



CONSUMER EDUCATION FOR BRANCHLESS BANKING

WELCOME BOOKLET



CONSUMER EDUCATION
FOR BRANCHLESS BANKING

WELCOME

Welcome to the Consumer Education for Branchless Banking (CEBB) Professional Development Program!

In combination with the CEBB Toolkit, the Consumer Education for Branchless Banking (CEBB) Professional Development Program will:

- Demonstrate the value of a consumer centric approach to financial education applied to Branchless Banking (BB);
- Provide information that assists institutions to weigh up the potential solutions, opportunities as well as challenges consumer financial education could bring to their BB business model; and
- Offer a roadmap and tools for how to design a strategy for a CEBB program.

Each module provides you opportunity to share your feedback, those 'big ideas' that captured your attention.

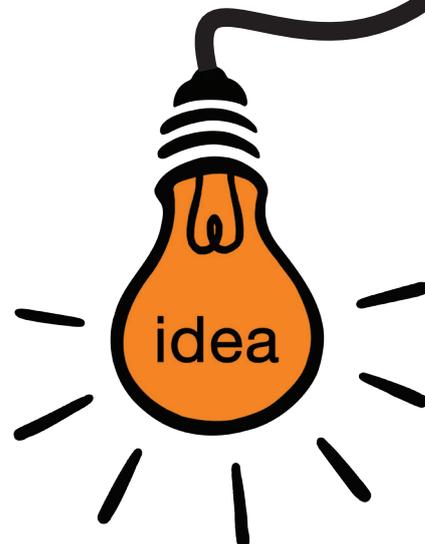
Remember... Without engagement there is no learning!

How will you apply the information, tools and ideas from each module?

We look forward to hearing how the CEBB Professional Development Program supports your efforts in rolling out Branchless Banking!

Visit us at www.microfinanceopportunities.org

MFO TEAM



ACKNOWLEDGMENTS

The Consumer Education for Branchless Banking course was developed by Maria Jaramillo, Julie Lee and Robyn Robertson.

MFO would like to thank Guy Stuart for his valuable suggestions in the initial conceptualization of the course. MFO would also like to express its appreciation of Dina Yunus and Conor Gallagher for providing essential support in the final preparations of the course and bringing it online. MFO would also like to thank Samantha Lara and Suyog Pradhan for their assistance.



The MasterCard
Foundation



MICROCREDIT SUMMIT CAMPAIGN

A Project of RESULTS Educational Fund

THE STORY SO FAR...

MFO'S EXPERIENCE WITH BRANCHLESS BANKING

In 2010 Microfinance Opportunities (MFO), in partnership with The MasterCard Foundation, worked with branchless banking service providers in India, Zambia and the Philippines to understand their customer's experience with branchless banking and to identify challenges that prevented their adoption of these services.

MFO used this information to design, implement and evaluate Consumer Education initiatives used to support the adoption and sustained use of branchless banking services. The lessons learned and outcomes from this program have been used to build the CEBB on-line course and CEBB Toolkit.

MFO's experience with Branchless Banking also includes the implementation of an in-depth qualitative study in 2008, with support from the Omidyar Foundation for research in Kenya, Philippines and Dominican Republic. The study identified how customers were experiencing BB services and what constraints were limiting their adoption of these services.

In 2012 MFO carried out a global study for Triple Jump Advisory Services (TJAS). The goal of the study was to gather the experiences and perspectives of their microfinance institution (MFI) portfolio partners in offering mobile banking services, share these experiences with other practitioners and allow TJAS to identify how they could support their partners in these efforts.

In 2013 MFO partnered with the Microcredit Summit to find out what experience their members had with implementing mobile money solutions for their clients, what challenges they had faced, and what solutions, if any, they had found.

