



Women's World Banking



# Empowering Women on a Journey Towards Digital Financial Capability

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# The Journey from Traditional Banking to Digital Financial Services

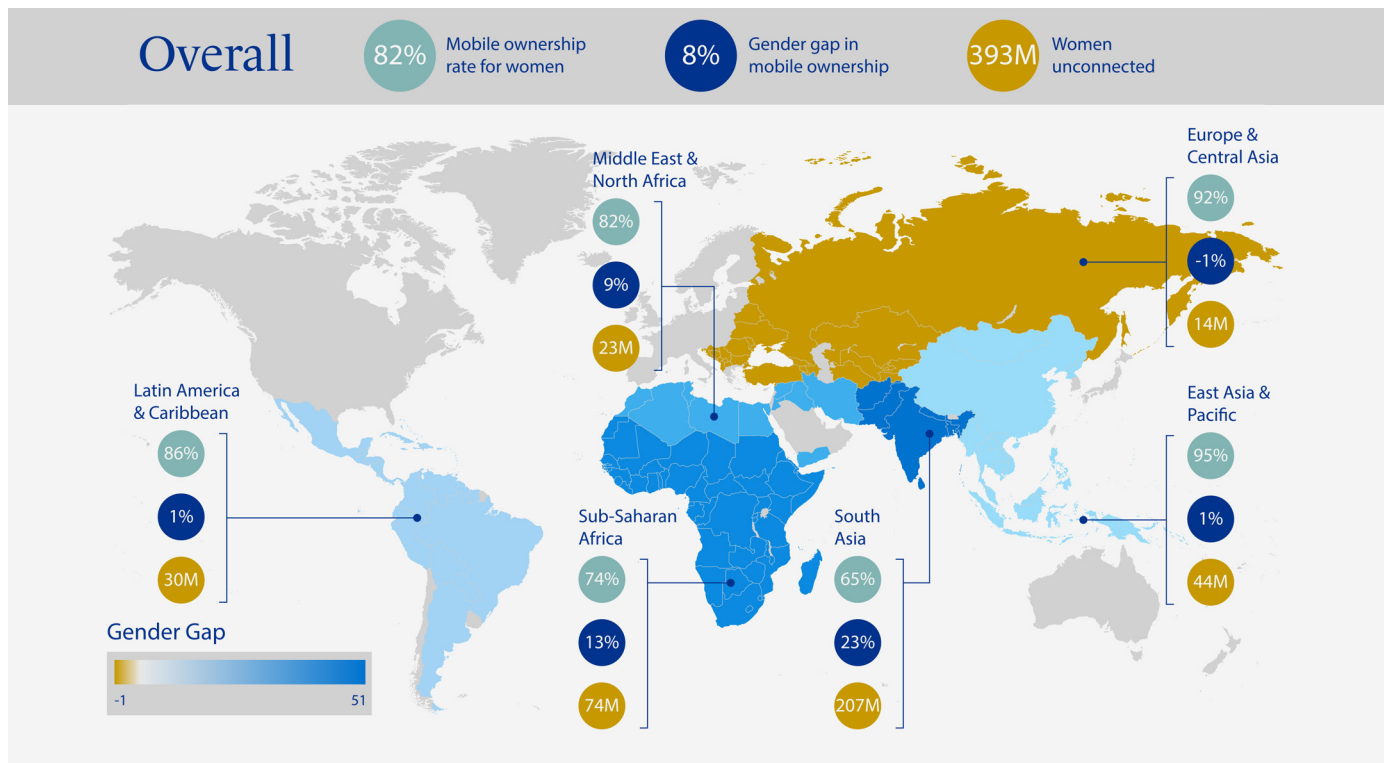
Digital tools are growing in importance as technology becomes more ubiquitous, more accessible and more connected. However, we don't yet know if women are fully benefiting from new technology that can improve their financial lives — or if the advent of the digital age is going to further widen the gender gap in financial inclusion.

The last few years have seen a rapid rise in the availability of digital financial services. As the cost of technology has decreased and connectivity has increased, financial services providers have innovated in response, creating new products that can reach more consumers at a lower price. While not all financial services providers are fully leveraging digital tools today, digital financial services are on a path to becoming the new normal, and are already shaping the future of the sector. The shift to digital

platforms and digital financial products has only accelerated in the Covid-19 era, with its resulting lockdowns and restrictions on face-to-face engagements.

The advent of digital financial services has surfaced unique challenges for low-income women customers. Women continue to lag behind men in their access to and use of mobile and internet services. The GSMA Gender Gap Report 2020 showed that the gender gap in mobile phone ownership averages 8% in low and middle-income countries, ranging from 1% in Latin America and the Caribbean to 23% in South Asia. Furthermore, women-centric design is still not a high priority for providers of digital financial services.

**Figure 1: Gender Gap in Mobile Phone Ownership in Low- and Middle-Income Countries, by Region.**

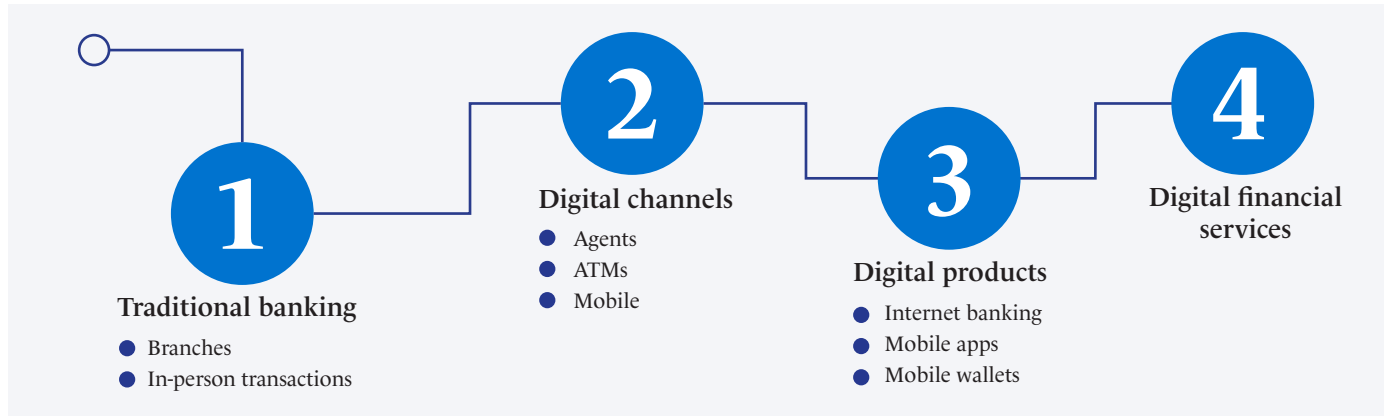


Source: GSMA. 2020. "Global Gender Gap Report." London: GSMA.

