innovative solutions that can increase uptake of insurance. Initial implementation of the innovations is accompanied by experienced change facilitators – but ownership ultimately rests with the country team.

The iii-lab **contributes to the achievement of the SDGs** on multiple levels:



- ▶ Each country team involves public and private actors as well as civil society who jointly work together to increase development impact (SDG 17).



- ▶ Country teams develop innovative solutions in the insurance sector that help vulnerable target groups increase their resilience against economic shocks (SDG 8).



- ▶ During the iii-lab, the A2ii ensures that men and women participate in country teams equally and that teams pay particular attention to making insurance markets relevant for women (SDG 5).

C. Methodology

The iii-lab is based on a **social lab methodology** which involves gathering a diverse set of people to analyse insurance-related problems in the respective country context, gather relevant insights and collaborate to develop and test innovative solutions. The iii-lab is based on teamwork, leveraging local expertise within the jurisdictions instead of employing international experts to instruct stakeholders on what to do. **Innovation methodologies** like Design Thinking and its elements like user research, designing solution prototypes, testing and redefinition are included in the programme design.

The **philosophy of the iii-lab** is that no one in the room understands all facets of a complex problem 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.

The iii-lab consists of a **series of national level and international workshops**. While the national level workshops focus on team building and the national innovation process, the international workshops focus on peer exchange, learning and networking across countries.

Initially the second iii-lab was planned as a face-to-face process with three national and three international workshops spread over 18 months. However, the programme had to be adapted due to the outbreak of the Covid-19 pandemic. Consequently, most of the **programme was conducted online** using videoconferencing tools, online whiteboards and messenger apps, and the programme was extended to 20 months. One of the iii-lab's project managers, Mariella Regh, wrote a blog post about online learnings in July 2020 – it is available here: [↪ Switching between tabs: the virtual inclusive insurance innovation lab | Access to Insurance Initiative \(↪ a2ii.org\)](#)

d. Selection of Participants

The iii-lab brought together four country teams from different world regions, each consisting of representatives from around eight institutions **representing a cross-section of the (inclusive) insurance market**. Insurance supervisors were invited to apply on behalf of their country and were selected based on motivation, commitment displayed and vision for their team. Successful supervisors were then accompanied in putting together a country team including key stakeholders from the supply and demand side. These may include representatives of the public sector, insurance associations and companies, third party service providers and other intermediaries, mobile network operators, civil society organisations and other relevant actors.

Each institution was represented by up to two members: 1) an executive-level representative able to promote change in their institution and/or their country's insurance market and ensure that decisions taken within the country team are implemented; and 2) a high potential mid-level staff member of the institution, selected by the executive-level representative, who can help drive implementation. To ensure in-country ownership, the selection of country teams was coordinated by the insurance supervisor with the support of A2ii.

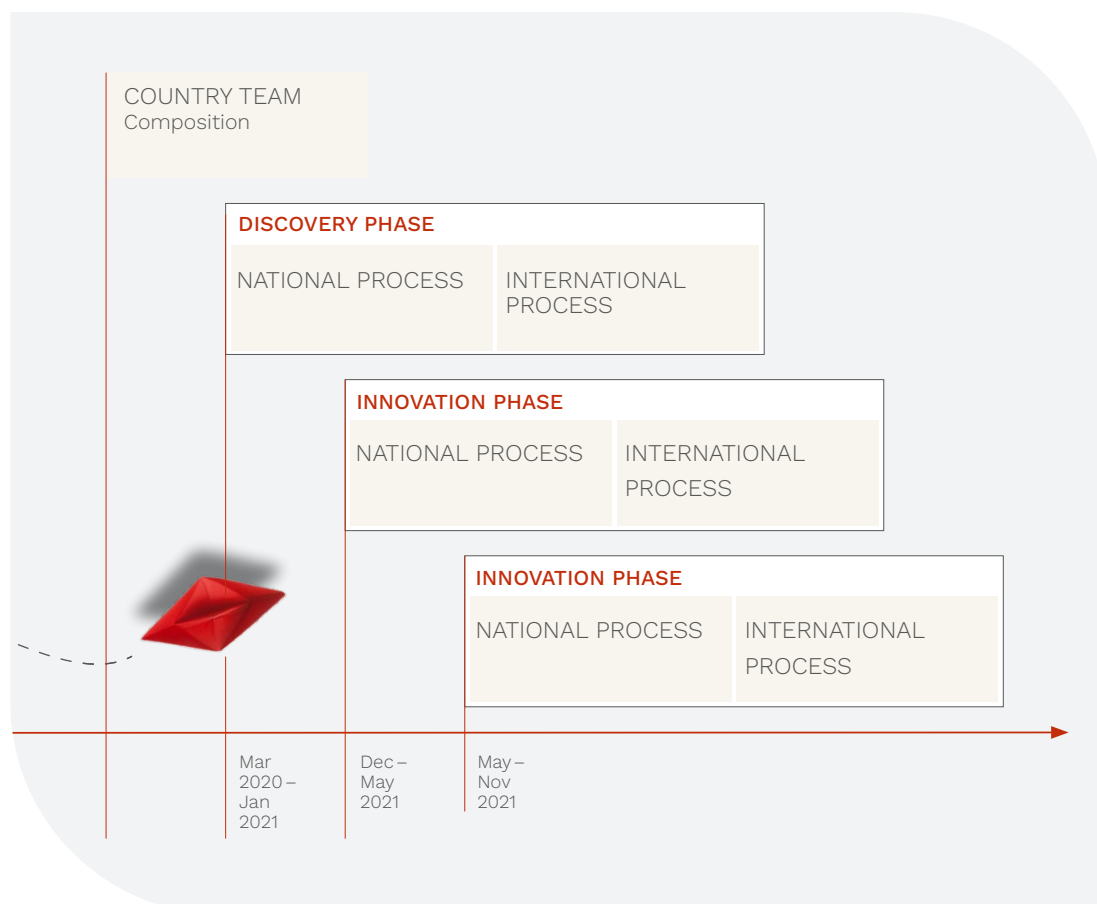
The second iii-lab included teams from Argentina, India, Morocco and Rwanda. Organisations represented in each team can be found in [↪ annex 1](#).



e. Process

The second iii-lab lasted 20 months. It was structured into three phases:

1) the Discovery Phase, 2) the Innovation Phase and 3) the Implementation Phase. Each phase consisted of a national and an international process. While the first iii-lab 2017/18 was conducted entirely face-to-face, the second Lab 2020/21 had to be conducted almost entirely online due to the outbreak of the Covid-19 pandemic. In between formal workshop sessions described below, the A2ii also provided regular coaching calls to the teams to support them in their innovation activities (13.5 hours in total per team, totalling 76 online sessions and 95 hours of work).