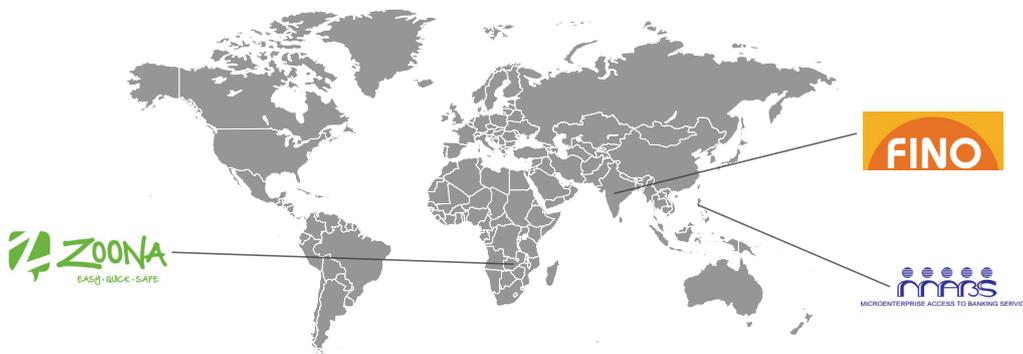
Microfinance Opportunities

Microfinance Opportunities is a global non-profit committed to understanding the financial realities of low-income households. We work with financial service providers, policy makers, telco's, card providers, mobile money operators and other private sector organizations to connect product and service offerings to the realities of the unbanked or under-served.

MFO works to translate consumer research, market analysis and practice insights into relevant, engaging and enabling consumer-focused financial inclusion strategies, financial capability development programs, as well as financial education training materials and tools.

The MasterCard Foundation

The MasterCard Foundation supports initiatives that bring responsible financial services, including services enabled by new technology, to those living in poverty in Sub-Saharan Africa. Technology has the potential to make banking services more accessible to the poor. To support this, the Foundation focuses on the generation of knowledge that influences how providers understand and respond to the needs of poor clients, provide financial education, and deliver services.



The partners that MFO worked with in the Consumer Education for Branchless Banking Program

FINO PayTech, India (henceforth referred to as “FINO” in the course): is an integrated business and financial service technology firm that provides access to formal financial products and services on behalf of local banks.

<http://www.finopaytech.com/>

BB technology used: Electronic account linked to biometric smart card + POS operated by business correspondents. Financial product promoted through this technology: Savings Account.

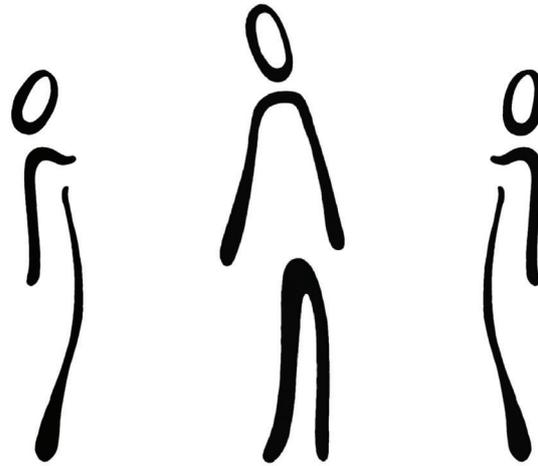
MABS/RBAP, Philippines: The USAID/Philippines supported Microenterprise Access to Banking Services (MABS) program along with the collaboration of the Rural Bankers Association of the Philippines (RBAP) provides technical assistance and training to rural banks. www.mobilephonebanking.rbap.org

BB technology used: Electronic Money Service utilized by banks to facilitate banking transactions. Financial product promoted through this technology: Savings Account and microcredit loans.

ZoonA, Zambia: provides real-time payments to corporate suppliers with cash distribution channels. <http://www.zoonaco.za/>

BB technology used: Electronic funds transfer via agents. Financial product promoted through this technology: microcredit loan disbursements and repayments.

A WORKING DEFINITION...



Looking Backwards

'Where did my money go?'

Regrets

Retrospective

Fatalism

Forward Focused

'How will I allocate my money?'

