

JULY 2019

# FINANCIAL AGENCY OF WOMEN IN PAKISTAN



BILL & MELINDA  
GATES foundation



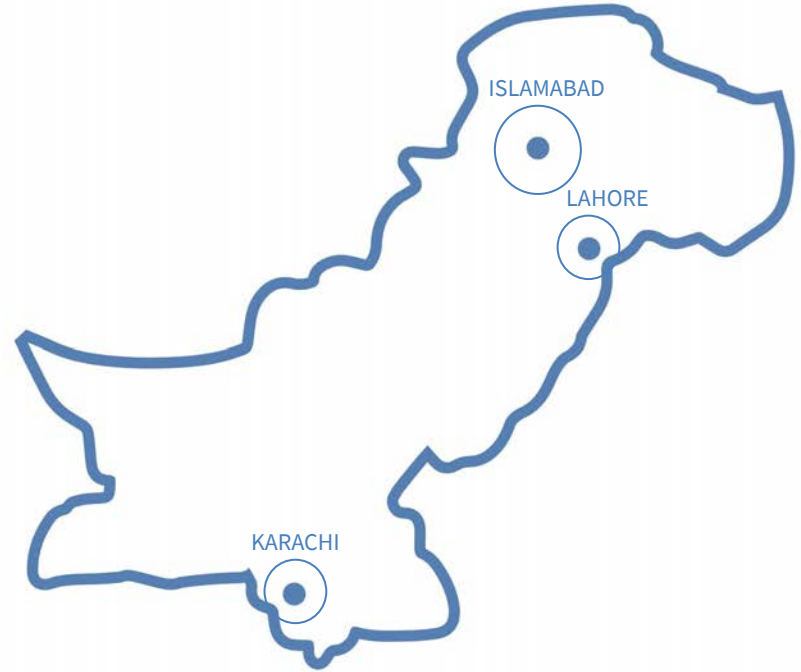
**Let's re-imagine a  
world where women  
have power over  
their financial futures.**

**IDEO.org and the Bill & Melinda Gates Foundation aim to build gender-inclusive financial services based on a deep understanding of the access and usage barriers that women face. This is a multi-country and multi-year journey, and Pakistan is a key focus.**

**We partnered with IDEATE  
Innovation, Karandaaz, Telenor,  
Jazz, and UBL to research the  
barriers women in Pakistan face  
in accessing digital financial  
services– specifically at the  
moment of CICO.**

OUR RESEARCH IN PAKISTAN

We interviewed  
59 people from  
3 regions over the  
course of 3 weeks.



34

WOMEN

12

MEN

9

AGENTS

4

CLOTHING  
SHOP OWNERS

# Context

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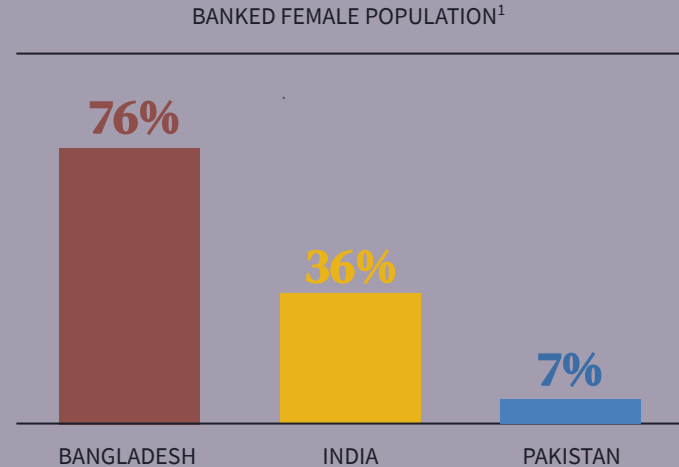
*“What use do I have  
of a bank account if  
I don’t have an income  
of my own or anyone  
to send money to?”*



## CONTEXT

# Pakistan lags far behind its South Asian counterparts in financial inclusion, but there are 100 million women waiting to be activated.

Women represent only 24% of Pakistan's workforce and 7% of its banked population.<sup>1</sup> Digital financial services stand to serve as a rocketship for meaningfully changing these numbers, but so far it has only maintained the gender divide—not alleviated it.