1) Discovery phase (March 2020 – January 2021)

► National workshops:

- two days face-to-face workshop for Morocco and India (4–5 March 2020 in Rabat and Hyderabad)
- six 2.5-hour virtual sessions for Argentina and Rwanda (between March and July 2020)

First national workshop Morocco



First national workshop India



The objective of the national workshops was to enable team building and networking. In workshops moderated by the A2ii and its implementing partner, Reos Partners, teams conducted a sector analysis where each team member was asked to provide her/his perspective on challenges and opportunities in inclusive insurance development. Teams were then tasked with conducting interviews with potential inclusive insurance customers. The sector analysis, along with the findings from the interviews, helped the team narrow their focus and define their innovation area.

► **International workshop: Five virtual sessions of 2.5 hours between July 2020 and January 2021**

All country teams met virtually to discuss the main challenges identified at the national level. Participants shared knowledge, practice and experience from different jurisdictions, sectors and perspectives. Teams presented their first rough ideas on whom they wanted to serve with their innovation and how they wanted to go about this. The lab hosting team and fellow lab participants provided comments.

2) Innovation phase (November 2020 – May 2021)

► **National workshops: six 2.5-hour virtual sessions for each country**

During this process, country teams were accompanied in developing their innovation capacity while prioritising the potential customer. Facilitators introduced the team to innovation principles that the team applied to their areas of interest. Participants coalesced around these areas of interest formulated as “How Might We Questions”, one key element from human-centred design. Teams then ideated and developed their prototype, i.e., a rough sketch of their innovation ideas.

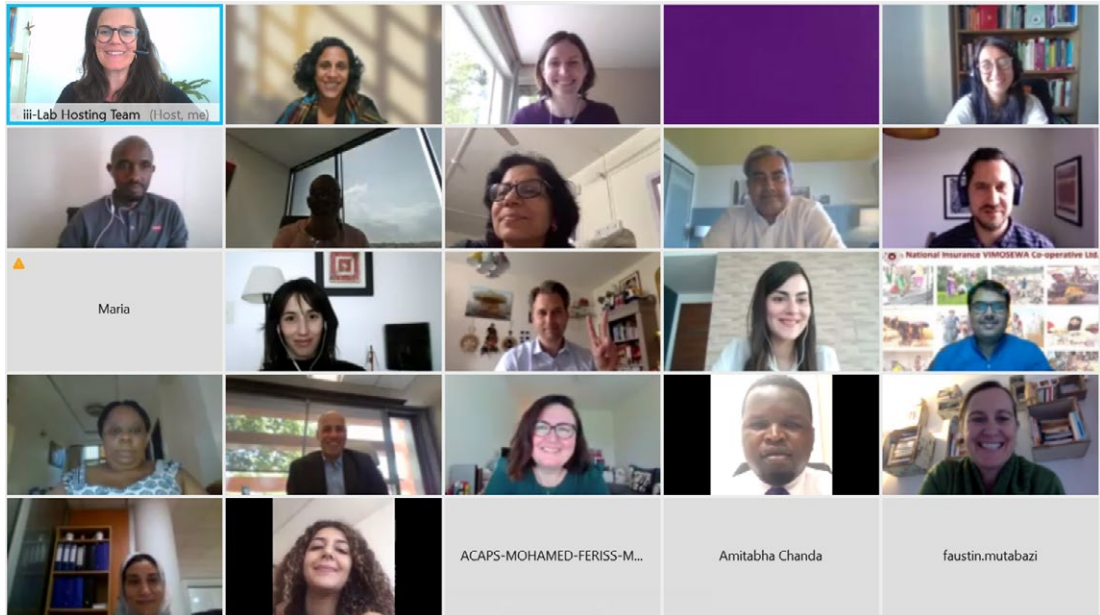
At the end of the innovation phase, teams had a road map to experiment with their prototype in the real-world context. The ideas ranged from awareness-raising campaigns to products for informal workers and improving processes in the insurance industry to better serve their clients.

► **International workshop: five virtual sessions of 2.5 hours**

Each of the four country teams hosted a learning journey, inviting their peers to virtually visit their countries and learn more about local innovations not only from the insurance world.

On 6 May 2021, the teams’ hard work on their prototypes culminated during the pitching session. They presented an elevator pitch of their prototypes to a panel of three experts: Natalia Escobar-Mejia, Senior Policy Advisor at the IAIS, Martin Mayer, co-founder of YouMeO, and Emmanuel Mokobi, CEO of Prudential Africa. The panel observed the teams’ pitches and after a round of open questions, they provided valuable feedback and suggestions which the teams used to move their prototypes forward.

Prototypes
pitching session,
6 May 2021



3) Implementation phase (June – November 2021)

► National workshops: four 2.5-hour online sessions.

The country teams started experimenting, testing and implementing the newly developed prototypes. The iii-lab facilitators supported the teams to define a common vision and to identify key stakeholders to involve and decide on an implementation plan beyond the lab process. When experiments in the real-life context took place, the teams reflected on learnings. Sometimes innovations were adapted; other times they were let go.

At the end of the workshops, the Argentinian and Moroccan teams chose to host an event where they invited key players in their sector to learn about their lab innovation, their learnings and their road map for further implementation.

► International workshop: one virtual session of 2.5 hours on 11 November 2021

The final event of the second iii-lab took place on 11 November. It consisted of a reflection round on the topic of the hero's journey, a common template in storytelling, where a hero leaves home to go on an adventure, wins over evil in a decisive crisis and returns home changed and with a gift. The objective of this reflection was to celebrate the teams' successes and thereby renew teams' motivation for the implementation back home.