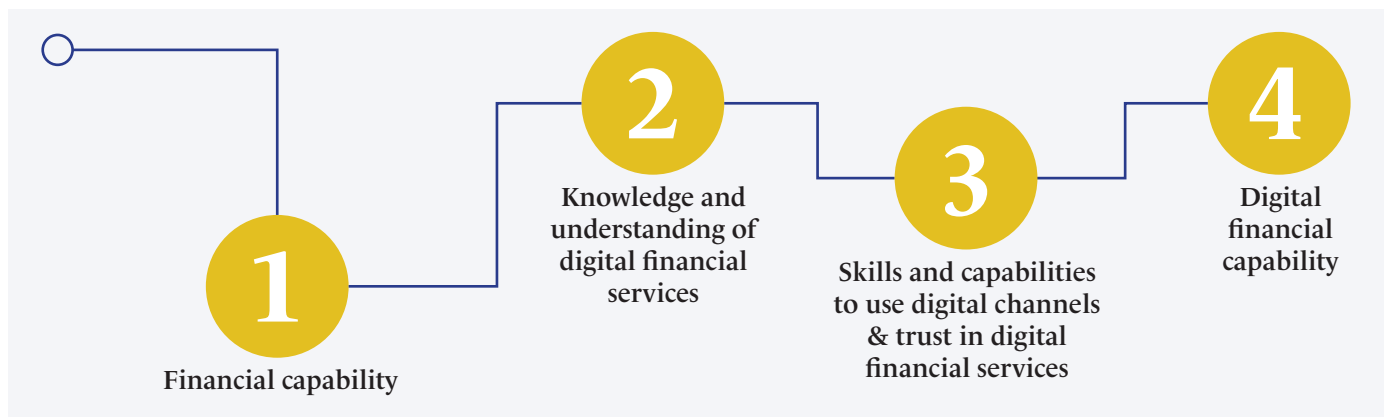


Digital transformation is a journey — for financial services providers as well as for women customers. Digital financial capability (DFC) is a critical component of this journey, as it ensures that women can use digital financial services with ease and confidence so that they will not be left behind.

*Figure 2: Digital transformation journey for financial services providers and customers.*



*Digital transformation for financial services providers*



*Digital transformation for customers*

As the financial services industry has accelerated its journey toward digitization, we at Women's World Banking believe we need a new term to encompass the knowledge, skills, and attitudes necessary for customers to engage with digital financial services. Enter Digital Financial Capability.

Drawing on Women's World Banking's experience with programs that build financial and digital capability, and on insights from the existing literature on related subjects, this paper showcases ways of leveraging women's financial access, knowledge, skills, attitudes, and behaviors in order to set them up for success as the world shifts to digital.

Our hope is that the approach to DFC which we lay out in this paper offers both high-level insights, as well as practical tools and applications that can effectively leverage digital financial services for women's financial inclusion and economic empowerment.



# What is Digital Financial Capability?

Digital financial capability is defined as the knowledge, attitudes and skills that enable a person to actively use digital financial services.

Interventions that aim to build women's digital financial capability are critical to ensuring that women are able to adopt and effectively use digital financial services. The choice of the word capability was purposeful, since it is defined as the 'the power or ability to do something'. The focus on building capability reflects an emphasis on driving behavior change, through the investment in and development of knowledge, attitudes, and skills.



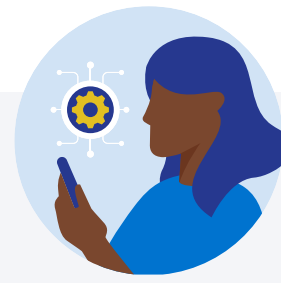
## Knowledge

The facts or concepts that are critical for women to learn in order to support their use of digital financial services. For example, it is important for women to understand the features of the products and channels available, the terms and conditions of those services, and the risks associated with their use.



## Attitudes

The viewpoints or beliefs that support women's use of digital financial services. For example, one key attitude that enhances the use of digital financial services is trust in the digital product and/or tool itself. Another is confidence in one's own ability to use digital financial services.



## Skills

The technical competencies that women need in order to access and use digital financial services. For example, women need to have the skills to independently use digital devices such as an ATM or a mobile wallet.

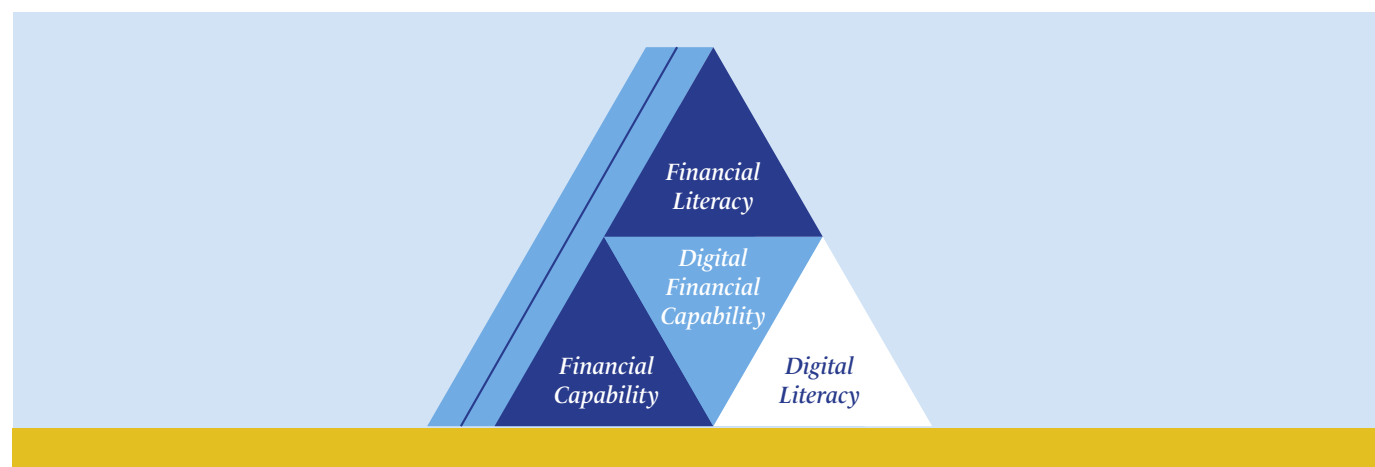
Women's World Banking believes that when women have the choice to access digital financial services, along with the knowledge, attitudes and skills they need to use those services effectively, they are economically empowered. DFC is the linchpin of women's economic empowerment.



# The Context of Digital Financial Capability

Digital financial capability is a new topic that also draws on existing work outlined in the literatures on financial literacy, financial capability and digital literacy.

*Figure 3: Context of digital financial capability.*



Digital financial capability is the natural evolution of a conversation that began in the financial sector more than a decade ago, when experts started discussing the preconditions driving adoption and use of financial services. At that time, the field was talking about ‘financial literacy’, or the ability to understand and effectively use financial services and products in order to manage one’s financial life effectively. However, research on financial literacy has shown that knowledge of financial concepts alone does not translate into behavioral change or active use of financial services — and that classroom-based efforts to increase financial knowledge are ineffective in getting customers to retain information, let alone change their financial behaviors<sup>1</sup>.