**Her social, economic, and familial life exist in her home, and her freedom of movement is tethered because of it. While her mobility is often limited, her confidence is not.**

**The home is her domain, and she manages it with assurance. But she feels unqualified when it comes to financial decisions—and her husband is unprepared to include her in making them.**

**Financial services can help create a better future. But, these services require mobility, and the vast majority of women in Pakistan currently have little or no interaction with them.**

**Digital financial services are uniquely positioned to come to her, rather than expecting her to seek them out– an important distinction in a context in which women’s mobility is so low.**

# Highlights of CICO in Pakistan

## **Over the counter transactions (OTC)**

An OTC transaction is a transaction that can be made from National Identity Card to National Identity Card (known as CNIC) using an agent's account, so the sender is not required to have a mobile money account. Upcoming regulations may change how and if OTC transactions will continue to be possible.<sup>2</sup>

## **Non-exclusivity and non-dedicated agents**

An exclusive agent shop is a shop that is only used for CICO purposes, as opposed to a multi-business shop. A dedicated agent is an agent that transacts for only one Teleco. Pakistan leads the world as the most non-exclusive and non-dedicated market, at 78%, and 98% respectively.<sup>3</sup>

## **Women agents**

Pakistan has an extraordinarily low percentage of women agents. An overwhelming 99% of agents are men. This is representative in both urban and rural contexts.

# Financial Habits of Women in Pakistan

## **ROSCA Committees**

Many women in Pakistan belong to a ROSCA, or “rotating and savings credit association” group, locally known as committees. ROSCA members contribute a fixed sum of money to a collective fund from which every member receives the full sum at least once during the lifetime of the ROSCA (usually about one year). The most common ways in which ROSCA funds are distributed are through lottery and nomination. Women are about twice as likely to use a ROSCA group for savings than men.<sup>4</sup>

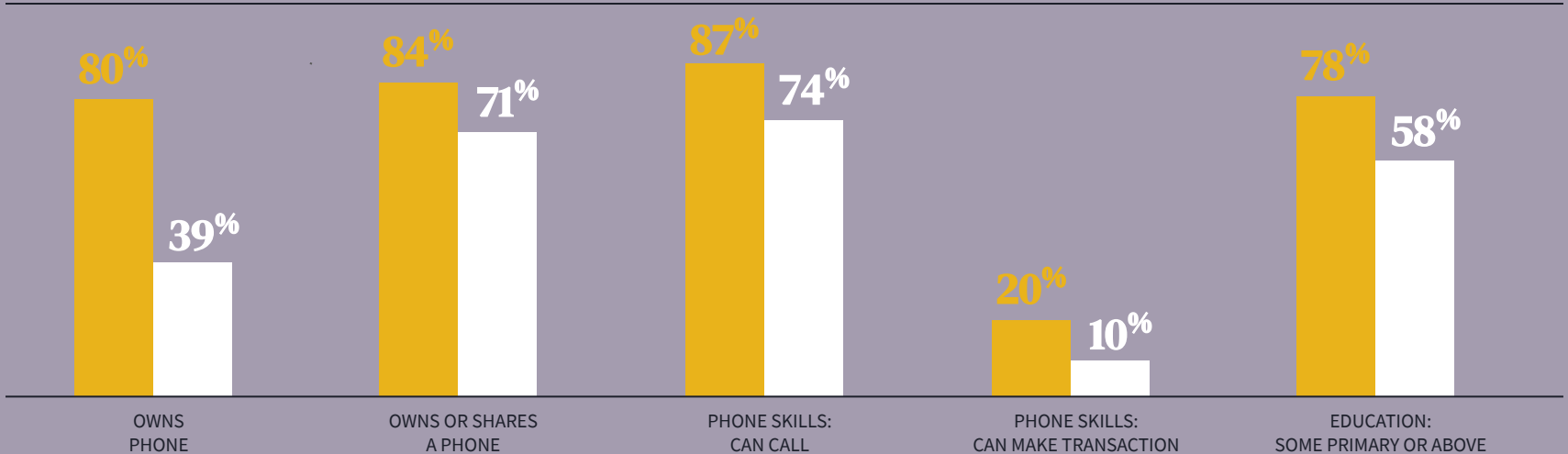
## **Frequent Use of Proxies**

A proxy is someone that carries out a transaction on behalf of someone else. This is often a woman's husband, brother, or son going to the agent on her behalf, then sending or cashing out money she has received. Most women in Pakistan interacting with CICO use or have used proxies.