Motivational

Proactive

Optimistic



FINANCIAL EDUCATION

...equips people with

KNOWLEDGE and **SKILLS**

and strengthens their **ATTITUDES**
and **BELIEF IN THEMSELVES**

to make and exercise

INFORMED, CONFIDENT and **TIMELY**
money management **DECISIONS.**

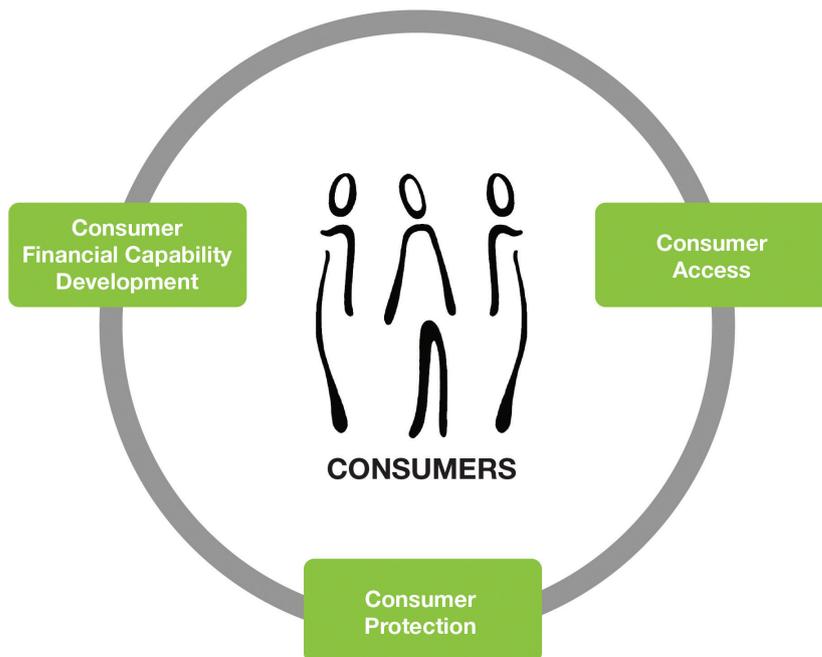


FINANCIAL CAPABILITY

...is the combination of **ATTITUDE, KNOWLEDGE, SKILLS** and **SELF-EFFICACY** needed to **MAKE** and **EXERCISE** money management decisions that **BEST FIT** the circumstance of **ONE'S LIFE**, within an **ENABLING ENVIRONMENT** that includes, but is not limited to, **ACCESS** to **APPROPRIATE** financial services.



PLACING CONSUMERS AT THE CENTER



WHO IS CEBB DESIGNED FOR?

MFO's online Professional Development portal is a cost and time effective strategy for continuing industry specific professional development.

The Consumer Education for Branchless Banking (CEBB) Professional Development Program and CEBB Toolkit supports organizations that have direct access to consumers and are implementing or planning to implement branchless banking services, such as MFIs, Banks, NGOs, Telcos.

The CEBB Professional Development Program is ideal for mid-level staff of branchless banking and mobile money providers in charge of managing customer and front-line staff training, consumer education or consumer protection programs or marketing initiatives for Branchless Banking services.

Each learner is provided access to a suite of course materials, strategy development tools, background reading and sample resources to cover the depth and breadth of each of the eight steps in designing and building Consumer Education as part of their adoption strategies for Branchless Banking.

The CEBB program is offered as **Self Paced Delivery**, which means you take the course at your own pace without assistance from a member of the MFO team. Taking the course this way earns you a *Statement of Completion*. The statement confirms that you have participated in the course and covered materials that incorporate MFO's Consumer-Centred values and Financial Capability Development principles.

However, you can take the course with some Technical Assistance from a member of the MFO team and earn a *Certificate of Accomplishment*, which will mean that have submitted all elements for course assessment and a member of the MFO has assessed them as being of an industry professional standard). If you want to take the course this way you should register for the course with **Certified Technical Assistance Add Ons**. (Read more on *Self Paced Delivery* and *Certified Technical Assistance Add Ons* on page 18)

COURSE OUTCOMES

The Consumer Education for Branchless Banking (CEBB) Professional Development Program and CEBB Toolkit supports Branchless Banking and Mobile Money providers interested in incorporating consumer education as part of their adoption strategies.

Consumer Education for Branchless Banking has been shown to:

- Address customer misconceptions around technology and help to better explain what branchless banking is and how it works;
- Help build trust in technology-based services by explaining security and proof of transaction features;
- Increase customer's confidence to use the service and transact on their own;
- Develop customer's capabilities to troubleshoot and manage operational challenges;
- Increase potential synergies between branchless banking and money management.

THE BANK
JUST
SHRANK
WHAT'S NEXT?



