

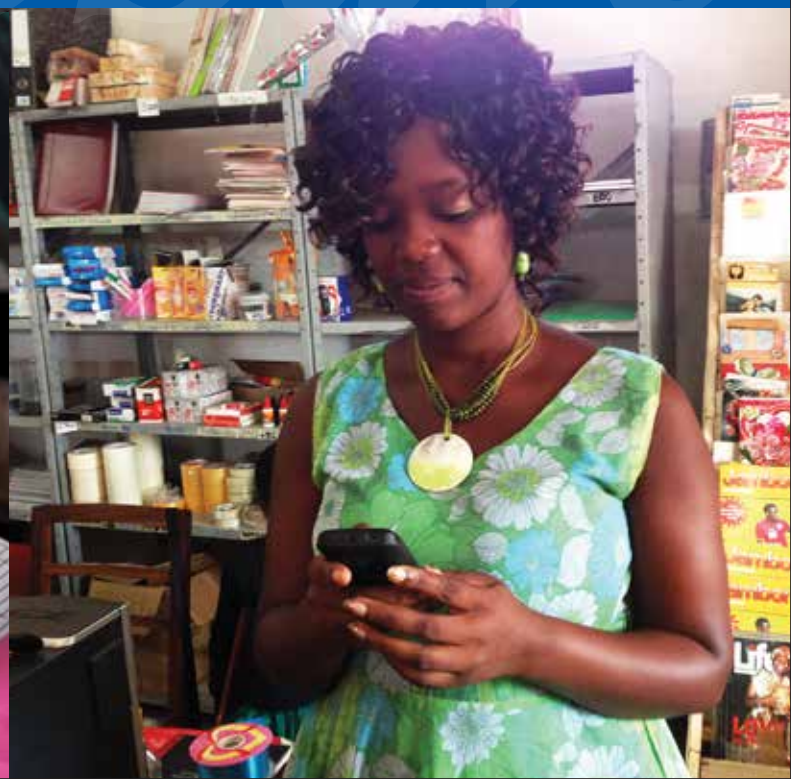
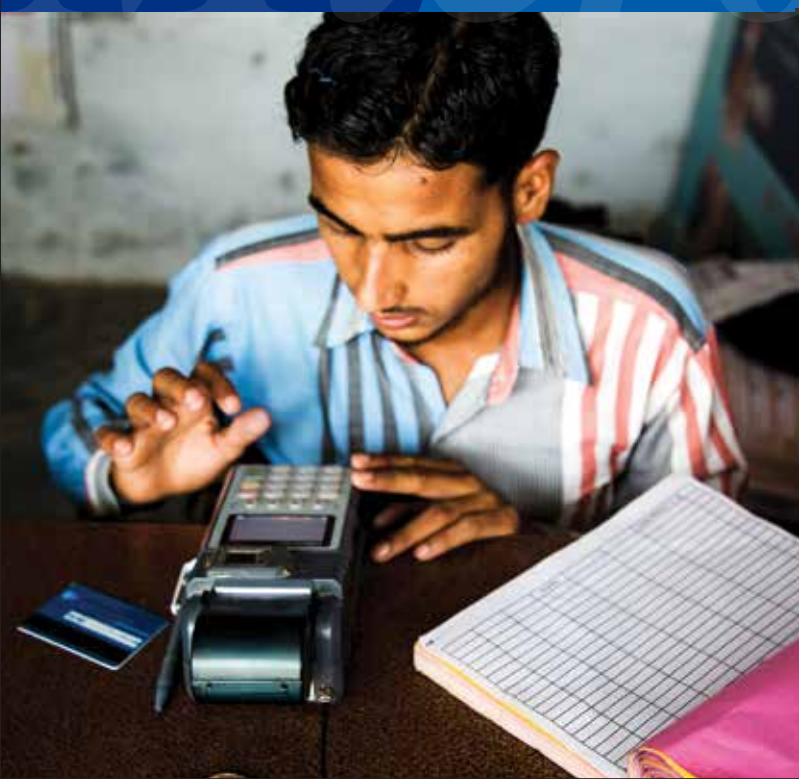
MicroSave is a globally recognised research and consulting firm, committed to promoting financial access amongst low and middle-income populations, through the provision of high-quality, affordable, market-led financial services.

Our work in 'Digital Financial Services' (DFS) includes delivery of banking/financial services through digital (electronic and mobile) channels including agent-based services. We work with

government bodies, financial institutions, agent network managers/aggregators, technology service providers, and mobile network operators, to guide policies, develop business strategies, customise products, optimise operational efficiencies, and re-engineer processes. We help make financial services "digitally accessible to all" by leveraging our extensive knowledge and over two decades of on-the-ground experience across Africa, Asia and the Asia-Pacific.