# DFS Enablers in Pakistan

TECH USAGE & LITERACY IN PAKISTAN<sup>5</sup>

MALE FEMALE



# Insights

## INSIGHT 1

# She is accustomed to giving any income to her husband and receiving an allowance in return.

While it is rare that she has her own income, any money she has access to is given to her explicitly for household expenses and committees. She has little control over where the money is spent and has limited financial decision-making power. This dynamic only shifts if she becomes the primary breadwinner. She is not equipped with the knowledge to provide for herself, so she continues to depend on her family for money.

*How might we build in decision-making power over her household finances, even when she is not generating income?*

Women make up just 22% of the workforce in Pakistan.<sup>6</sup>  
— International Labor Organization (ILO)

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*My husband gives me money for some kitchen and personal expenses. If I need more for myself, I have to ask him.”*  
— Maham



## INSIGHT 2

# The presence of DFS is increasing around her, but remains invisible as she perceives it to be for earners and men.

The presence of DFS is increasing in her community but she is completely aloof to it. She believes she doesn't have enough money to maintain an account of her own, and feels banks are for people richer and more educated than herself. No one around her tells her otherwise. DFS providers do not market to her, and other women she knows and trusts do not use these services either. As a result, she is unable to see how DFS fits into her life.

*How might we remove misconceptions regarding financial services so she feels that they are relevant to her?*

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*“I don't have enough money to access banking services.”  
—Seema*

# Her community meets her financial needs, so for better or worse, she sees no reason to look elsewhere.

Informal resources in the community, deeply built on social relationships, successfully help her navigate savings, loans, and financial shocks. ROSCAs, locally known as ‘committees,’ help women team up to save money. When she needs to borrow money she will reach out to family and friends who let her pay back with no interest and flexible conditions. At her local grocery store, she might buy items on informal credit throughout the month and clear her balance after payday. For her, navigating financial support through community relationships is not a broken system that needs to be fixed. But, there is a ceiling to what her community can provide; her returns are limited to the assets of those around her, and are contingent upon the resilience of her community to financial shocks.

*How might we take care of her financial needs through DFS in ways her current methods cannot?*

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*“We bought a motorbike on installments. I had an agreement directly with the seller. We pay him a small sum every month according to what we can afford. It’s almost paid off now.”*  
— Fazeelat Bibi



## *If she has had occasion to interact with formal financial services, her experiences have been negative.*

Tameer Bank, now known as Telenor Microfinance Bank, marketed its loans in the village of Mari Mangal Singh, a close-knit community of approximately 80 households. Despite the field officers going door-to-door to explain how the loan would work, most people were reluctant to avail the offering at first. When a few households agreed, however, their neighbors agreed too and this ripple effect saw almost the entire community agreeing to take a loan.

The loan amount given to each household was Rs. 50,000. They were expected to pay it back in a year in monthly installments of Rs. 5000. The interest was 24%, amount to Rs. 12,000.

All households spent the money immediately. Some bought motorbikes and fridges, some installed handpumps, some repaired roofs and walls and some collected items for dowry. Not a single household spent the money on expanding their existing businesses or starting a new business.