WELCOME

MODULE ONE

MODULE TWO

MODULE THREE

MODULE FOUR

MODULE FIVE

MODULE SIX

MODULE SEVEN

MODULE EIGHT

COURSE CONTENTS

MODULE Nº1: INTRODUCTION TO CE/BB

The effective implementation of a Branchless Banking (BB) service requires a deep understanding of your customer's experience using the service. This module describes how Consumer Education (CE) can help support a customer's experience and BB adoption process by building their financial capabilities.

Learning Objectives:

By the end of this module participants would have...

- Gained a better understanding of what CE is
- Identified how CE supports the adoption of BB

MODULE Nº2: BUILDING AN EMBEDDED CE STRATEGY

This module introduces participants to the process for building a clear, focused and sustainable CE/BB strategy. Participants will examine how to integrate CE within their institution, beginning with an internal needs assessment and stakeholder engagement.

Learning Objectives:

By the end of this module participants would have...

- Identified common challenges that institutions can face when implementing CE
- Determined how an embedded model for CE/BB can increase effectiveness

MODULE Nº3: ENABLING BEHAVIOR CHANGE

Developing financial capability is all about behavior change! This module examines the consumer BB adoption process, providing suggestions on how to apply these insights to enhance the design and implementation phases of your CE/BB Strategy. Participants will gain a greater understanding of how to use consumer education to create an enabling environment which supports a change from 'inactive' to 'active' BB behavior.

Learning Objectives:

By the end of this module participants would have...

- Examined the drivers and potential obstacles for each stage of the customer adoption process for BB
- Determined how to implement BB effectively to promote behavior change, based on adult learning principles

MODULE Nº4: IDENTIFYING CONSUMER NEEDS

This module identifies and responds to those asking "Why is market research needed for CE/BB?"

Find out what type of information and sources are necessary for the successful design and implementation of a CE/BB program. Participants will be guided through important steps and considerations in the process of creating their own CE/BB Consumer Market Research study.

Learning Objectives:

By the end of this module participants would have...

- Identified the value of investing in a Market Research study for CE/BB

COURSE CONTENTS

- Determined how a customized MR study for CEBB can help identify the key determinants that impact customer's behaviour towards BB
- Commenced planning the implementation of their own MR study for CEBB

MODULE Nº5: DETERMINING KEY MESSAGES AND CREATING CONTENT

Not sure of the process for determining the key messages or selecting sequencing content for CEBB? You are in luck! This module specifically explores what knowledge, skills and degree of self efficacy customers require to enable change in their BB behavior.

Learning Objectives:

By the end of this module participants would have...

- Analyzed their market research findings to determine their customers' current BB behaviors
- Identified the key CE content needed to promote the benefits of BB

MODULE Nº6: MAPPING CONSUMER CONTACT POINTS

An effective CE strategy is an embedded CE strategy. This module explores the importance of understanding and analyzing consumer contact points so as to build an effective 'embedded' CEBB strategy.

Learning Objectives:

By the end of this module participants would have...

- Examined the value of using an "embedded" approach to CEBB
- Identified ways to embed CE at consumer contact points
- Evaluated the pros and cons of delivering CE at different contact points

MODULE Nº7: SELECTING THE RIGHT TOOLS FOR THE RIGHT JOB

'Selecting the right tools for the right job' highlights the key factors to consider when selecting CE tools. This module presents a variety of examples of CE tools and guides participants to select the best tools for their CEBB program.

Learning Objectives:

By the end of this module participants would have...

- Gained a better understanding of key factors to consider when selecting CE tools
- Increased awareness of the different CE tools that can be used in a CEBB program
- Identified the best tools to help them achieve their CEBB objectives

MODULE Nº8: FINALIZING YOUR CEBB STRATEGY

Congratulations! You have worked hard on the key elements needed for CE. In this module you will integrate all elements from across the CEBB course that form part of your CEBB Strategy to ensure that it works as a coherent plan.

Learning Objectives:

By the end of this module participants would have...

- Finalized working on all elements of their CEBB Strategy;
- Laid out a high-level overview for their CEBB Strategy and evaluated the strategy as a whole;
- Revised their CEBB Strategy with stakeholders to ensure alignment.

USING THIS WORKBOOK

This is your workbook, meant to be written in, personalized, spilled on, dog-eared and not to be shared with others, so please write your name on the cover so that if you lose it – you might get it back!