MicroSave
Market-led solutions for financial services

Digital Financial Services



EXPERTISE

Payments and Distribution

Customised services for:



Designing innovative business models



Providing strategic advice



Developing 'client focused' products



Optimising processes and systems



Providing 'go-to' implementation support



Focusing on actionable market insights

We also help

- Develop and deploy sustainable, well-trained agent networks,
- Design effective liquidity management models,
- Create frameworks and processes for agent reporting,
- Develop pilot-tests for large-scale mobile money services,
- Optimise the digitisation of value chains,
- Assess customer preferences for DFS.



Government to People (G2P)

A pioneer in providing policy-level advisory and technical assistance to governments for successful implementation and management of G2P schemes, this team has worked with ministries, banks, and other agencies, on government benefits and conditional cash transfers in Ethiopia, India, Indonesia, Kenya, Malawi, and Nepal.

Some key services are: policy-level advisory; system assessments for roll-out of G2P schemes; beneficiary/customer need assessment; G2P scheme process re-engineering, pilot-testing and roll-out; financial education and capacity building; monitoring and evaluation; and payments diagnoses.

Ecosystems, Banking & Product Development

Our Ecosystems, Banking & Product Development teams' services are targeted at helping financial service providers and international development agencies to overcome product development and service delivery challenges. These include: high cost of service delivery, lack of customisation in products, long gestation period of investments in infrastructure, low return on investment, and financial illiteracy.

We provide a broad range of consultancy, implementation, and research services, including:



Business and operational strategy



Human-centric design



Product design and innovation



Innovative digital tools and techniques

We also help in agent networks and distribution channel management and strategy, business process re-engineering, risk management, and training for a broad range of financial engagements.

We help central banks to understand payments flows and opportunities to digitise these; develop financial inclusion strategies; regulation, supervision and monitoring systems for digital finance; and training programmes/workshops for their staff.

MicroSave's Banking & Product Development domain has also worked with policy development bodies, including the College of Agricultural Banking, Indian Banks' Association, IFMR, as well as a number of Indian Government Ministries.

OUR CLIENTS



CLIENT TYPE

INCLUDING

Banks	Equity Bank (East Africa); Family Bank, Housing Finance Bank, Jamii Bora Bank and Cooperative (Kenya); ICICI Bank, State Bank of India, HDFC Bank, Axis Bank (India); EcoBank (pan-Africa); Centenary Bank (Uganda); CRDB Bank, Access Bank, National Microfinance Banks (Tanzania); Bank Mandiri, BTPN Bank (Indonesia), Opportunity Banks (Uganda, Malawi)
MNOs	Airtel Money (India, Kenya, Malawi, Tanzania, Uganda); MTN (Uganda, Senegal and Zambia); Vodafone M-Pesa (India, Tanzania and Zambia); Idea (India); the Telenor Group (Uganda)
3rd Party Providers	Eko, Oxigen, Suvidhaa, Save (India); Zoonia (Zambia);
Government/ Regulatory Authorities	Ministries of Finance, Rural Development, Petroleum and Natural Gas, Consumer Affairs (India); Central Banks of Fiji, India, Malawi, Nepal, Papua New Guinea, Qatar, Uganda and Zambia; Governments of Benin, India, Nepal, Senegal, Uganda and Zambia
Donors	The Bill & Melinda Gates Foundation; Omidyar Network; IFC; World Bank; DFID; UNCDF-MM4P

KEY IMPACT AREAS

BUSINESS STRATEGY



- Design business models, with roadmaps for implementation.
- Identify market segments and develop business strategies.
- Facilitate strategic relationships between key players in markets.
- Optimise marketing and communications.

PRODUCT DEVELOPMENT

- Innovate and develop products based on

market research, human-centred design and behavioural economics, to reflect the needs and aspirations of target population.

- Identify the right value propositions for different user segments.
- Optimise customer experience and journey to increase uptake and usage.
- Plan, implement and monitor structured pilot-tests to optimise learning, and roll-outs to optimise the potential for long-term, sustainable success.



PROCESS RE-ENGINEERING AND RISK MANAGEMENT

- Develop process maps, streamline workflows and customer experiences, and identify risk.
- Design and deploy corporate risk management systems.
- Optimise and re-engineer processes to lower costs, increase operational efficiency, and minimise risks.
- Develop fraud management, client protection and client education/marketing programmes.



AGENT NETWORK DEVELOPMENT AND MANAGEMENT

- Improve user experience; help build and manage sustainable agent networks.
- Costing and pricing for all participants in delivery value chains.
- Develop appropriate liquidity management systems.
- Optimise monitoring management and marketing of financial products.
- Conduct agent network assessment surveys.
- Conduct customer and channel satisfaction measurement and management surveys.



RESEARCH AND DISSEMINATION

- Develop in-depth country-level reports to assess the financial inclusion landscape and potential for DFS.
- Conduct national-level payments diagnoses as a basis to develop digital finance and financial inclusion strategies.
- Bring improvements in customer experience by working with clients to develop strong value propositions for customers, channel partners, and companies.
- Provide field-focused reports on operational challenges and opportunities of rolling out DFS solutions.



TRAINING AND WORKSHOPS

- Develop comprehensive and customised

agent-training modules for agent network managers, super agents/aggregators and front-line agents.