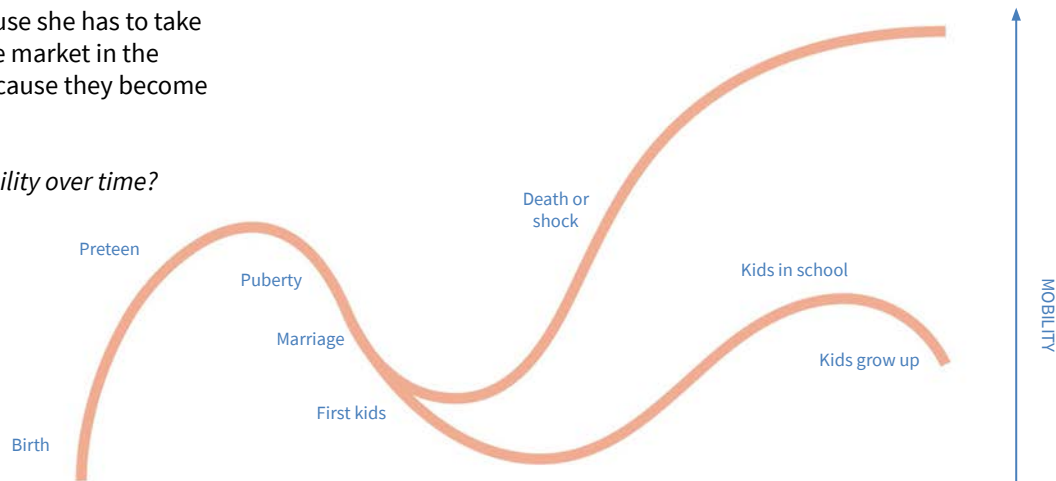
When repayment time came around, the recovery officers went door-to-door again. The community felt that the interest was too much; when asked what they thought was a fair amount, they mentioned 6,000. What dismayed them the most, however, was the behavior of the officers. They were rude and showed no flexibility, not agreeing to delay repayment by even a day or two. As a result of this experience, the community did not want to take loans again.

# Her mobility changes drastically over time.

If a woman is widowed, or her husband is disabled or injured and unable to work, her mobility suddenly upturns. It is now considered socially acceptable for her to get out of the house more often to run errands, earn a living to support her family and do other things traditionally considered a man's job.

Young kids of school-going age increase the mother's mobility because she has to take them to school, buy clothes for them and can take them along to the market in the absence of a female friend. The roles reverse as the kids grow up because they become proxies for their mother, decreasing her mobility.

*How might we make DFS adaptive to match women's fluctuating mobility over time?*



## INSIGHT 5

# There are strict parameters for how and when she travels—so her low mobility can feel like both a comfort and a burden.

*“Some female customers travel 60 or even 90 minutes to come to me, because they know I won’t bother them and get the job done. Other agents often make them wait.”*  
—Male agent, Lahore

### **Kids, groceries and clothing stores are common exceptions to otherwise restricted mobility.**

She is expected to stay at home or very close, but even as a newly married woman, there are a few places she is allowed to go. Nearby grocery shops, school or kid-related errands, and fabric shops are the places she frequents the most.

### **Distance matters little if women can run multiple errands at the same place in a single run.**

When they do go out of the house, women prefer to take care of all of their errands in one go and do not mind having to travel to far for it. We found that women were willing to travel up to ninety minutes to get to a CICO agent because they trusted him to cater to their needs without any hassle.

### **When she does leave her house, she rarely travels alone.**

If not with a man, she normally moves with another woman, with her kids, or in a group. Pairs or groups can sometimes make it ok to travel other places. Even when visiting a tailor shop with an accompanying man, he usually stays outside to give her space. He lets her take ownership and control in these spaces.

*How might we make DFS a joyful and easy experience, rather than a chore for her?*

# For some, proxies are a symptom of agency and not oppression.

She uses proxies to access formal financial services—this is a norm—but not all proxy use is created equal. A newly-wed woman is more likely to rely on a proxy because her mobility is restricted. But before she is married or after she has children, for example, her mobility increases. It is at times like this when she might use a proxy out of convenience—which allows her to transact on her terms, and without the perceived hassle of visiting an agent.

*How might we ensure she maintains control of her finances when using proxies?*

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*The vast majority of DFS transactions are made via OTC, which does not require the user to have a mobile money account. Regulating or barring OTC transactions could actually build an additional barrier for women to accessing DFS, rather than making it safer for her.*





***“I don’t like sacrificing my sleep. To go out I need to get ready, wear an abaya, etc. It’s a hassle. I’d rather send my brother to the agent– my family knows everything about my finances anyways and I don’t hide anything from them.”***

***—Iqra, Unmarried Woman***

Iqra is 27 years old. She earns income as a researcher and lives with her parents in Lahore. She has a bank account and has used mobile money before. She doesn’t like visiting the agent or going to the bank, and prefers her brother go in her stead when she needs to make a transaction.

