INTRODUCTION TO PART 6

This section of IFC’s Mobile Money Toolkit contains a series of tools that summarize the value propositions that are emerging for retail and master agents, show how to calculate financial return for the agents, and describe tactics to increase the incentive for agent participation.

Tool 6.1. Retail Agent Value Proposition
In addition to describing the most important value propositions for retail agents to participate in a mobile money solution, this document also provides recommendations for additional approaches the MFSP can take to draw further support from their retail agents.

Tool 6.2. Master Agent Value Proposition
Similar to the Retail Agent Value Proposition, this document looks into the key elements that are required by master agents and major distribution partners. Even more than retail agents, financial remuneration needs to be attractive for these entrepreneurs as they will putting a substantial amount of time into building the mobile money business.

Tool 6.3. CGAP Analysis – Agent Economics: M-PESA, Kenya
CGAP performed an analysis of the agent economics for M-PESA in Kenya. Their work compared the revenue potential and expenses for airtime and mobile money business lines for 125 M-PESA outlets. This study provides an example of the type of information that can be obtained from assessing the financial value of retail agents.

Tool 6.4. Ten Steps to Selecting Master Agents
This tool can be used as a main guide to selecting master agents as it thoroughly describes key roles and responsibilities of master agents, outlines selection criteria, helps chart the distribution landscape and offers insights on other key elements of the master agents selection metrics.

Tool 6.5. Agent Selection Checklist
This document contains a comprehensive list of the types of criteria one might want to incorporate in agent selection process. An accompanying comparative chart shows the criteria that are being used by some mobile banking businesses around the world to give a sense of how other companies have made their selection choices.

Tool 6.6. Agent Requirements Example - M-PESA
This document lists a set of standard requirements to be a fully authorized M-PESA agent.
Tool 6.7. Master Agent Selection
This document looks into the key elements of master agent selection process by presenting a selection criteria matrix.

Tool 6.8. Master Agent Responsibilities
Master Agents are tasked with building and managing a network of retail agents on behalf of the MFSP. In addition to the master agent selection criteria matrix, presented in Tool 6.7, this document lists a set of specific skills a successful master agent needs.

Tool 6.9. Agent Scoring Tool
In addition to the previous agent selection tools presented in Part 6, this document offers a scoring sheet which can be used during the agent selection process.

Tool 6.10. CGAP Tool – Agent Cash Flow Calculator
This calculator can be used prior to setting up an agent network or to assist in the financial analysis for the agent. By inserting key assumptions, such as number of potential customer in the vicinity of an agent and expected transaction volumes, the tool provides information about cash flow and agent revenue potential.

Tool 6.11. GSMA Report – Agent Commissions
One of three parts of the GSMA’s “Agent Toolkit”, this brief document provides additional insight into the agent commission structure and the process for establishing appropriate pricing for them.