With the help of behavioral science, financial literacy evolved into a conversation on financial capability. Financial capability, rather than merely focusing on

memory recall, provides a more useful lens through which to view the knowledge, skills, attitudes, and behaviors that customers have toward financial products and services<sup>2</sup>.

The concept of financial capability is oriented toward changing customer behaviors, with the idea that a broader set of interventions — beyond classroom training — could drive increased use of financial services. Financial capability aims to increase the capacity of customers to engage with financial services<sup>3</sup>, and it continues to dominate discussions on customer empowerment and use of services such as loans, savings, insurance, and payments.

Simultaneously, in the information and communications technology (ICT) space, a literature has emerged on ‘digital literacy’, focused predominantly on the technological aspects of capability. The World Bank defines digital capabilities as “the ‘glue’ linking together the five

<sup>1</sup>There are hundreds of papers exploring the connection between classroom-based financial education training and changes in behavior among customers. A meta-study of 168 peer-reviewed papers showed that only .1% of the variance in financial behaviors could be explained by financial literacy. Fernandes, Daniel & Lynch, John & Netemeyer, Richard. 2014. Financial Literacy, Financial Education, and Downstream Financial Behaviors 60(8): 1861-2109. Management Science. 10.1287/mnsc.2013.1849.

<sup>2</sup>This set of components was summarized by the Center for Financial Inclusion in Arnold, Julia, and Elisabeth Rhyne. 2016. “A Change in Behavior: Innovations in Financial Capability.” Washington, DC: CFI., although this report draws from earlier sources such as Microfinance Opportunities. 2010. “Financial Capability Index.” Washington, DC: Microfinance Opportunities. and Valenzuela, Myra. 2013. “10 Things You May Not Know About Financial Capability.” Last modified December 27, 2013: <https://www.cgap.org/blog/10-things-you-may-not-know-about-financial-capability>.

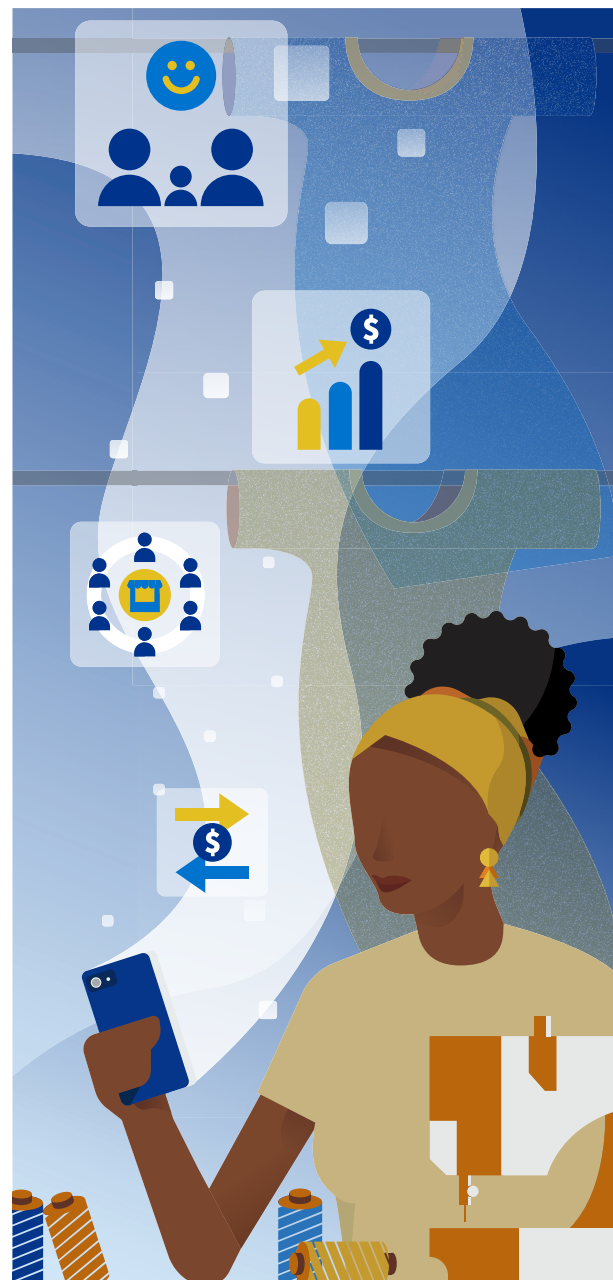
<sup>3</sup>We discuss this in Berfond, Jaclyn, Franz Gomez S., Juan Navarrete, Ryan Newton, and Ana Pantelic. 2019. Capacity Building for Government-to-Person Payments. New York: Women’s World Banking.



pillars of the digital economy: “digital infrastructure, digital platforms, digital entrepreneurship, digital financial services, and overall digital skills”<sup>4</sup>. Work in this area builds on traditional literacy, basic mobile literacy, mobile technical literacy, and mobile internet literacy. GSMA discusses the progression through these steps as a change in ‘mental models, as people learn to engage in technology to help them reach their goals’<sup>5</sup>.

Digital financial capability is the next step in this evolution, since it brings together the knowledge, skills, and their attitudes customers need in order to reach their financial goals using digital services. There are others often using DFC. Rowlingson and McKay (2017) emphasize digital financial skills as a concept that brings together “financially capable behaviors and the digital technology that facilitates them”<sup>6</sup>. J.P. Morgan and the Good Things Foundation combined forces to consider how to leverage digital tools to increase financial capability<sup>7</sup>. Perhaps most notably, in 2016 the G20 focused on digital financial literacy in its high-level principles for digital financial inclusion, which included a principle encouraging practitioners to “strengthen digital and financial literacy and awareness”<sup>8</sup>. Scholars have discussed the relationship between financial literacy, capability, and product usage<sup>9</sup>. Most recently, Kass-Hanna et al. emphasize that for meaningful economic inclusion, people must “have the knowledge and skills both to perform digital financial transactions and to operate digital devices such as mobile phones, smart phones, and tablets”<sup>10</sup>.

Nevertheless, most of the conversation still does not offer practical tools for how to help customers enhance their DFC over time. In the same way as the conversation on financial literacy shifted to the more action-oriented concept of financial capability, we believe that the DFC conversation needs to transition to practical tools and principles to help customers gain the knowledge, attitudes, and skills to effectively use digital financial services.



<sup>4</sup>Melhem, Samia, Maryam Lawal, and Sajitha Bashir. 2020. “Enhancing Digital Capabilities in a Post-COVID-19 World.” Last updated June 12, 2020: <https://blogs.worldbank.org/digital-development/enhancing-digital-capabilities-post-covid-19-world>

<sup>5</sup>GSMA. 2015. “Accelerating Digital Literacy: Empowering women to use the mobile internet.” London: GSMA.

<sup>6</sup>Morgan, Peter J., Bihong Huang, and Long Q. Trinh. 2019. “Why We Need to Promote Digital Financial Literacy.” Mandaluyong: Asian Development Bank.