# One bold woman can catalyze her community to trust what was untrusted and to try what was unimaginable.

She prefers to stay in her comfort zone and rely on existing financial workarounds. She is intimidated by new services. Seeing other women from her community with similar backgrounds use those services, however, inspires her to learn about and try them. This is also why door-to-door services (vegetables on carts, used home appliances, microcredit loans) become popular in small communities where she is likely to see neighbors using them. Members of the community often look to committee leaders when seeking help and advice of any kind, be it financial or otherwise, making them a key stakeholder.

## What makes a woman bold?

1. Emergent needs
2. Financial and social stability
3. Increased voice in her household

*How might we create financial learning opportunities from women like her?*

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*“I wasn’t sure about the microcredit loans being offered by the bank representatives that came to our community, but when I saw my friend in the neighbourhood availing it, I did too.”*

*— Farah*





***“I have been managing committees for over thirty years. I earn a little through it and use the money for my personal needs.”***

***—Sarah, Committee Leader***

Sara initiated her first Committee quite early in her life, beginning with just Rs. 2 per month as a means to accumulate money. After over thirty years, she is the leader of five Committees with a total of over a hundred members. She makes a small income by taking a cut of Rs.10 on every Rs.1000 pooled in by the members. Sara cannot read or write, but has developed the required numeracy skills to do all calculations and tracking mentally. She has a lot of influence in the community, and has been given the title of “Maa Ji”, meaning Mother. People turn to her to borrow money in emergencies, which she lends from the pool of committee money. However, the income she makes, ~Rs. 6000-7000/month, is used for personal luxuries like clothes, jewelry etc. She still depends on her family to provide for her.

## INSIGHT 8

# Convenience, reliability, and customer service are far more important than the gender of the agent.

*“Man or woman, what does it matter? I have no use for the service.”*  
— Naimat Bibi

*“I just want my money to be safely sent and received, regardless of whether the agent is a man or a woman. If a female agent can do that for me, I’ll definitely support her.”*  
— Maimoona

### She just wants to get it done.

For women that do CICO themselves, visiting an agent shop is a generally uncomfortable experience. They do not like hanging around large groups of men, nor do they have extra time to spend away from their other responsibilities.

### She wants it to be easy.

Women are most comfortable with what and whom they know. If an agent spends the time to serve her reliably and patiently, their gender is inconsequential to her. Man or woman, an agent is capable of building a trusting relationship with her.

### She doesn’t want the job.

The barriers to becoming an agent are layered and complex, and low income women are not interested in pursuing this path. Being an agent is not seen as a proper job for her; but more importantly, she does not see it as a job she wants for herself.

*How might we find other ways to make an agent shop feel like it’s for women?*

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Priorities set for her are marriage, not education.

DFS is designed for the literate.

*“She has to get married one day. We need to have money for it so we cannot afford for her to continue studying even if we want her to.”*  
— Naseema

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Her mobility is conditional.

DFS does not come to people, people need to go to it.

*“Once you’re married you are free to go around if you have your husband’s permission.”*  
— Mahrukh

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Her role is that of a homemaker.

DFS is made for income earners.

*“I spend all my day looking after the house and my children. I don’t have time to get things done outside of the house; my husband does that.”*  
— Fazeelat Bibi

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She gains decision making power only after her kids start to grow up.

DFS is made for decision-makers.

*“My husband has a bank account so he decides when to take money out. I don’t get much say.”*  
— Zubaida

**In Pakistan, a woman's domain is especially small. DFS will need to enter that space, and humbly, before we can hope to enlarge it.**

# Archetypes

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**Across our research we met women with different behaviors around money and levels of agency.**