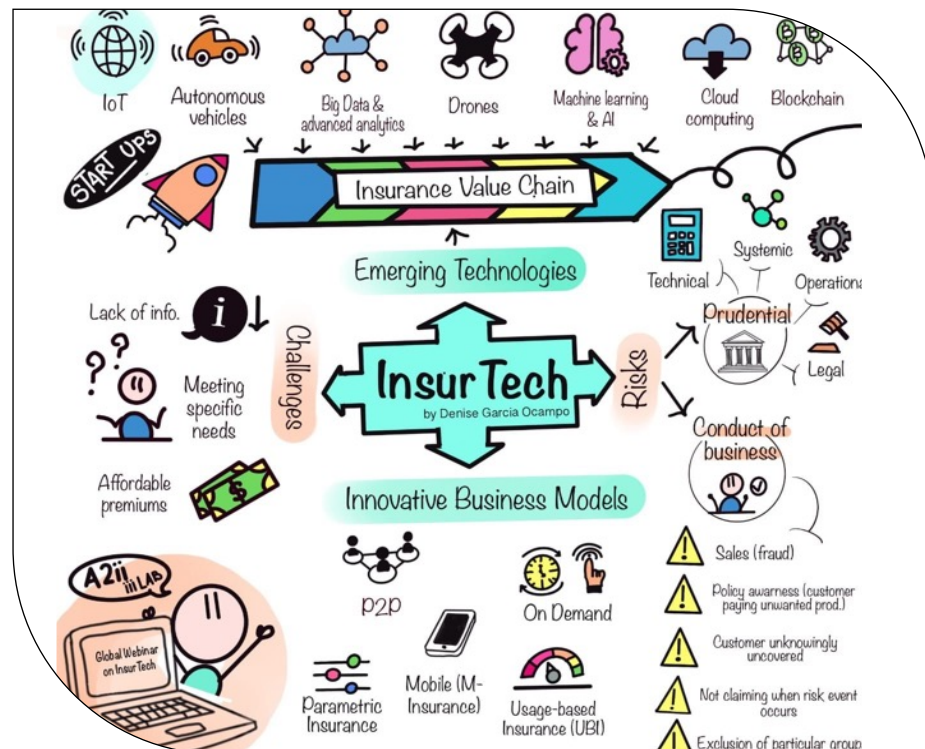
4) Global Webinars were offered throughout the programme

Global webinars were organised to support the participants in their learning and innovation journey. Based on the demands expressed by the teams, the following expert inputs were organised and offered virtually for all teams:

- ▶ **Effective Microinsurance Business Models, 21 July 2020**
 - **Craig Churchill**, ILO, presented an analysis of the factors influencing demand for inclusive insurance, described possible delivery channels to distribute insurance to unserved market segments and illustrated means to get to scale.
- ▶ **Insurance for MSMEs, 17 September 2020**
 - **Gregor Sahler**, GIZ, presented definitions for microbusinesses and SMEs, provided case studies about successful MSME insurance and described core challenges to insure MSMEs.
 - **Mohamed Feriss**, ACAPS, team member of the Moroccan team, talked about the SME insurance landscape in Morocco and described regulatory developments around this topic.
- ▶ **Digitisation and Insurance, 15 December 2020**
 - **Denise Garcia**, BIS, provided input on InsurTech, its opportunities and challenges as well as risks for supervisors.
 - **Manoj Pandey**, A2ii, spoke about the use of technology in inclusive insurance, especially focusing on the value chain and implementation challenges.
 - **Ivan Poltoracki**, a senior marketing executive, spoke about key factors to consider when developing a marketing/educational campaign.

Digital Awareness Campaigns,
21 February 2021

Infographic developed by Virginia Lingjardi, Argentinian team member



- **Barbara Chesire-Chabbaga**, Managing Director and Co-founder of AB Consultants and a participant of the first iii-lab, and **Jeremiah Siage**, Director & Digital Finance Specialist IFC, talked about their experiences developing ResilientME!, a game designed to demystify risk management and insurance in a way that is fun and engaging. They also presented the insurance platform app called CoverApp developed by AB consultants, where people can purchase insurance and file claims on-the-go.

In addition, the following webinars were organised based on a team's specific needs:

- ▷ **Argentina – Making microinsurance work for women, 22 September 2020**
 - **Gilles Renouil** and **Shilpi Shastri** from Women's World Banking presented the design and results of customer research in the area of women's microinsurance. They talked about the product features that tend to work well and how impact is measured in Women's World Banking insurance programmes.
- ▷ **Morocco – Discussions on Innovation and Inclusive Insurance, 16 April 2021**
 - The Moroccan team organized two meetings with experts in inclusive insurance: first, **Richard Leftley**, MIC Global, and second, **Emmanuel Mokobi**, Prudential Africa and former iii-lab participant, spent time with the Moroccan team to answer their questions and provide advice on the team's prototype.
- ▷ **Rwanda – Lessons in implementing insurance awareness campaigns, 4 June 2021**
 - **Angela Agyeiwaa Armah** and **Gerald Ntambara**, GIZ Ghana, provided the Rwandan team with an overview of insurance awareness activities implemented by GIZ in Ghana and shared advice regarding the implementation of radio programmes in rural areas.

5) Supervisors met in dedicated supervisors-only calls

The iii-lab hosting team organised bi-monthly calls for the four teams' supervisory representatives to discuss current challenges and team progress. Supervisors were invited to reflect on their leadership style and offered each other advice. In addition, the supervisors shared regulatory approaches that are unique in their jurisdiction, for instance IRDAI presented about the regulatory approaches in response to the Covid-19 pandemic and the Central Bank of Rwanda presented about Rwanda's bancassurance mutual health insurance schemes.

Twenty months after the first national workshops, the iii-lab came to an end while the **implementation of innovations continued under the responsibility of the country teams.**

A public webinar took place on 10 February 2022 to spread information about the second iii-lab's results. In the **A2ii-IAIS Public Webinar entitled “How to raise insurance awareness for market development? Lessons from the second Inclusive Insurance Innovation Lab”** participants of the iii-lab from the four countries shared their experience in designing and implementing different awareness raising campaigns and new products in their insurance market. In addition, insurance supervisors shared how engaging in the iii-lab has led to new partnerships with actors in the private sector and civil society. For further information consult this link: [↪ How to raise insurance awareness for market development? Lessons from the second Inclusive Insurance Innovation Lab – Public Dialogue \(EN/FR/ES\) | Access to Insurance Initiative \(↪ a2ii.org\)](#)

In September 2022, during the iii-lab International [↪ Dialogue](#) in Frankfurt, representatives of iii-lab 2 teams, shared an update on their innovations with their colleagues from iii-lab 1 and 3.