<sup>7</sup>Good Things Foundation. 2019. “Improving financial capability through digital skills.” Sheffield: Good Things Foundation.

<sup>8</sup>Morgan, Peter J., Bihong Huang, and Long Q. Trinh. 2019. “The Need to Promote Digital Financial Literacy for the Digital Age.” Tokyo: T20

<sup>9</sup>Morgan, Peter J., and Long Q. Trinh. 2019. “Fintech and Financial Literacy in the Lao PDR.” ADBI Working Paper 933. Tokyo: Asian Development Bank Institute; and Shen, Yan, Wenxiu Hu, and James Hueng. 2018. “The Effects of Financial Literacy, Digital Financial Product Usage and Internet Usage on Financial Inclusion in China.” MATEC Web of Conferences 228, 05012. EDB Sciences.

<sup>10</sup>Lyons, Angela, Josephine Kass-Hanna, Fan Liu, Andrew Greenlee, and Lianyun Zeng. 2019. “Building Financial Resilience Through Financial and Digital Literacy in South Asia and Sub-Saharan Africa.” Last updated August 6, 2020. SSRN: <https://ssrn.com/abstract=3496562>.





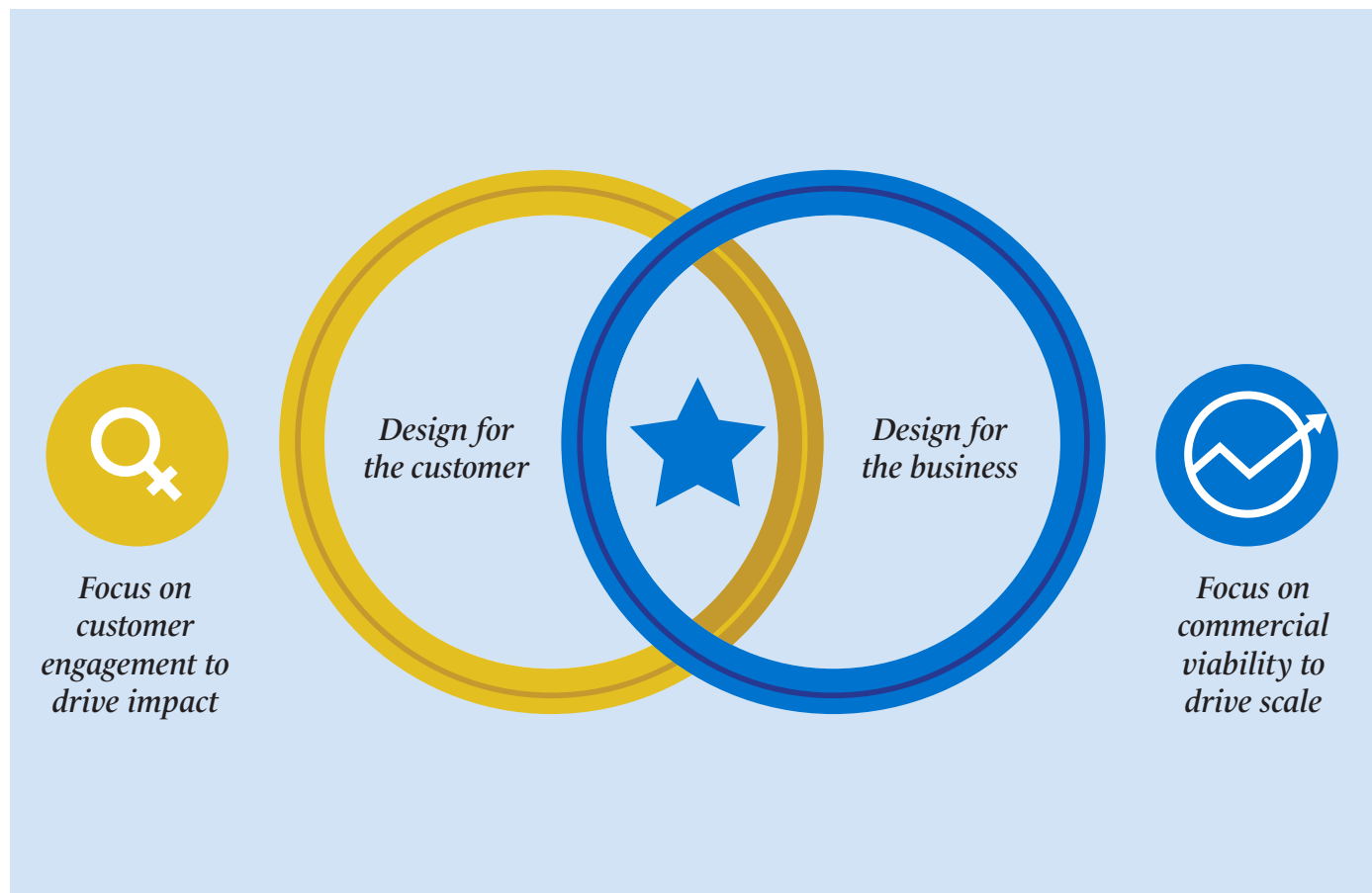
# Designing for Digital Financial Capability

At Women's World Banking, we believe in action-oriented financial solutions that economically empower women. That is why we focus on developing innovative and sustainable financial solutions that meet women's needs, with the goal of advancing the financial security and prosperity of low-income women customers.

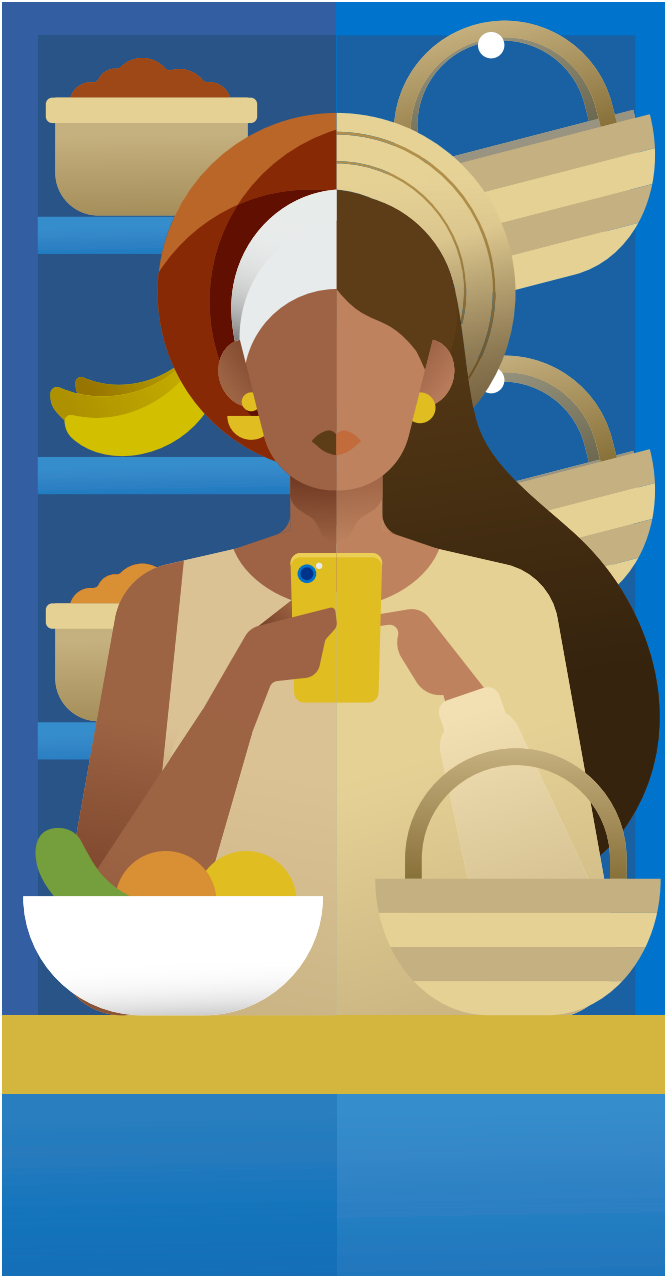
In order to achieve these goals, we have developed a proprietary women-centered design approach, a product development process that is inclusive, iterative, and able to adapt to the constantly changing environment of the 21st century. One key characteristic of our women-centered design approach is that it aims to design for two key stakeholders — women customers and the business (the financial services provider).