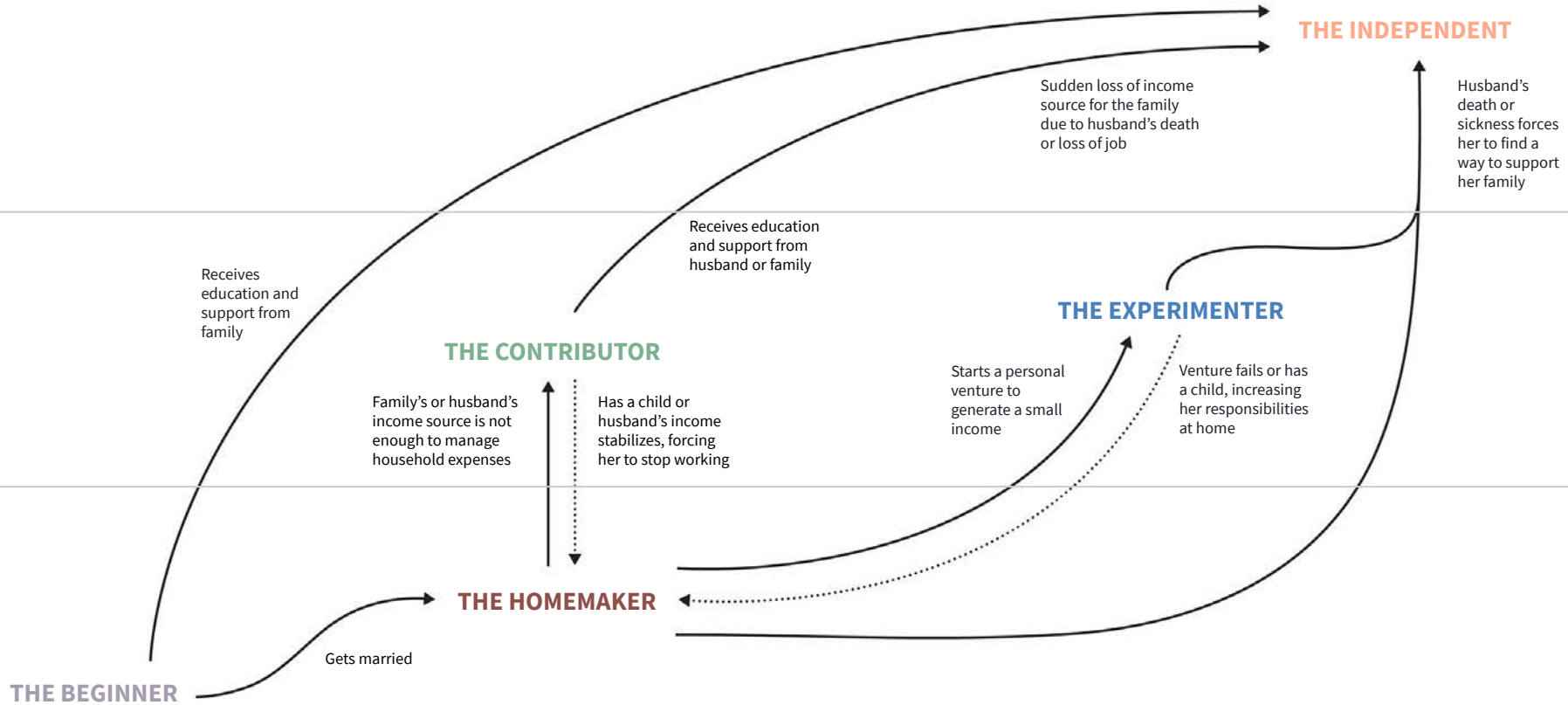
**Archetypes are groups of women that are useful to keep in mind when designing solutions that will meet their varying needs.**

# ARCHETYPES

FINANCIALLY INDEPENDENT

FINANCIALLY SUPPORTED

FINANCIALLY DEPENDENT





# The Beginner

***“Our household income comes from selling milk from our cows. My dad and brother are responsible for it.”***

— Nagina, 22 years old

Nagina is the daughter of the community leader of the village. Despite earning Rs.4000 per month through teaching and giving her entire salary to her parents, she does not consider herself as a contributor in the household. As a child, she would travel an hour on foot daily with her friends to go to school, but now she only travels on a motorbike with her brother. From the monthly allowance she gets from her parents, she buys bangles, cosmetics and accessories for herself from a neighborhood rickshaw vendor who roams the village streets- bringing the market to the women of the village. She would like to continue teaching even after she gets married as she is passionate about it and strongly believes that the most respectable profession for women is teaching.