- Manage The *Helix Institute for Digital Financial Services*, which offers a range of acclaimed experiential learning courses.
- Convene CXO 'Dialogues'— peer-to-peer exchanges to discuss the real challenges of operationalising digital financial services.



PROJECTS

DIGITISING COFFEE VALUE CHAIN PAYMENTS: UGANDA

MicroSave has been engaged by MM4P to provide technical assistance to design and implement DFS ecosystem for digitisation of coffee value chain in Uganda. Core areas of engagement include: market research, business analytics, project planning, risk management, marketing strategy, pilot-testing, etc.

A LONG-TERM ASSOCIATION: EQUITY BANK, KENYA

MicroSave worked with Equity Building Society, Kenya, helping its transformation into a bank and subsequent listing on the Nairobi Stock Exchange. Recently, *MicroSave* worked to build their model for delivering DFS, including strategy, agent network, processes, marketing, customer service, and a range of products. Over 14 years of close collaboration, the bank's customer base has grown from 109,000 to over 10 million in six countries, making it the most respected mass market bank in Africa.



DIGITAL FINANCIAL INCLUSION IN INDIA (DFII): INDIA

MicroSave is working with the Bill & Melinda Gates Foundation to address the major barriers to enhance digital financial inclusion in India. These include regulatory barriers, lack of commercial incentives, and dearth of on-the-ground technical expertise. We are key partners for a range of government ministries at national and state levels, telcos, banks, and third-party agent network managers, to help implement India's ground-breaking financial inclusion and digital India strategy.



AGENT NETWORK ACCELERATOR (ANA) SURVEYS: GLOBAL

The ANA programme identifies the factors responsible for the success or failure of specific agent networks across the world. ANA employs large-scale quantitative surveys that measure the health of the agent network in countries where these are developed. The ANA research has yielded important insights into nearly 50 of the world's largest agent networks in 12 countries across Africa and Asia.

THE HELIX INSTITUTE—TRAINING AND CONSULTING FOR DFS PROVIDERS: GLOBAL

The *Helix* Institute is a premier, go-to training centre for digital finance, jointly funded by *MicroSave*, BMGF, International Finance Corporation, FSD-Africa and UNCDF. It was launched in November 2013, and has already conducted trainings in Indonesia, Kenya, Malawi, Nepal, the Philippines, Samoa, Senegal, Tanzania, Uganda and Zambia. It has trained nearly 500 DFS professionals and provided on-site technical assistance follow-up missions to a broad range of providers.

IMPLEMENTATION OF MOBILE MONEY FOR THE POOR (MM4P): GLOBAL

MicroSave is supporting Mobile Money for the Poor (MM4P), a UNCDF programme, to enable, promote and support DFS systems



in Benin, Lao PDR, Liberia, Malawi, Nepal, Senegal, Uganda, and Zambia. We are working with partner governments, telcos, banks, and third-party agent network managers in these countries to implement their DFS programmes. We have worked at the policy level, supported roll-out of operations, advised on implementation, conducted training, and facilitated knowledge sharing.

RESEARCH ON AGENT SELECTION, MANAGEMENT AND SUSTAINABILITY: INDONESIA

NetHope/E-mitra contracted *MicroSave* to conduct research on agent selection, management, and sustainability for its partner, Bank Mandiri. We conducted qualitative (in-depth interviews) and quantitative surveys across nine provinces of Indonesia to design and develop an agent network strategy.

ASSESSING EMERGING CONSUMER RISK IN DIGITAL FINANCIAL SERVICES: GLOBAL

CGAP and the Omidyar Network hired *MicroSave* to investigate emerging consumer risk (fraud, data privacy and protection, etc.) through a four-country in-depth research project. *MicroSave* coordinated with the market actors, conducted detailed secondary research, managed demand-side surveys/focus groups of consumers, and collected relevant supply-side data and insights. We then synthesised key data and insights to prepare actionable recommendations for policy-makers,

regulators, and providers on how to optimise the management of consumer risk and the customer experience, thus building trust in DFS.

CONSULTING SERVICES FOR EKO: INDIA

MicroSave has been closely engaged with Eko India Financial Services, a leading business correspondent (agent) service provider for India's two largest banks, since 2008. Over the years, we have been working on risk management; market research; product and channel innovation; operational support; process improvement; marketing; and agent management and training.





“For over three years now, *MicroSave* has been playing a very important role in strengthening and scaling our business across India and building customers’ trust in our services. *MicroSave* has deep and global expertise and is able to provide relevant and practical technical assistance that has made a real difference to us.”

- Mr Ajeet Kumar Singh, Director, *SAVE Solutions Pvt. Ltd*

“This was truly a great opportunity to understand DFS across EA and Asia. I am truly privileged to be among those who have attended. I highly appreciate the training materials and workbooks...and hope to receive future invitations to participate in these forums.”

- Gloria Njiu, *M-PESA Sales & Distribution Manager, Vodacom Tanzania*

MicroSave

Market-led solutions for financial services

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