

Mobile Money Toolkit ©

Mobile money, the use of mobile phones to provide financial services through virtual “wallets” to unbanked populations, is relatively new. The earliest innovators in South Africa and the Philippines entered the market less than 6 years ago and M-PESA in Kenya, the most successful mobile money business to date, launched in February 2007. Approximately three years later when our **Mobile Money Toolkit ©** was completed in June 2010, the GSMA was estimating that more than 140 mobile money businesses had either launched or were underway. Yet very little is known about how to run the business successfully.

This **Mobile Money Toolkit ©** was initially designed to offer Mobile Financial Service Providers (MFSP), the companies that deliver mobile money services, up-to-date information about the development of agent networks for cash-in and cash-out services. However, as research was performed and existing knowledge gathered, it became clear that there were many other areas that needed to be addressed as well. As a result, it transformed from an Agent Toolkit into its present – broader – form. Due to its origins, a strong emphasis on distribution channels for mobile money delivery remains.

The **Mobile Money Toolkit ©** is a combination of both the best publicly available information and original content and newly created materials. It includes documents available from CGAP, USAID, the World Bank, GSMA, and other organizations that are doing research in the realm of mobile money. It consists of 9 sections that cover regulations, market strategy, customer value propositions, agent networks, risk mitigation strategies, call centre management, and channel management. Each section contains a number of documents or tools, some specifically designed for this toolkit, others collected from the public domain. There is a section which describes the process for performing a regulatory diagnostic to determine the legal framework under which mobile money providers can operate. Another section contains selection criteria and a selection scoring template for retail agents and master agents. Two other sections focus on the approach to assessing customer demand and the significance of a well-functioning call center to a mobile money initiative.

The **Mobile Money Toolkit ©** is intended to be a living document that can be upgraded by IFC and its clients. It is expected that tools will be updated and that new information that is developed by IFC or comes into the public domain will be integrated.

The toolkit was developed through comprehensive desktop research, interviews and field research to identify existing knowledge in the mobile money space. In addition, the researchers talked to fast moving goods companies, explored traditional POS and ATM channels, and reviewed literature on distribution mechanisms used for other products and services. Thus, the results are not only informed by what is taking place in the mobile money industry, but also by parallel industries that can provide additional insight into the challenges MFSPs are facing. We also plan to expand it to the application of other innovative retail payment instruments.

THE AUTHORS

The IFC Mobile Money Toolkit © was conceptualized and developed by Janine Firpo. Mark Flaming, Aleeda Fazal, Amitabh Saxena, and Nicole Rossi contributed content to one or more modules. The authors are particularly grateful for efforts by CGAP and the GSMA, as some of their publicly available content is included in the Toolkit. Margarete O. Biallas of IFC has overall oversight over the toolkit development as it continues to evolve.

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