**Family:** *Unmarried, lives with parents and 2 married brothers*

**Education:** *Low Literacy, secondary school*

**Financial Status:** *Earns 4,000 rupee per month, no financial literacy or independence*

**Phone Access:** *Uses brother's phone with his permission for calls*



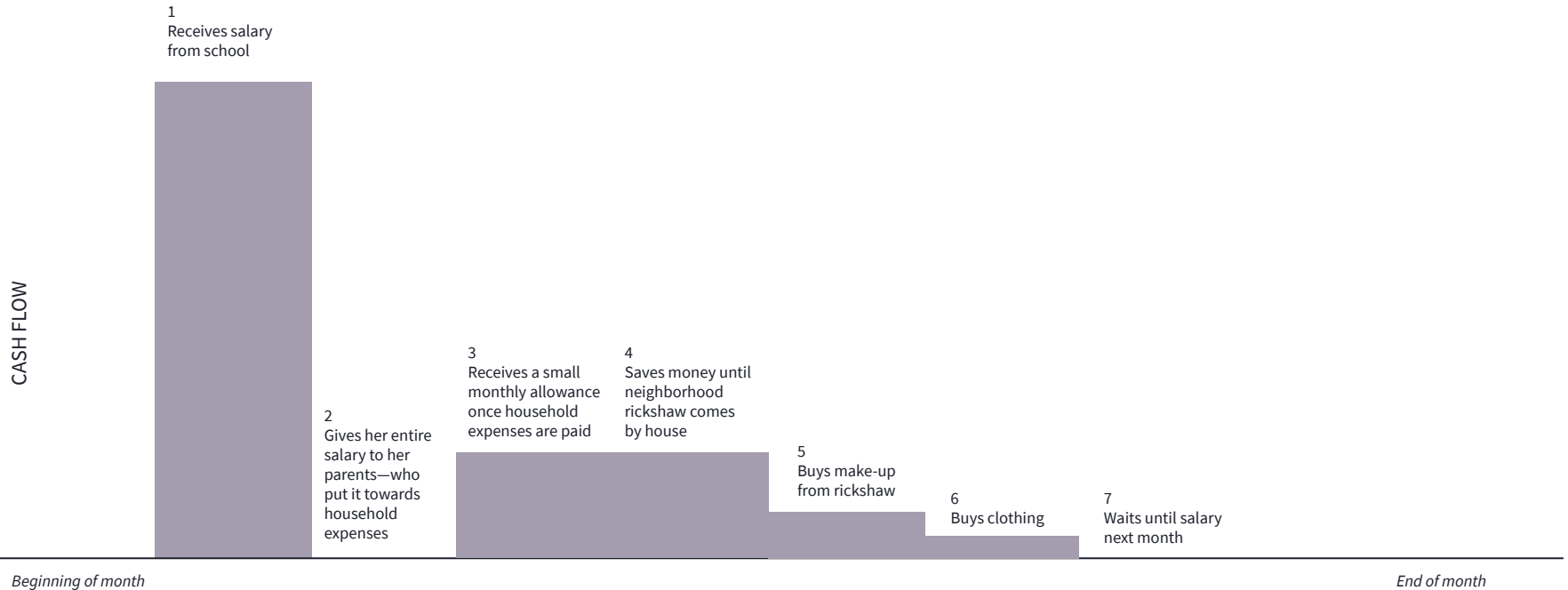
## ARCHETYPES : THE BEGINNER

**CICO knowledge:** None. She has never had the need to use it, so she never bothered learning.

**Committee:** Doesn't participate. She does not have enough money to contribute.

**What she saves for:** Rarely saves, when she does it is to buy herself some bangles or make-up

**Her goal:** She would like to continue teaching even after she gets married





# The Homemaker

*“We don’t want to take credit from anyone.  
Who knows if we’ll be able to pay them back?  
So we only prefer spending what we have.”*

— Fazeelat, 40 years old

Fazeelat, a housewife, depends on her husband’s household income. She takes part in committees by contributing a certain amount monthly, but when it comes to big financial decisions, she has little say compared to her husband. Being a mother of six, she has experience with various financial tools but isn’t financially literate. Due to lack of knowledge and confidence, she’s hesitant to use machines for financial transactions and, when need be, sends her son for it. When her kids were young, she would travel on foot for an hour to drop them off at school and complete any errands on the way back. As the kids grew up and entered their preteen and teenage years, she began to stay at home and instead use her children as proxies to get things done.