Each new module will provide you with the ‘next instalment’ of the workbook which you can download and add to those workbook module pages you have already accessed.

The CEBB course will direct you to specific background readings, reflection questions, review steps, written exercises and tools. The CEBB Workbook provides you with nice, clean blank spaces to write on, key diagrams to fill in, and tools to refer to and use at the end of each module. b

At the conclusion of each module, there is an online feedback form, which is also provided for you in this CEBB Workbook for you to record your responses.

Feedback is most effective when it is *specific* rather than *general*; and when it addresses an aspect of your work or practice that you are invested into. This is an example of the types of questions asked in the online feedback form.



- What was the most significant insight from this module?
- How are you going to apply this content?
(personally... within your institution?)
- Were there any technical challenges?
(slideshow? downloads?)

While this course is an online course, we do hope you get your thoughts and ideas down on paper, because if you're like most people, you may not remember them as clearly later. Right?

ONLINE AND WORKBOOK ICONS

Background Reading

The purpose of the Background Reading and Tools selection provided online, is to invite you into an environment of deeper exploration, expose you to new concepts, or as a catalyst for critical thinking that can bring about new revelations, insights or the challenge of new attitudes.

Reflect

Effective learning requires more than just the study of ideas and the sharing of information. It also involves how we feel about the ideas and concepts we are learning, and what we can do with those ideas.

Review

Reinforcement is a foundational principle for learning. The learner needs not only time for mastering new knowledge, skills or attitudes; but she or he also needs to have this learning reinforced at every possible opportunity.

Use the 'Review' prompts to reconnect with ideas or concepts you have already covered earlier in the session or in previous modules.

You Try

Without engagement there is no learning!

To gain the most out of any learning environment, but especially online learning, it is important to do something with the information (practice questions, application steps, implementation exercises, case studies).

How will you apply the information and ideas from each module professionally and institutionally?





KEY TERMS

KEY TERMS USED THROUGHOUT COURSE

Active User	Registered users conducting anywhere from one transaction per month to a transaction once every three months. Definition varies by institution.
Adoption	When a customer actively uses a product or service.
Agent	Person or business that is contracted to facilitate transactions for branchless banking users.
Air-time	The amount of time that a customer is permitted to make phone calls or carry out transactions.
Awareness Raising	A process which opens opportunities for information exchange in order to improve understanding and to develop competencies and skills necessary to enable changes in attitude and behavior.
Branchless Banking	Banking models and delivery channels that deliver financial services to clients through outlets other than full-service bank branches such as mobile banking, correspondent and agent banking, electronic banking, and the use of ATMs.
Consumer Contact Points	The ways in which a financial institution interacts or communicates with its customers. e.g. agent shops, customer service call center, bank or MFI branch office, customer's mobile phone, etc.
Customer Adoption Process	The stages that a customer undergoes to become an active user of a product or service.
Direct Training	Equip customers with the knowledge, skills and self-efficacy needed to adopt the BB service. Training can vary in the amount of time that is spent and who conducts it.

Dosage	Duration and frequency of consumer education to be delivered.
Embedded Consumer Education	Program that is integral to an organization's core business, culture and methodology. Leverages customer contact points to deliver and reinforce CE and build customers' financial capabilities and confidence to change behavior.
Field Research	Collection of primary data, using methods such as face-to-face interviewing, telephone and postal surveys, and direct observation.
Financial Capability Development	The combination of attitude, knowledge, skills, and self-efficacy needed to make and exercise money management decisions that best fit the circumstances of one's life, within an enabling environment that includes, but is not limited to, access to appropriate financial services.
Financial Education	Equips people with knowledge and skills, and strengthens their attitude and belief in themselves, to make and exercise informed, confident and timely money management decisions.
Financial Inclusion	A state in which all people who can use them have access to a full suite of quality financial services, provided at affordable prices, in a convenient manner, and with dignity for the clients. Financial services are delivered by a range of providers, most of them private, and reach everyone who can use them, including disabled, poor, rural, and other excluded populations.
Flip book	Small book used as a training or reference tool for frontline staff or agents.
Frontline Staff	Staff who interact directly with customers.
Implementation	The process of putting a decision or plan into effect.
Inactive User	Customer registered for but not actively using a service.
Loan Group Meeting	Weekly or monthly meeting of loan groups to repay their collective loans and/or receive additional training from their microfinance institution.
Merchants	Retailer or shop.