International Dialogue
in Frankfurt,
September 2022

f.

Outcomes

Please note that this report includes developments and progress made on the prototypes until July 2023. Since iii-lab teams are still working on implementing or revising their innovations, there might be further updates in the future. These can be accessed on the A2ii's website: [↪ Second Inclusive Insurance Innovation Lab \(2020 –2021\) | Access to Insurance Initiative \(↪ a2ii.org\)](#)

1) Prototypes by country

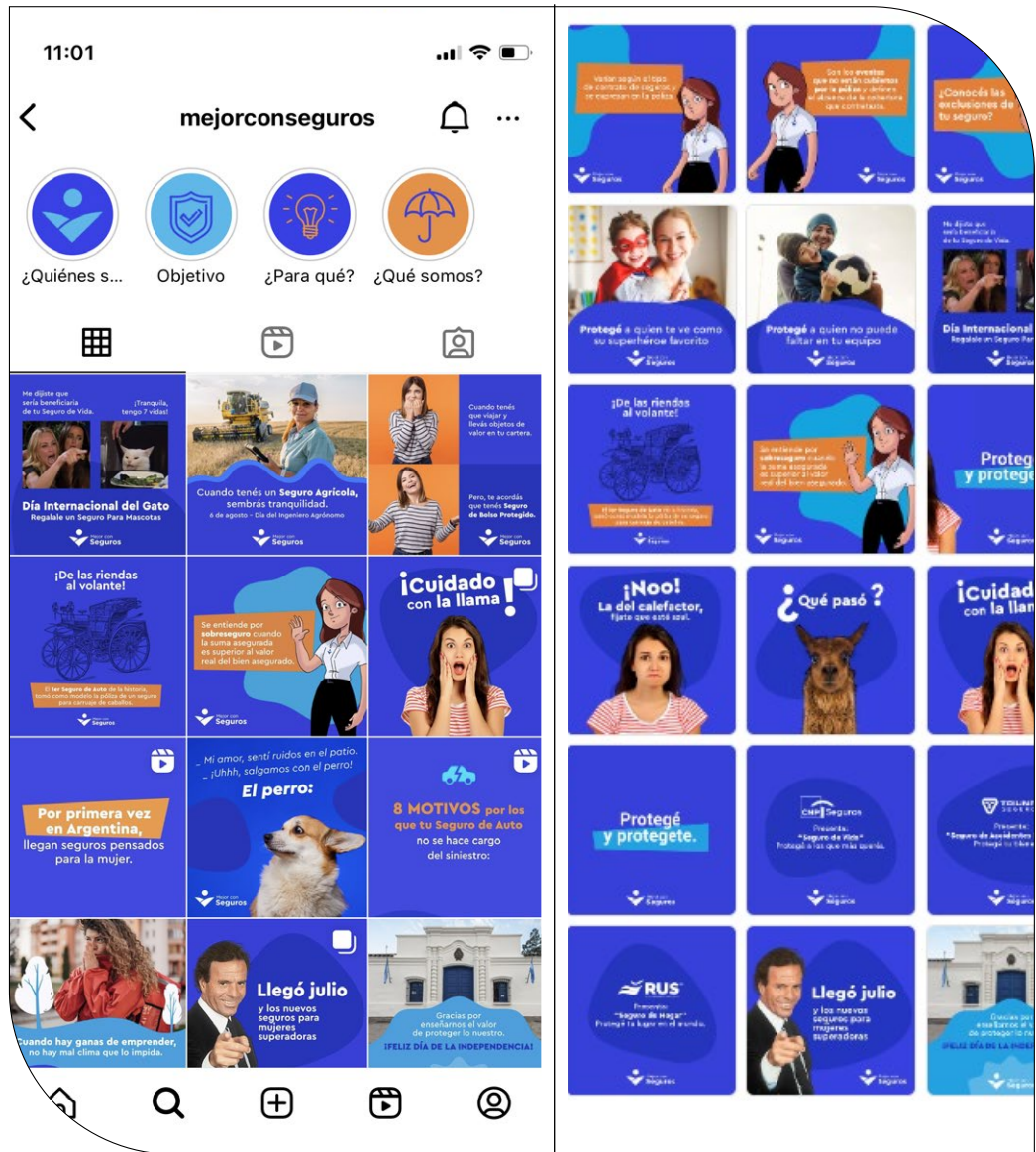
Argentina

The Argentinian country team decided to focus their efforts on low-income women and their specific insurance needs. In the first part of the programme, the team identified two major barriers to the development of inclusive insurance in their market: 1) consumers, especially women, lacking awareness about insurance, and 2) a lack of appropriate products in the market meeting women's insurance needs.

#1 Social media campaign #mejorconseguros

The team's first prototype consisted in developing a social media campaign entitled #mejorconseguros (better with insurance). This campaign focuses on the importance of insurance for low-income women and explains what type of products are available. By using simple language, basic concepts of insurance are explained, and quizzes involving humour were used to engage with followers. As of December 2022, the campaign had reached over a million people, and the videos had been watched by almost 600,000 viewers. In addition to the videos produced, the team recently developed a character for the campaign, called "la Segurola", who engages with people in a more interactive manner by providing answers to insurance-related questions. With this new form of communication, the team is aiming to increase the number of the campaign's followers substantially.

#mejorconseguros is a social media campaign launched on Instagram and Facebook



#2 “Freemium” insurance product development

After the lab ended, a subgroup of the Argentina team (the supervisor and five insurance companies) chose to tackle the second barrier to inclusive insurance market development: the lack of appropriate products for low-income women. This subgroup is currently working on a “freemium” insurance product for women – a small insurance product for which the customer pays the premium using loyalty points for instance, to achieve full accessibility, thereby allowing consumers to experience insurance for the first time and see its benefits for additional products at a later stage.