Our philosophy is that both stakeholders are equally important for the long-term sustainability of women's financial inclusion. Why? Designing for the woman customer helps us to put her at the center, understand her needs, and develop financial products and services that work for her — ones that are easy and intuitive for her to use, and allow her to manage her financial life with confidence. On the other hand, designing for financial services providers is critical, in order to address their operational and business needs and to ensure the sustainability and scalability of the solution.

*Figure 4: Key components of our women-centered design approach*







Designing for digital financial capability is, in fact, a core component in all of our solutions. We believe that design aimed at strengthening DFC is integral to enhancing both customer and business outcomes.

From the perspective of designing for the customer, solutions that increase DFC empower women to enhance their understanding, confidence, and abilities — and allow them to effectively use formal financial products on their own terms. In effect, DFC designs help women improve the way they make financial decisions and manage their finances.

Design that focuses on DFC is equally important for financial services providers, for whom product adoption and usage are of key importance for business outcomes. Behavioral change is essential to driving adoption and usage, and thus, DFC plays an important role in enabling customers to become enthusiastic users of formal financial services.

Finally, from our perspective as designers and innovators in women's financial inclusion, we believe that DFC is important as it allows us to place the financial power where it belongs — in the hands of women users.

By utilizing women-centered design, we can assess where women customers are on their own digital transformation journey, and build a clearer roadmap to our goal: ensuring women feel capable and empowered to manage their financial lives using digital financial services.



# Principles for Designing Digital Financial Capability Programs

Based on our global experience, Women's World Banking has developed a framework of five distinct principles for developing digital financial capability initiatives. The five principles guide us in using our women-centered design process effectively for DFC. They help us identify who are the women customers we are designing for, what behaviors we are driving toward, when and where the DFC initiative can reach women, and how our initiatives should be delivered to optimize their effectiveness. These principles are closely interrelated; while each needs to be considered and addressed individually, they inform one another and should be considered holistically.

We also use a set of supporting design elements to guide DFC content development and implementation. These seven core design elements are practical tips for packaging DFC learnings so that women customer segments can better understand and internalize the new content, convert it to new skills, and use digital financial products and services with more independence and confidence.



## Principle 1: The WHO

Our first and most fundamental principle is to define the segment of women that we would like to target. This 'who' should be as specific as possible, narrowing a broad focus on 'women' by zeroing in on profession, geographical area, digital capability, income, or education level.

We can also add a behavioral lens, where we define a segment by the specific behavior it exhibits — for example, women who receive their salaries digitally, but immediately cash out their salary payment. Defining the 'who' also allows us to build customer personas and journey maps, so we can develop a more nuanced and concrete understanding of the customer. Deciding which segment of women we are trying to reach essentially becomes a roadmap for the ways in which we can do so; from there, it becomes easier to answer the questions of what she needs — and where, when, and how she can be reached — that shape the rest of the DFC initiative.



## Design element: Personalize the content

From a design perspective, it is essential to personalize the message. DFC content is better received when it includes details and messages specific to the target segment of the women on the receiving end. These details draw her attention and ensure the training is relevant to and resonates with her by reflecting aspects of her life. For instance, in the characters, environments, and language used, and in the digital and financial use cases introduced in the content.



## Principle 2: The WHAT

The second principle is to develop a clear and focused learning objective. For each DFC initiative, this includes defining the relevant digital financial product or service; the specific capacities we are looking to build; and the critical knowledge, skills, attitudes, or behaviors that we would like our targeted segment of women customers to exhibit as a result.

In addition, it is important not to lose sight of the overarching question of how this capability contributes to the goal of women's economic empowerment. For example, a DFC initiative intended to increase women's understanding and usage of micro-credit should trace the impact of greater access to and use of credit on her business sales and income, and its corresponding effect on the decision-making power she has in her business.



### Design element: Use simple rules of thumb

Thoughtful design is needed in order to structure the content into simple, digestible messages that are easy for women to understand, rather than complex and abstract financial concepts. We break complex content down into clear 'rules of thumb' in our DFC initiatives so that we can directly address the specific pain points women face in using digital financial services. These 'rules of thumb' could take the form of common savings goals, steps to open an account, or specific ways to use credit to grow a business. Using simple rules as a structural element makes it easier for women to retain information, internalize new concepts, and see the immediate ways in which they can put the knowledge, attitudes, and skills into practice.



## Principle 3: The WHEN

The third principle aims to identify the stage of the target customer's journey at which it is most impactful to engage her for a DFC initiative. Based on the nature of the content, and the type of behavior it is trying to encourage, it is important to identify the optimal time when the financial services provider should engage with the targeted women. For instance, should the provider engage with the customer as she learns about the product (product awareness), as she starts using the product (product activation), or as she is already using the product (continual usage)?

Choosing when to engage the woman customer, by taking into account where she is on her customer journey, is key to ensuring the intervention results in behavioral change and is delivered in a cost-effective way. In the case of building capabilities around a new supplier credit product, for example, the DFC initiative would be most impactful if timed at the point when the woman customer learns about this new product.



### Design element: Make it timely

Digital Financial Capability initiatives need to reach women customers at the times when they would be most receptive to learning, and most able to complete a recommended call-to-action. To do that, we look for milestones at which it would be easier for her to adopt the desired behavior and face the fewest barriers to doing so. This often means planning DFC initiatives to reach our target segment directly before, during, or immediately after the behavior we aim to drive would occur.