KEY TERMS

Microfinance	Defined as financial services for low-income clients offered by different types of service providers. These financial services can include savings, credit, insurance, remittances, payments, or others.
Mobile Banking	Customers access a bank account via mobile phone and may be able to carry out transactions.
Mobile wallets	An account that is primarily accessed by using a mobile phone.
Outliers	Characteristics or criteria that represent 'exceptional' not 'common' experiences.
Quantitative Research Methodology	Research methods that include surveys, transaction data, call centre or agent logs, enrolment data or other client records from the institution. Requires hypotheses that can be generalized to larger populations or if the sample is for a specific group of people, that the group is large and representative enough.
Qualitative Research Methodology	Research methods (such as Individual Interviews IDIs or Focus Group Discussions FGDs, Case Studies, Participatory Rapid Appraisal Exercises or Participant Observations) that help to understand the characteristics, motives, perspectives, behaviors and context of a target market.
Reinforcement	Helps ensure key messages are retained throughout the training and after.
Sampling	Small group of people or things taken from a larger group and used to represent the larger group.
Going to Scale	Taking a promising innovation and replicating it in a large number of places
Segmentation	Dividing a market into subgroups based on certain characteristics. Widely used bases for segmenting include: geography (rural v urban), demographics (gender, age, etc), use of products (active v inactive users), socio-economic (income levels, occupation).
Self Efficacy	Confidence or belief in oneself to be able to successfully carry out a behavior change or confidence in own ability.
Stakeholders	A person, group or organization that has interest or concern in an organization.

Strategy	A plan of action or policy designed to achieve a major or overall aim.
Target Market	A specific group of consumers at which a company or organization aims its products and services.
Teachable Moment	The time at which learning a particular topic or idea becomes possible or easiest.
Troubleshooting	Solving problems faced while using a product or service.
Unbanked	Customers who do not have a bank account or a transaction account at a formal financial institution.
Underserved	A person or section of society not attended to



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ACRONYMS USED THROUGHOUT THE COURSE