Additionally, as a result of the participation in the iii-lab, a second campaign, called “Superadoras” was recently launched by the five insurance companies that already developed #mejorconseguros and with support from the supervisor (SSN) and the Ministry

of Finance. “Superadoras” are insurance products developed specifically for female entrepreneurs to make them more resilient against financial shocks. The products will be offered through an online platform and to affordable prices. The way that the insurance sector (including a wide range of insurance companies and broker representatives) has teamed up with the supervisor and their continued collaboration to date is an innovation in the Argentinian market and continues to shape interactions in the sector.

India

The India team also identified 1) lack of insurance awareness among low-income populations as the main barrier to inclusive insurance development. In addition, the team identified 2) the difficulty of managing multiple products and receiving quality services as the second barrier. The Indian team consequently decided to split into two sub-groups in order to work on both topics in parallel.

#1 Caller tunes to raise awareness

The first sub-group had the objective of raising insurance awareness at a large scale without requiring users’ active participation and taking advantage of high mobile penetration. To do this, the sub-group developed a prototype using caller tunes, a method the government had recently used to raise awareness about the Covid-19 pandemic. Caller tunes are pre-recorded messages dealing with insurance which people hear while waiting for their phone call to be answered. The team developed 30-second messages in Hindi and tested the prototype on small groups. A small evaluation showed that results on raising awareness were promising. However, when entering into more formal discussions with MNOs the team members found that the costs for rolling out the caller tunes at larger scale were too high.

#2 Combi-product development

The second sub-group focused on finding a one-stop solution for households facing different risks. This solution had to be affordable and seamless for low-income customers. The prototype that the sub-group came up with was a combi-product covering personal accident, hospital cash, critical illness or asset insurance efficiently, with either all or some of them combined. The combi-product was planned to be distributed through a broker, and instead of approaching individual customers, it was advised to cover groups of individuals under institutions, e.g. Microfinance institutions, Self-Help Groups, Cooperatives and Credit Societies. Prior to the iii-lab, no such ready-made products existed as this requires cooperation between different insurers (Life, Non-Life, Health), and most importantly with the supervisor for product approval as well. While the product prototype developed by the team received interest from several insurers, it was not approved for

distribution at this time. However, the regulator (IRDAI) came up with an initiative in the same line. In that initiative, a social safety net product “Bima Vistaar” was designed to cater to the need of rural and semi-urban geographies. This will be a bundled product of Life, Health & Causality and Property. Individuals can choose from various insurance products tailored to their specific needs. A specialised distribution challan called “Bima Vahak” also has been constituted which aims to reach remote corners of rural areas.

The Indian iii-lab team members continue their work on inclusive insurance to date in various contexts, whether as an individual organisation or in collaboration including with new product developments and collaboration in the regulatory sandbox hosted by the supervisor.

“ I worried if we would ever reach somewhere as our team came from such varied backgrounds, hence getting a consensus seemed very unlikely to me. Also, the lab was happening virtually, pandemic was going on... so I worried if we would have any results of note. However, we did, not one, but two prototypes! We managed many challenges and we kept at it, that is my “aha” moment, as I reflect. ”

Insurer, India

Morocco

Against the backdrop of the Covid-19 pandemic, the Moroccan team started its work on how to provide affordable insurance products for informal workers and SMEs. After His Majesty King Mohammed VI launched a social protection programme in April 2021 including compulsory medical coverage for a large segment of the Moroccan population through the national social welfare sector, the team decided to redirect its efforts to a second prototype.

Mobile health application “Bsseh Tech”

This prototype consists of the mobile application called “Bsseh Tech” which aims to offer health insurance products complementary to the compulsory health insurance scheme as well as value-added health services. For instance, clients can access simple products such as hospital cash via WhatsApp or chat and pay using loyalty points and have additional services offered free of charge such as fixing doctors’ appointments, receiving health-related advice and a medication data base. For more information about the prototype please consult the demo video produced by the team: [↪ \(947\) Demo Video Bsseh Tech Morocco – YouTube](#). The team pitched “Bsseh Tech” at an ecosystem event hosted by the Moroccan lab team under the leadership of ACAPS, the insurance supervisor.

While the prototype itself was not implemented in the market, the work of the team and the ecosystem event enabled market players and the supervisor to be aware of barriers to market development. This led to innovations by different team members in the form of new inclusive insurance products that were launched by participating institutions after the iii-lab programme. In addition, new rules on online sales of insurance products entered into force the year after the iii-lab ended, which was a key regulatory barrier to market development discussed by team members during iii-lab workshops. Finally, a demand-side survey interviewing 3,000 people was launched by the supervisor to analyse customers' views and awareness of insurance.

Rwanda

The Rwandan iii-lab team defined two major barriers to inclusive insurance development in its jurisdiction: 1) lack of awareness as well as a lack of trust in the insurance industry, and 2) a lack of products which address the real needs of the population. Consequently, the team worked on two prototypes.

Awareness raising campaigns using radio stations

*RADIO HUYE
#They'reLive
At 11:00 am, don't miss an article about insurance to discuss with the study group to provide insurance to all. And don't forget that you can win cash. Please call 0788503405*



#1 Awareness raising campaigns using different channels

The first prototype consisted of an awareness raising campaign that the team developed and piloted. The team initially chose to focus on collaborating with radio stations, as radio is currently the most popular communication channel in Rwanda, especially in rural areas. The aim was to raise awareness and increase the dialogue on insurance, engaging their listeners through live calls or social media. This pilot reached over 3,000 individuals, providing relevant data on the effectiveness of awareness campaigns, and further prompting the iii-lab team to conduct a micro-insurance campaign in 2023 aimed at creating awareness among a select group of individuals acting as ambassadors to disseminate knowledge to others in their communities. The campaign was a success leading to an increased uptake in livestock and crop insurance and an increase in collaborations with loan protection systems

and savings programmes. These results indicate that the Rwandan prototype can be used as an example of how to conduct awareness raising campaigns based on cross-industry collaboration going forward.

#2 University competitions

The second prototype focused on generating innovative ideas for the development of new products through university competitions. The expected benefits of organising these competitions was that the insurance industry could source new, innovative ideas and learn from university students. In addition, this might also be able to raise awareness about the insurance industry at large, whether as a provider of insurance products or as an employer. The team developed tasks that the students could answer, defined prizes and the project set-up. The prototype was consolidated in a project note and discussions with universities took place; the competition might be piloted at a later stage.