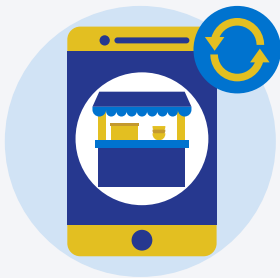
Making the engagement timely also involves a granular attention to the timing of specific behaviors, such as during certain days of the week or hours of the day. To use the same example of introducing a new supplier credit product, finding the right time to reach a woman customer as she's placing supply orders will depend on her business working hours, household responsibilities, the day she places orders for her business, and potentially many other factors. A deep understanding of 'who' the customer is, and of the schedules and timelines that impact her personal and business lives, is critical to identifying the appropriate windows of time to engage her with DFC content.



## Principle 4: The WHERE

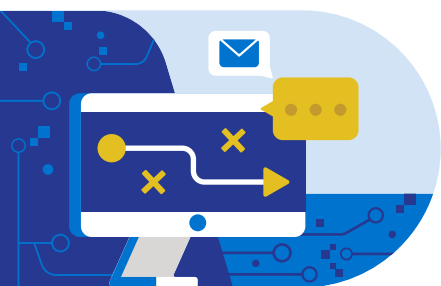
The fourth principle aims to choose the delivery channel(s) that can most effectively reach the target segment of women. As a best practice, we leverage existing channels that women already use and trust. Communicating DFC content through established networks makes women more likely to trust the information, which lowers barriers to internalizing the DFC messages and translating them into action.

When considering the best mechanisms for delivering DFC messages, it is easy to think only of financial channels and touchpoints, but women's lives are deeply embedded within social circles of family, friends, co-workers, and community groups. We take a wider view and leverage these trusted social networks to deliver and reinforce DFC initiatives whenever possible.



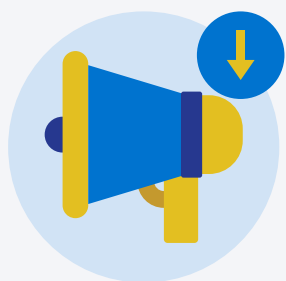
### Design element: Utilize hybrid channels

Digital channels are a powerful tool for expanding the reach of DFC initiatives by scaling to engage more women quickly and easily. However, because lower digital literacy makes it difficult to reach low-income women exclusively through digital channels, we aim to find a balance between technology and human touch — for instance, by using community leaders to introduce tablet-based programs, or sending a training video via WhatsApp followed by in-person reinforcement of the same information — so we can maximize teachable moments with women customers.



## Principle 5: The HOW

The final principle leverages proven behavioral design strategies to guide content development for the DFC initiative in a way that facilitates behavioral change. When it comes to creating the DFC content, we need to consider what specific formats, ways of crafting the message, and behavioral nudges would be most impactful in teaching new capabilities, and more important, driving new actions.

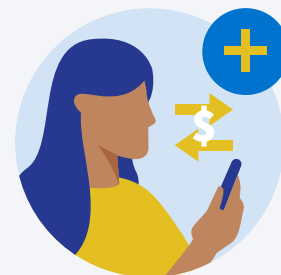


### Design element: Introduce a simple call-to-action

It is important to introduce an action you want women customers to take as a result of the DFC initiatives. This ‘call-to-action’ could be as simple as “call your provider to open an account” or as concrete as “in the next week, try to put aside INR 100 to start building your savings”. The main principle behind a call-to-action is that it should be simple, concrete, immediate, and achievable, thus women customers can easily follow up on it and start on their journey toward using a specific financial product.

### Design element: Prioritize learning-by-doing

We firmly believe that DFC initiatives should provide women with opportunities not only to learn, but to do. The adoption of new behaviors does not happen through information or observation alone; it requires personal experience, practice, repetition, and habit formation. Women going through the physical motions of checking their account balance, depositing savings, or transferring funds on their own (or with the help of a peer or mentor) are building and strengthening these new capabilities. Practice helps build comfort and confidence in their own abilities, enabling women to effectively use digital financial services on their own and to carry that knowledge forward as they form new financial habits.



### Design element: Incorporate ‘edutainment’ models

This last design element intends to make DFC content more interesting to engage with, and thus learn from. We look to blur the lines between education and entertainment, going beyond typical training or educational formats to make content fun and engaging. In this regard, borrowing inspiration from popular local forms of storytelling — whether comic strips, graphic novels, or telenovelas — offers interesting new formats for delivering the content in a way that aims to optimize attention, recall, and learning.



## Case Study 1: Building entrepreneurs' knowledge of and trust with micro-credit

Women's World Banking partnered with an emerging fintech in Indonesia, DigiAsia, to expand access to supplier credit to a new segment of micro-entrepreneurs. DigiAsia's unique business model is built on direct partnerships with suppliers to reach micro-entrepreneurs not served by traditional banks, using order and payment history as a basis for assessing credit worthiness. However, two common and critical issues that DigiAsia encountered are that potential customers, and women customers in particular, have limited experience with credit, and that they have strong negative associations with it due to the predatory interest rates and aggressive collection tactics of other lenders.

Working with DigiAsia, we developed a DFC initiative to address these barriers and enable micro-entrepreneurs to better understand, trust, and use credit. We ultimately designed a series of training messages that directly responded to customers' key concerns and questions with simple, actionable messages about how to use supplier credit effectively within the context of their lives and businesses.

### *The WHO*

Our target segment was women warung shop-owners, who run small suburban businesses that sell everyday essentials including food, beverages, and household items. DigiAsia identified these women as high-potential customers, nevertheless warung shop-owners face structural and educational barriers to both understanding and using supplier credit. They are often unable to access finance given their inability to meet traditional collateral requirements, their lack of prior experience with formal lending, and their limited understanding and negative perceptions of credit.





## *The WHAT*

Women's World Banking developed a series of five training messages on how women can use micro supplier credit to support their businesses. To directly address common barriers and misconceptions that warung shop-owners have about using credit, we designed these messages to focus on how supplier credit can help keep their shops well stocked, how easy it is to apply for supplier credit, and how to use it in specific ways that can grow their businesses.

## *The WHEN*

The training was timed to be shared with warung shop-owners just before they placed their weekly supply orders to re-stock their shelves. This is precisely the time when they would be most interested in applying for supplier credit, and best positioned to make use of credit for their business. Through our customer research, we honed in on slower business days and times to deliver the training messages, so warungs would have more flexibility in their working schedules to read and engage with the training messages. We ultimately spaced the trainings over two weeks, primarily timing them for Tuesdays and Thursdays in the late morning (10am) and early afternoon (2pm).

## *The WHERE*

We decided to send the training digitally via WhatsApp, which is commonly used as a form of business and social communication by warungs in Indonesia. WhatsApp as a channel also allowed us to more easily track whether the training messages were received and read. However, early learnings showed us that digital training alone was not enough to drive interest in and applications for micro-credit; thus we decided that the same information contained in the training needed to be validated and reinforced by DigiAsia's in-person sales force agents in order for warungs to feel comfortable applying for credit.