BB – Branchless Banking

CEBB – Consumer Education for Branchless Banking

CE – Consumer Education

ATM – Automated teller machine

FAQs – Frequently Asked Questions

GSMA – Name of an association of mobile operators and related companies

KYC – Know Your Customer

SIM – Subscriber Identity Module

SMS – Short Message Service

PIN – Personal Identity Number

MR – Market Research

FGDs – Focus Group Discussion

IDs – In-Depth Interviews

SEP – Socio-Economic Profile

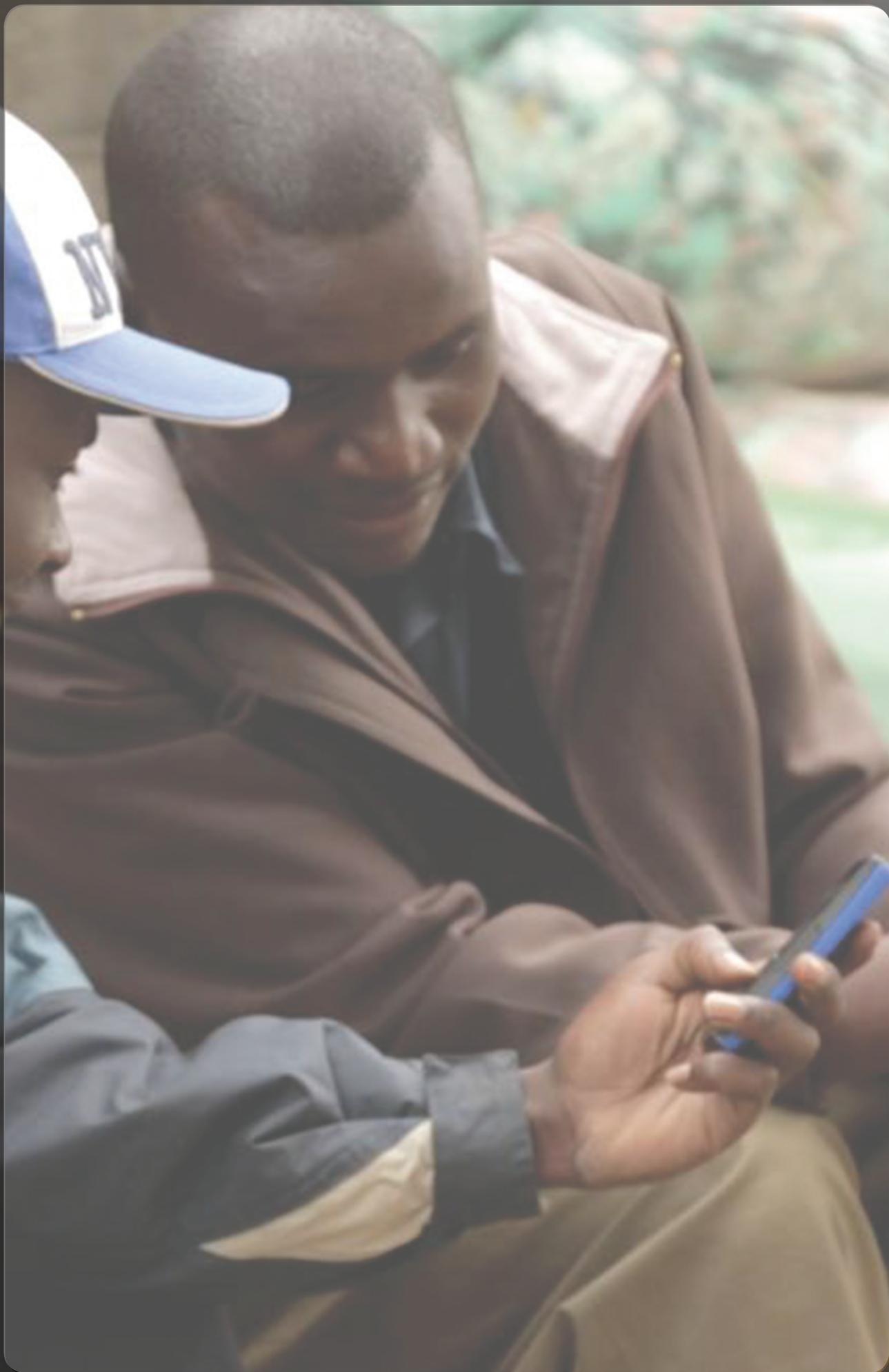
CFI – Centre for Financial Inclusion

CGAP – Consultative Group to Assist the Poor

Fino – Fino PayTech Branchless Banking provider in India

MFO – Microfinance Opportunities

Zoona – A real-time payments provider in Zambia



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GO – GETTING STARTED WITH ONLINE LEARNING

MFO's online Professional Development Centre is a practical training environment that focuses on equipping and enabling individuals or professional teams to:

- Study anywhere there is a computer and internet connection to login;
- Learn new skills or build on existing knowledge through application;
- Explore specific emerging industry innovations and practice trends related to Consumer Financial Education and Financial Capacity Development approaches;
- Affordably and conveniently continuing professional development requirements;
- Gain certification for completed courses validating professional development undertaken.

Congratulations...

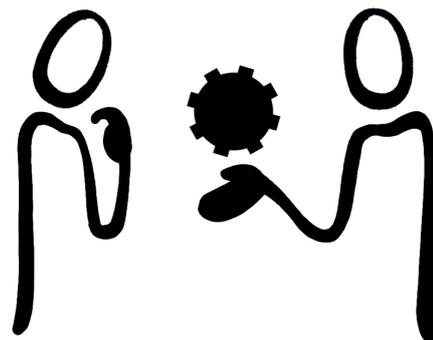
You are now registered for the CEBB online course!

TO GET STARTED ONLY TAKES 5 EASY STEPS

- 1.** Go to www.microfinanceopportunities.org/professional-development
- 2.** In the top right hand corner of the screen enter your email address (used to register for the course) and your unique password issued on registration
- 3.** For any problems logging on use 'Express Enquiry' to alert TEAM MFO
- 4.** You are now on your very own dashboard – Before you launch into any module, make sure you download and print out the CEBB workbook and tools to support your learning journey and the development of your CEBB strategy.
- 5.** Ready to start learning? Click on 'Go to available modules' under the Consumer Education for Branchless Banking to view modules
- 6.** Click 'VIEW' on the first module to get started