The iii-lab process also enabled the team to come up with a range of different ideas that might be taken up by team members in the future, including a library of awareness raising material. In addition, different team members continued their work on inclusive insurance and collaboration on the matter. For example, an Insurance Week for increased awareness was organised by the supervisor in collaboration with the industry, the insurer launched inclusive insurance products, and the Rwandan Brokers Association organised a conference in September 2022 to define how brokers can help increase insurance penetration in the country.

2) Outcomes for supervisors

Insurance supervisors had a key role to play in the iii-lab. While typically, prior to participating in the iii-lab, supervisors have focused on adapting approval processes to encourage inclusive insurance products, they were encouraged to be more proactive in fostering innovation in their inclusive insurance market.

The following aspects of the iii-lab programme design supported the **supervisors' leadership** role: they applied on behalf of the country team; they composed the country team and had separate iii-lab supervisors' calls as a space of learning and reflection throughout the process. Also, by engaging with team members (including insurers, policymakers, brokers, and consumer representatives) as partners, supervisors forged better and less formal relationships with stakeholders which also allowed for supervisors to be confronted with an outside perspective on their role in enabling innovation.

For instance, the Moroccan supervisor confirmed that some team members perceived the supervisor as blocking online sales of insurance. But thanks to the iii-lab and the dialogue that took place, the team understood that this was not the case and that an instruction on online sales was about to be issued. Such discussions in the teams helped supervisors to understand that to be more effective they needed to be more accessible when engaging with industry players, customers and other relevant entities. Supervisors have reported to still be in touch with other team members after the programme, especially with those representing insurers or brokers.

“ There was an element of mistrust within the group and I as a broker, I had a complaint of us being left outside of industry efforts. The colleagues heard me and acknowledged this gap and they made an effort to make me and other brokers a part of the process, and that helped me gain confidence in the team and what we were looking to do. Hence, even if we didn't meet in person and with the technical issues we had with Mural and what not, we overcame and kept moving forward.

Broker, Rwanda



Supervisors understand that to be more effective, they needed to be more accessible when engaging with industry players, customers and other relevant entities.



Being exposed to the innovation process built the supervisor's capacities to **be more open minded to innovative processes** and ideas, as they now know what different steps these ideas need to go through, they know what questions to ask and how to ensure that the solutions being developed are customer-centric. Some supervisors had not been able to interact with potential inclusive insurance customers before and managed to get a first-hand experience at interviewing low-income customers during the lab. This ensures that the supervisors have a better understanding of the customer benefits and risks that may arise from such solutions. The iii-lab supervisors have continued to apply this customer-centric lens after the programme ended, for instance by conducting a survey to learn about insurance awareness (Morocco) or continuing the prototype work with the team (Argentina).

“ It's the first time that we, as the insurance regulators, are going to the field to find out what final consumers are really thinking. ”

Insurance supervisor, Morocco

For more information on the impact of iii-lab participation for insurance supervisors, please consult the blog post by Teresa Pelanda and Manoj Pandey published in January 2023: [↪ Innovating for financial inclusion – the role of insurance supervisors | Access to Insurance Initiative \(↪ a2ii.org\)](#).

3) Outcomes beyond prototypes

The prototypes themselves usually raise the most interest when presenting the iii-lab's outcomes. However, in line with the iii-lab's objectives, the outcomes include many more aspects in addition to the prototypes themselves. The outputs and outcomes can be classified into three main categories as outlined in section B: Dialogue, Leadership and Action.

1. Dialogue: Trust among participants increases and participants establish new networks.

TRUST

The idea of the iii-lab is to bring together a diverse set of stakeholders who may bring different visions and perspectives of the sector. The iii-lab provides the space for stakeholders to learn from each other and agree on a common analysis of the chal-

allenges and opportunities in the insurance sector. An important prerequisite to achieve this common analysis is trust amongst participants, to speak openly and value each perspective.

In most teams, the participants of the iii-lab did not know each other at the beginning of the programme. If we consider the different institutions represented in the teams, ranging from the supervisor, different insurers, brokers, policymakers, NGOs and customer representatives – we can observe that these are actors that usually do not interact with each other as closely as they did in the iii-lab. Particularly, the private sector is used to being in competition, leading to a certain reservation when it comes to open exchange. In fact, in the context of the relationship between supervisors and insurers, participants have confirmed that prior to the iii-lab, they had not engaged with each other as openly before.

“It’s the first time in Argentina that a group of insurers together with the support of the Supervisor is working together on improving insurance awareness and designing a product specifically for women!”

Insurer, Argentina

To achieve this, a substantial amount of time was dedicated to exercises allowing participants to get to know each other both professionally and personally. This involved hearing about the different roles and institutions that the participants represent, their evaluation of where the insurance sector currently stands, along with the sector’s challenges and opportunities. Acquiring deep listening skills, letting go of preconceptions and trying to understand the realities of other team members was of great importance for building team cohesion, and it also helped participants gain a better understanding of the inclusive insurance customers that they want to serve and attain a common analysis of challenges and opportunities in their insurance sector.

“The whole group was able to complement each other very well. Truthfully, thanks to this process we have met people from all the insurance companies, spectacular people. We put together an inter-company group and with the ministry of economy and the superintendence. It was very very nice, very united.”

Insurer, Argentina

PARTNERSHIPS

As the iii-lab allowed participants to get to know each other, they could identify common interests, support each other, and **form partnerships**.

Participants confirmed that they came out of the process as a team that could tackle the challenges they chose to work on together, both in the context of the programme and beyond.

Teams were asked how well actors in the inclusive insurance sector were collaborating with each other both at the beginning and after the programme ended. All teams have developed stronger relationships with other stakeholders as part of the iii-lab.

The following examples show how team members formed closer ties with each other:

- ▷ Each team had a dedicated WhatsApp Group where team members could easily connect with each other. Whereas prior to the lab they had to connect with different institutions in an official manner, mostly based on appointments and written requests, now they have each other's personal contacts allowing for more direct and spontaneous connections.
- ▷ Teams conducted regular meetings outside of the official programme to advance their work between official workshops and, to some extent, also after the programme had ended.
- ▷ More examples include:
 - A broker representative confirmed that, except for their daily job of providing insurance services, they had not really interacted with MNOs, development partners, the regulator or the Ministry of Finance before prior to the iii-lab. After this programme, the importance of the broker's role in the value chain was acknowledged by team members, and they now receive more opportunities to interact and collaborate with other insurance representatives.
 - One Argentina team member shared that participants have been in contact with each other after the project's end, allowing for the team to finally meet in person, as the lab was conducted virtually.
 - After the iii-lab ended, the broker and consumer-rights representatives from the Rwanda team have worked together to better protect client data.
 - After the lab, the Moroccan supervisor worked with lab members on the implementation of digital sales channels.