## *The HOW*

To implement the DFC training, we developed the content so that it is entertaining, relatable, simple to understand, and sharable in a way that would be well-received by warungs. We looked to a narrative storytelling style of comic strips that is popular in Indonesia, and created a local character to convey key messages about using supplier credit. We also concluded each of the five training messages with a clear next step for women to take in order to implement the learnings.



# Guiding design elements:



## Incorporate “edutainment” models

The trainings were designed as a comic strip that tells a cohesive story across the five training messages, and that is visually engaging compared to traditional financial literacy programs.



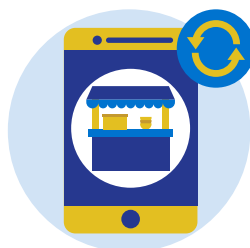
## Personalize the content

The lead character in the comic was Ceu Odah, an Indonesian woman who has owned and operated her own warung outlet for five years. Using a simple narrative style, the main character shared specific details throughout her story to make the content personal and relatable, for instance by mentioning local religious celebrations that correspond to greater sales periods and a higher demand for certain products.



## Use simple rules of thumb

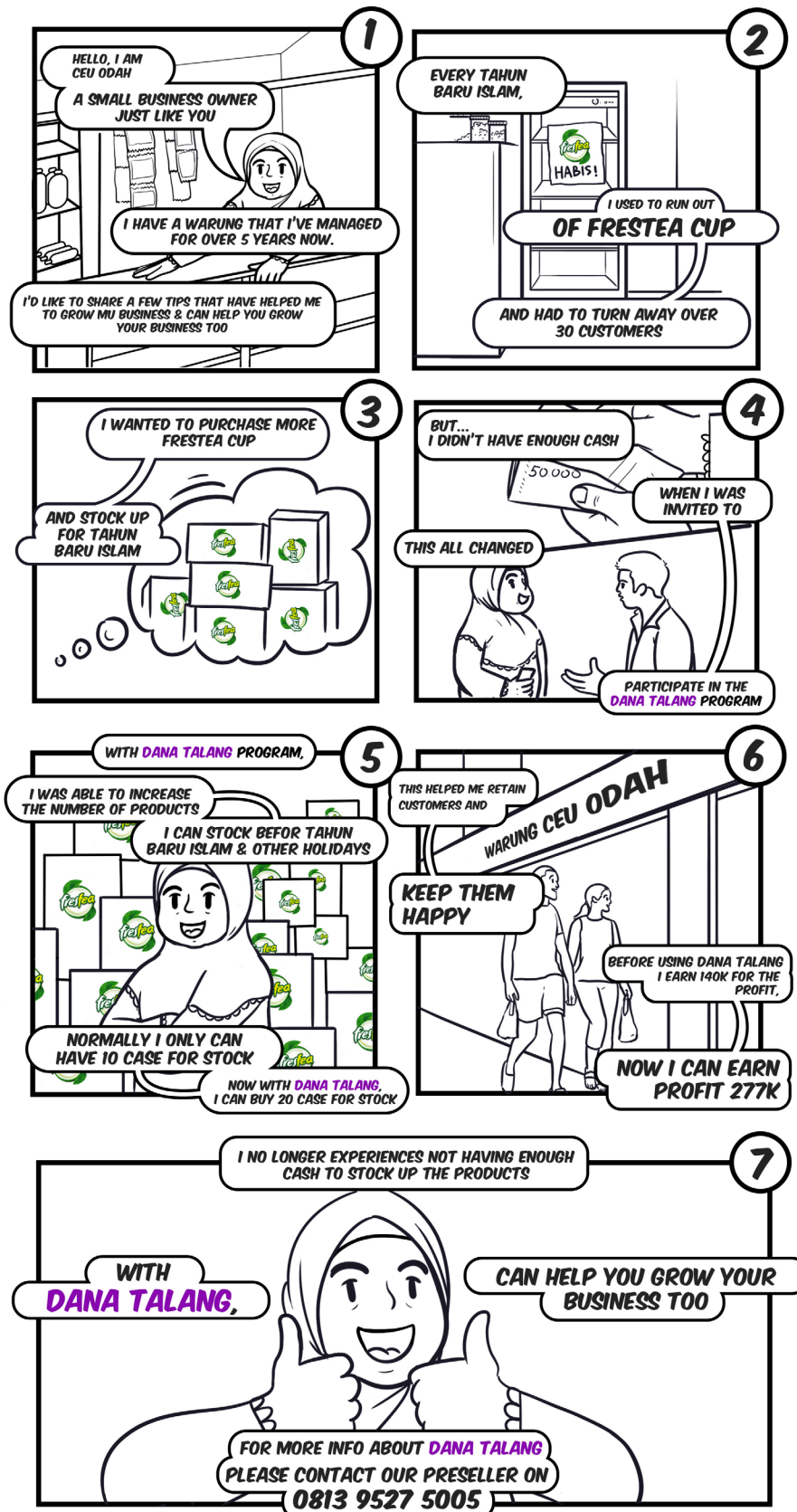
We created intuitive and easy to understand ‘rules of thumb’ for how to use supplier credit, and we highlighted one in each training message. Examples include recommendations on when to use supplier credit, such as a) to buy a larger quantity of the items that a warung typically runs out of within a week, or b) to buy a small quantity of a new product that customers have asked about, in order to see if it is going to be profitable enough to add to her inventory.



## Utilize hybrid channels

In the course of our pilot, we learned that a more personal and trusted source than WhatsApp would be needed to shift warungs’ perceptions of credit enough that they would consider trying out supplier credit. Warungs are visited at their shops by sales representatives who place orders for their business supplies. While we continued to send training messages over WhatsApp, we incorporated these sales representatives into our strategy by asking them to follow up on the training messages, serve as a more trusted source for validating the information, answering any questions about credit, and helping process warungs’ supplier credit applications.

Figure 5: Sample DFC comic strip message.





## Case Study 2: Leveraging Learning- by-Doing to Drive Customer Engagement

Women's World Banking partnered with a Dutch Bangla Bank Ltd. (DBBL) in Bangladesh to help drive customer engagement with a mobile money account that served a variety of customers in the market. Among those customers were the ready-made garment factory workers, whose salaries were digitized and paid via the Rocket mobile money account. Our objective was to understand the root causes for the limited engagement of salaried factory workers with the account, apart from cashing out their monthly salaries, and to develop a DFC initiative solution that drives engagement with the mobile account through self-initiated transactions.

The solution we developed aimed to promote active usage of the mobile account through a learning-by-doing approach that teaches women factory workers how to make person-to-person (P2P) transfers on their own. The solution leveraged a network of peer ambassadors, whom factory workers already trust, to deliver coaching and mentoring on how to do a P2P transfer to send money home, a use case that strongly resonates with the target customer segment. By teaching women factory workers how to do a mobile money transaction on their own, we were able to build their capabilities and confidence, and help them on their path toward becoming complex and multi-case users of digital financial services.