TIPS FOR MAKING THE MOST OF YOUR ONLINE LEARNING

- **Build a CEBB team.** The team or “core group” can be 3-4 individuals from within your institution who will take the course along with you. Ideally the core group should be people from various departments or teams that can contribute different perspectives to the CEBB strategy design.
- **Create an action plan.** The action plan will be your guide for completing the course. Schedule specific dates and times when you will complete each module to help you stay on track with the course. Decide with your core group when you will meet to discuss each module. Plan the staff time and materials that will be needed to implement the activities in the modules. Download the Action Plan template in Module One, under “Resources & Extra Tools.”
- **Keep management up to date on your progress in the course.** By the end of the course, you will have designed a draft CEBB strategy to submit to the management of your institution for their review.
- **Set aside sufficient time to complete each module.** The amount of time to complete each module may vary, but expect to take at least 1 to 1.5 hours per module. You may need more time for activities, starting from Module 5 onward.
- **Adapt ideas from the course to fit your context.** The course is about the process for designing a CEBB strategy. The course aims to inspire new approaches and perspectives towards CE, provoke reflection on your current challenges and opportunities with your customers, and challenge you to experiment with your design of the strategy. It is up to you to determine what works best for your institution, your customers and your situation. You may also find the design process in this CEBB course helpful for developing CE materials for other services or products that you offer.
- **Connect with others using an online forum.** If you participated in an Introductory CEBB workshop, consider staying in touch with your fellow workshop participants as you take the course in order to share ideas, get feedback, pose questions or keep you motivated. Form a group on Facebook or LinkedIn or connect using Google Hangouts or Skype.



EXPLORING THE TOOLBOX

STEPS TO APPLY THIS TOOL



The strategy and planning tools you need for CEBB to succeed!

Let the *CEBB Toolkit* be your guide to developing an effective Consumer Education Program that becomes a tailored roadmap to your Branchless Banking success.

The user-friendly *CEBB Toolkit* takes you through each step of CE design and development process, covering 12 ‘downloadable’ tools explained in detail within the CEBB Online Course and CEBB Course Workbook.

Whether identifying and analysing your consumer needs, mapping consumer contact points or creating content that enables behaviour change, you’ll find the tools you need at every stage in your strategy development and implementation planning.

We made the toolkit practical because we wanted to ensure it really worked to orient, clarify, frame and support you on your CEBB journey!

Team MFO hopes you enjoy the modules, workbook background readings and tools!



CERTIFICATION EXPLAINED...

SELF PACED DELIVERY

The CEBB program is offered as **Self Paced Delivery**, which means you take the course at your own pace without assistance from a member of the MFO team. Taking the course this way earns you a *Statement of Completion*. The statement confirms that you have participated in the course and covered materials that incorporate MFO's Consumer-Centred values and Financial Capability Development principles.

At any time during the course you are welcome to sign up and pay for Certified Technical Assistance Add Ons to get further assistance and have the opportunity to earn a *Certificate of Completion*. When you sign up for assistance after you have started the course you simply go back and submit each required element for certification retrospectively.

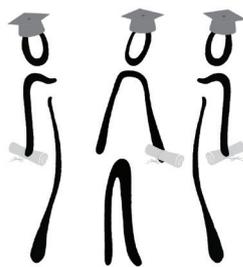
CERTIFIED TECHNICAL ASSISTANCE ADD ONS

The CEBB program also offers Certified Technical Assistance Add Ons, providing the option to pay for additional technical assistance coaching and review of submitted tools in order to build professional capacity and confidence.

Each of the modules that make up the CEBB program, have their own set of activities and tasks found in the workbook, and tools which need to be completed and submitted for certification, referred to as the 'Certification Element'.

For each module, the 'Certified Element' is able to be downloaded from the module page directly. Simply complete the element, save the document, and when ready, browse and upload your work and submit (either on the module page directly or from your personalized dashboard).

MFO issues a Certificate of Accomplishment to course participants who have submitted all elements for course assessment and an MFO team member or another qualified industry practitioner has assessed the submissions to be of an industry professional standard. This certificate serves as a validation to current or future employers that the individual has embraced '*Consumer Centred*' values and understands '*Financial Education*' and '*Financial Capacity Development*'.



CERTIFICATION