Since teams could not meet internationally, the international dimension of new networks created was not as strong as in the first iii-lab. The international workshops took place entirely online, and although this allowed participants to learn about other teams' initiatives and pain points, the personal connections were harder to establish. The hosting team did, however, receive good results by grouping su-

pervisors in additional catch-up calls to enable more exchange across country teams. In addition, selected team members were invited to the international iii-lab dialogue in Frankfurt in September 2022, thereby enhancing their networks.

“ We have been able to see the importance [of partnerships] and been able to create new relationships with people that we had never interacted with. [...] It has been very ideal in terms of creating wider networks and working with those networks to better the industry, because who knew that mindsets would change the way they have changed in just this space. We are now appreciating the value of each of those and creating wider networks that enable our work to be smoother, and we bring the industry forward through those networks. As brokers we cannot move the industry forward alone, so collaboration is essential to transforming our industry. Broker, Rwanda ”

2. Leadership: Participants gain expertise in inclusive insurance and shape discussions and advocate for inclusive insurance

Participants had varying degrees of experience with inclusive insurance at the start of the iii-lab. In order to enable participants' **learning about inclusive insurance**, the iii-lab programme included online sessions on various topics related to inclusive insurance, for example effective business models, MSMEs, digitisation, women and insurance, and awareness campaigns. Participants were also encouraged to share expertise with each other.

When asked how knowledgeable participants felt about inclusive insurance at the beginning of the programme, participants across teams on average responded with 6/10 points and this increased to 7.6/10 points after the iii-lab.

“ In the first place, the participation in the lab allowed me to know more and have more interest in microinsurance and search more information about the implementation in other countries where it is already implemented. On the other hand, it allowed me to understand what the difficulties in our market are and what the problems we have to face are in order to implement these products in the market place. Insurer, Argentina ”

Once team members know more about inclusive insurance and get involved in prototyping and implementing work, they **take leadership** not only within the iii-lab team, but also in their respective organisations and beyond. The iii-lab hosting team encouraged participants to present their work to external stakeholders. This happened at a national ecosystem event - a format that took place as a face-to-face event in Morocco in October 2021, as a virtual event in Argentina in 2022, and in various A2ii-hosted formats, including the Final Results Webinar in February 2022 and the iii-lab International Dialogue in September 2022.

Participants went further than the iii-lab by also becoming **engaged in inclusive insurance expert groups and conferences** in various instances which shows that team members act as advocates for inclusive insurance, even after the iii-lab ended. Examples of iii-lab team members advocacy efforts include:

- ▷ The Argentina team applied for a session at the International Conference on Inclusive Insurance in Jamaica in October 2022. The supervisory representative, Natalia Lopez Uris, was invited to share Lab experiences in a session entitled “Digital Tools to Reach the Customer.”
- ▷ The Argentinian supervisor presented iii-lab results to the ASSAL, the Latin-American Insurance Supervisors’ Association and the IAIS’ Financial Inclusion Forum.
- ▷ Two Indian team members confirmed advocating for inclusive insurance within their organisation and in industry bodies. One participant confirmed that his organisation developed an insurance product for small-scale fishermen as a result of his advocacy.
- ▷ The Moroccan supervisory representative joined the Financial Inclusion Forum (FIF) after his participation in the iii-lab and has been part of the advisory group revising the Application Paper on Inclusive Insurance.
- ▷ The Moroccan supervisor has been pushing for the development of inclusive insurance through the shaping of a Moroccan Inclusive Insurance Strategy, takaful insurance, and digital sales channels amongst others.
- ▷ A Moroccan iii-lab participant from the insurance sector has been advocating for new microinsurance products in industry committees.
- ▷ In Rwanda, a participant representing an insurer confirmed that after advocating for inclusive insurance internally, the insurer started an innovation and growth initiative, where the focus was on the underserved and unserved segment of the population.
- ▷ A Rwandan participant advocated and achieved an increased customer reach through business with savings and credit cooperatives (SACCOs) and microfinance institutions (MFIs).
- ▷ Members from the Argentina and Rwanda teams organised a learning session on financial education for the third iii-lab’s Zambian lab team that is working on a similar topic (August 2022).

- ▶ iii-lab participants from Argentina, Morocco and Rwanda shared their experiences with other stakeholders and iii-lab cohorts at the iii-lab International Dialogue in Frankfurt in September 2022.
- ▶ In 2023, during the A2ii Supervisory Special “Lessons from Colombia and Argentina on Supervisory Approaches to Data for Bridging the Gender Protection Gap” a member of the Argentinian team provided an overview of how the Supervisor has been advocating for the inclusion of women in insurance, sharing how the SSN joined forces with the industry, as well as other insurance stakeholders.

3. Action: Participants started new projects using customer-centric and experimental methods

Beyond the development and implementation of prototypes by the iii-lab teams described in Chapter 2 above, the iii-lab is designed to enable participants to **apply customer-centric and experimental methods** in other contexts and after the programme ends.

A2ii conducted a survey and a series of interviews six months after the second iii-lab concluded to find out more about participants’ potential new projects using methods and skills acquired in the iii-lab. Some insurers and brokers continued their existing work in inclusive insurance, others started the development of dedicated inclusive insurance products, some of which were likely accelerated by the iii-lab. As a Moroccan participant representing the insurance association put it: “It [Morocco’s participation in the lab] has helped to create a buzz around innovation.”

Examples of participants applying customer-centric and experimental methods include:

- ▶ An Argentinian team member confirmed setting up an internal team working on inclusive insurance product development and one of the results was the company launching an insurance product for transgender people.
- ▶ An Indian team member has rolled out a new product targeting small-scale fishermen in West Bengal.
- ▶ The Indian supervisor continued to implement the regulatory sandbox and supported the development of products for non-employed groups such as banks offering schemes to account holders or targeting self-help groups.
- ▶ In Morocco several insurance companies that took part in the iii-lab launched dedicated microinsurance products in 2022.
- ▶ A Moroccan industry representative reported simplifying and digitising processes internally in order to be more customer centric.