## *The WHO*

We focused on women garment factory workers as the target segment, since the majority of these customers cashed out their full salary after it was deposited into their mobile account, and used the account for little else. Compared to the other two segments we considered — students, who received government stipends twice a year, and open market customers, who had irregular and sporadic cash flows into their accounts — the garment factory workers presented a better opportunity to drive habit-forming engagement since they have a monthly recurring deposit into the mobile account.

## *The WHAT*

The learning objective for this project was to teach women garment factory workers how to do P2P transfers on their own, a key use case for this target segment since they send money home on a monthly basis. Key messages stressed that customers can do transfers directly on their phones, that making a transfer digitally is easy, and that it can be done in the convenience of their own home, without having to wait in line to be served by an agent.

## *The WHEN*

The learning-by-doing training was timed to reach garment factory workers when they receive their salary payments, in order for women customers to have money in their mobile money account so they can seamlessly make a transfer.

## *The WHERE*

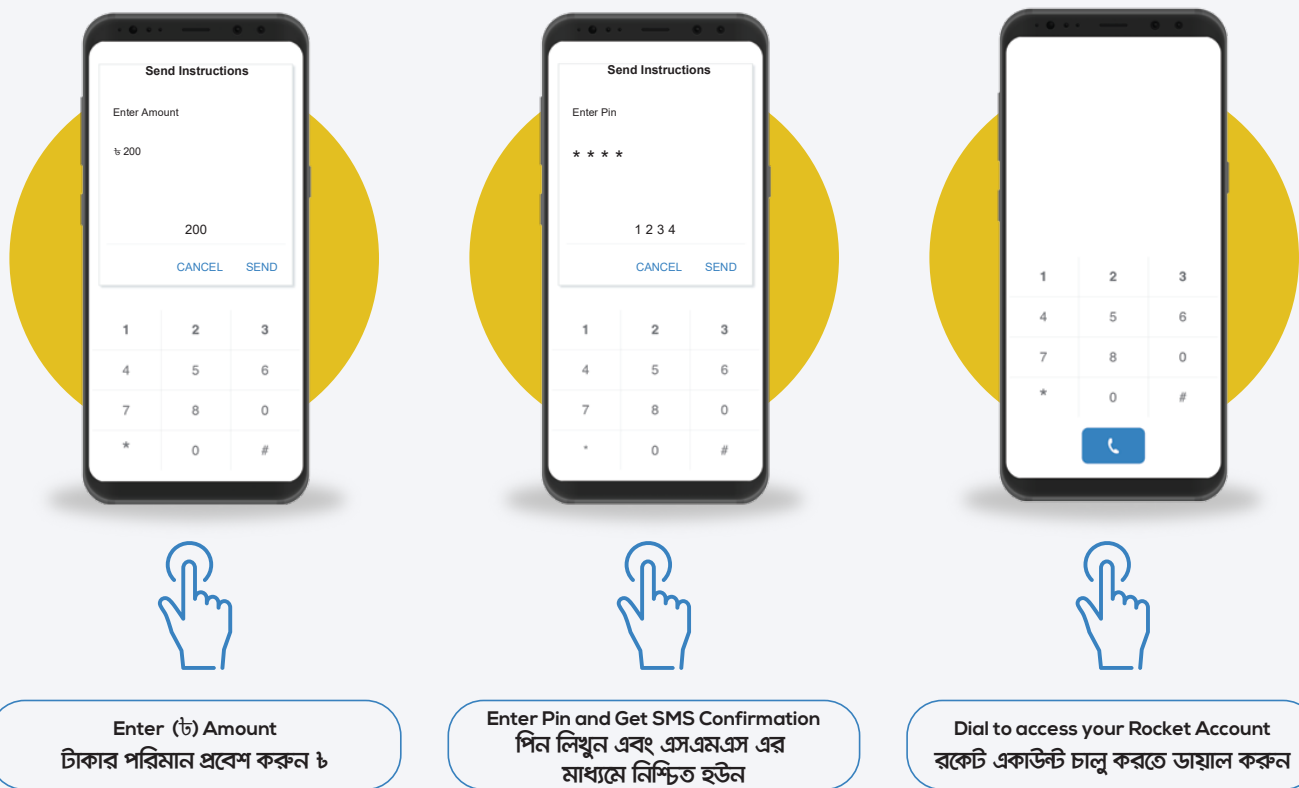
The training was made available right on the factory floor, with peer ambassadors on hand to show their co-workers how to do P2P transfers during lunch and other work breaks, right at their work stations. Peer ambassadors were easily accessible to women workers for hands-on training on each factory floor.



## The HOW

To address the limited digital literacy of women factory workers, we developed a step-by-step visual aid to be used by peer ambassadors when teaching women how to make a transfer on their mobile phone. The visual aid was easy to understand and intuitive, even to people who had difficulty reading.

Figure 6: Visual aid for teaching customers how to do P2P transfers.





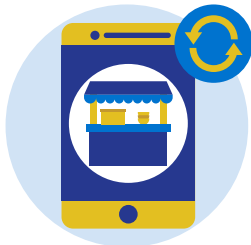


## Guiding design elements:



### Prioritize learning-by-doing

The solution centered around a hands-on, learning-by-doing approach in which peer ambassadors acted as coaches to the women customers, guiding them step by step through the process of doing a P2P transfer on their own. To enhance their DFC and their ease of use of a digital financial product, the women customers needed to not only see, but also practice doing the transaction themselves. Within just two transactions, women customers reported feeling comfortable doing P2P transfers on their own.



### Utilize hybrid channels

Leveraging trusted peers, in this case co-workers who have the same backgrounds as our customers, was key to building customers' confidence that they, too, can transact independently on their mobile phones. Seeing women just like them being able to do a P2P transfer, and serving in a mentoring role alongside them, was inspirational to customers:



.....

*“If she (peer ambassador) can do it,  
I can do it too...”*

.....



### Make it timely

The timing of the solution was chosen to match the timing of salary disbursements for two reasons: This is when women customers have money in their accounts, and it is also when they typically send money home. This window of time provided the perfect opportunity to teach them how to do a P2P transfer, allowing them to use the funds in their account to accomplish the goal of sending money home to their families. Results from the pilot showed that the learning-by-doing solution increased the number of customers who did at least one self-initiated P2P transaction by 76%.





## Conclusion

Empowering women with digital financial capability is more important than ever, so that they are not left behind as the financial industry moves toward more widespread adoption of digital financial services. Women's World Banking's innovative approach to building DFC is designed to ensure that low-income women can fully benefit from these new technologies.

Digital financial capability is a core component of designing for women's financial inclusion and economic empowerment, as well as for ensuring the sustainability of financial services providers. By leveraging the five principles and their associated design elements, financial services providers, policy makers, and other key stakeholders can help women customers take the journey toward confident usage of digital financial services.

At its core, digital financial capability allows us to put the power where it belongs — in the hands of women — so they can gain the knowledge, attitudes, and skills to take ownership of their own financial lives.



Women's World Banking

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[www.womensworldbanking.org](http://www.womensworldbanking.org)

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## Empowering Women on a Journey Towards Digital Financial Capability