- ▶ The Moroccan supervisory representatives confirmed applying customer-centric approaches to check for impact of potential regulation on the end-customer.
- ▶ The Moroccan supervisor launched a large-scale survey with 3,000 respondents to identify customers' insurance needs.
- ▶ A Rwandan participant confirmed increased engagement with the customer and use of feedback mechanisms to better serve clients.
- ▶ A Rwandan insurer communicated the development of dedicated products for low-income earners.

“ When the lab started I was in one organisation, during the lab I was with another organisation and now, I am in a third. However, I see that while my day job and roles changed, working on policy aspects, still staying with the lab, I learnt ways to connect the dots, getting started with minimum viable ideas and keep improving, and personally, it has been a learning experience as I worked alongside regulators, insurers and many experts, and I will take this with me.” Insurer, India

Conclusion

With the Covid-19 pandemic striking the world at the very beginning of the second iii-lab, the participants and the hosting team were unsure of whether the positive results of the first iii-lab cohort could be reproduced. Without the possibility of meeting face-to-face some outcomes were harder to achieve, but thanks to restructuring the programme a new learning experience and opportunities for improving the programme design emerged.

We are grateful for the team's flexibility and patience which allowed them to achieve outcomes that exceeded our expectations by far. The teams managed to work on more than one prototype, create lasting relationships and continue to act as advocates and innovators for inclusive insurance even after the iii-lab ended.

Virtual meeting



Shortly before the end of iii-lab 2, in July 2021, A2ii launched the third edition of the iii-lab with a focus on climate. Country teams from Costa Rica, Grenada, Zambia and Zimbabwe started the programme in October 2021. Based on the positive online experience from iii-lab 2, it was decided to make iii-lab 3 a hybrid format with both in-person and virtual sessions, but due to the loosening restrictions

of the pandemic, the iii-lab returned to a 12-month schedule, concluding with an International Dialogue in 2022. More information on iii-lab 3 can be found here: [↪ Third Inclusive Insurance Innovation Lab \(2021-2022\) | Access to Insurance Initiative \(↪ a2ii.org\)](#). The fourth iii-lab will start in early 2024. If you are a supervisor and interested in applying on behalf of your country team, please contact: [↪ iii-lab@a2ii.org](mailto:iii-lab@a2ii.org).

For more information on the upcoming iii-lab or further updates on previous labs, visit the A2ii.org website [↪ About the Inclusive Insurance Innovation Lab \(iii-lab\) | Access to Insurance Initiative \(↪ a2ii.org\)](#) or email the A2ii iii-lab Hosting team at [↪ iii-lab@a2ii.org](mailto:iii-lab@a2ii.org).

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Annex

I. iii-lab Team organisations

Argentina

Insurance Supervisory Authority and Ministry

- Superintendencia de Seguros de la Nación (SSN)
- Ministry of Economy

Insurance Industry

- CNP Seguros
- La Segunda Seguros
- Río Uruguay Seguros
- San Cristobal Seguros
- Sancor Seguros
- Triunfo Seguros

Broker

- Varese Brokers

India

Insurance Supervisory Authority

- Insurance Regulatory and Development Authority of India (IRDAI)

Insurance Industry

- Life Insurance Corporation of India
- Life Insurance Council
- ICICI Prudential Life Insurance Co. Ltd.
- The New India Assurance Co. Ltd.
- HDFC ERGO General Insurance Company Ltd.
- General Insurance Council
- New India Assurance

Bank

- State Bank of India

Broker

- Salasar Services (Insurance Brokers) Pvt. Ltd.

Cooperative

- VimoSEWA Cooperative Ltd

Morocco

Insurance Supervisory Authority and Ministry

- L'Autorité de Contrôle des Assurances et de la Prévoyance Sociale (ACAPS)
- Ministry of Economy and Finances

Insurance Industry

- Fédération Marocaine des Sociétés d'Assurance et de Réassurance (FMSAR) / Moroccan Federation of Insurance and Reinsurance Companies
- Assurances Atlanta Sanad
- RMA Insurance
- AXA Assurance Maroc
- Wafa Assurance
- Atlanta Assurances
- MAMDA-MCMA
- Mutuelle Attamine Chaabi

Banks

- Crédit Agricole Maroc (CAM)
- Al Amana Microfinance
- Al Barid Bank

Rwanda

Insurance Supervisory Authority and Ministry

- National Bank of Rwanda
- MINECOFIN

Insurance Industry

- Rwanda's Insurance Association (ASSAR)
- Sanlam Vie Plc
- Radiant Insurance Company Ltd.

Brokers and Agents

- Liaison Rwanda Ltd. / Rwanda Insurance Brokers Association
- ACRE AFRICA Ltd.

MNO

- Airtel Rwanda Ltd.

Civil Society and Development Sector

- Rwanda Consumers' Rights Protection Organization (ADECOR)
- Access to Finance Rwanda

II. A2ii and Reos Partners Hosting Team

- ▶ Mariella Regh (project management, country team support Morocco)
- ▶ Teresa Pelanda (project management, country team support Argentina)
- ▶ Manoj Pandey (country team support India and Rwanda)
- ▶ Maria Döll (logistics)
- ▶ Hannah Grant (strategic oversight)
- ▶ Yiannis Chrysostomidis, Reos Partners (facilitator)
- ▶ Rachel Jones, Reos Partners (facilitator)
- ▶ Additional support: Regina Simoes (Argentina), Dunja Latinovic (Morocco), Hui Lin Chiew (India)

III. Further resources

Website

- [The iiii-lab 2 page](#) on the A2ii website

A2ii blog

- [Switching between tabs: the virtual inclusive insurance innovation lab](#)
- [Innovating for financial inclusion – the role of insurance supervisors](#)

Videos

- [Iii-lab 2 participants speak about their participation in the programme](#)
- International Dialogue in Frankfurt: [Iii-lab participants speak about the inclusive insurance developments in their countries and their lab journeys](#)
- Public Dialogue: [How to raise insurance awareness for market development? Lessons from the second Inclusive Insurance Innovation Lab](#)

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Access to Insurance Initiative


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