**Family:** Married with 6 children

**Education:** Numerate, but low literacy.

Low education– some primary school

**Financial Status:** Depends on husband,  
who earns 15k a month

**Phone Access:** Does not own her own phone.  
Uses husband’s or children’s phones for calls.

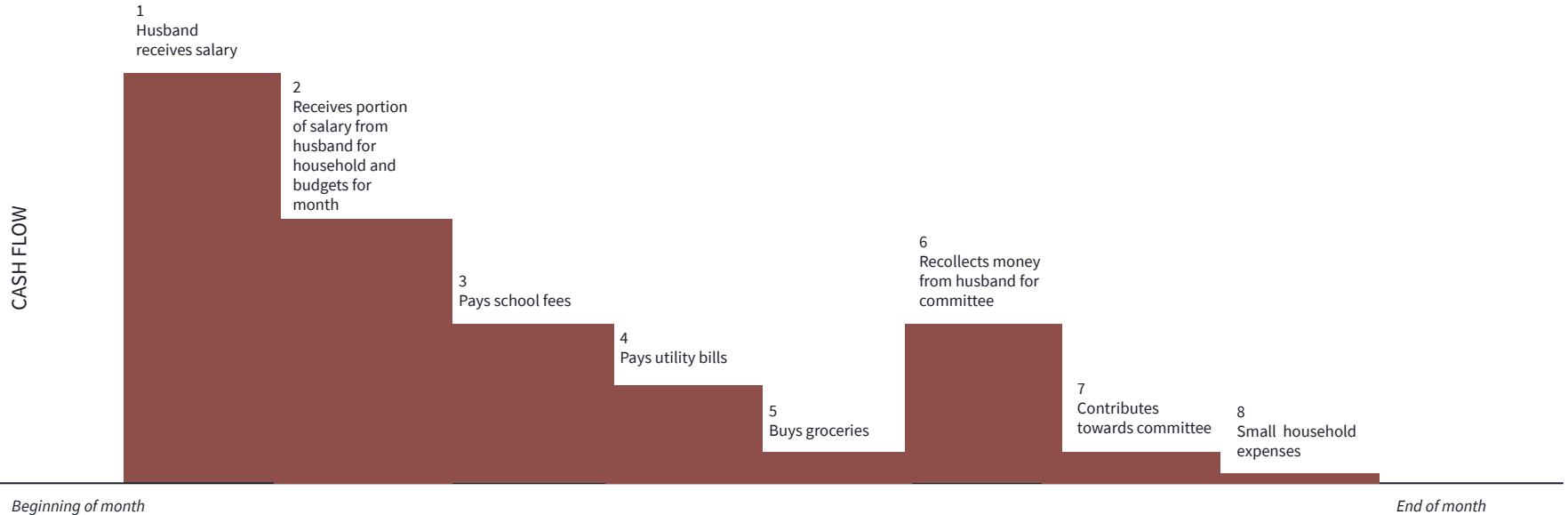
## ARCHETYPES : THE HOMEMAKER

**CICO knowledge:** None– she has never needed to use it, so it is not on her radar

**Committee:** Yes, participates in one committee

**What she saves for:** To buy a motorbike on installments, for her daughter's marriage, for relatives and wedding gifts

**Her goal:** She wants to save for her daughter's dowry





**Family:** Married for 11 years, 3 kids

**Education:** Low Literacy

**Financial Status:** Contributes equally in the household income

**Phone Access:** Very little. Uses her husband's phone for calls etc

# The Contributor

***“Loans? They are bad. They come with an interest rate. It’s forbidden in Islam.”***

— Kausar, 31 years old

Kausar has been married for eleven years and began working a little over five years ago. Her husband, Nadeem is a daily wage worker and would travel miles to the city every day in search for work. Since his income was irregular and caused financial difficulties in the house, she realized she had to step up. Nadeem had daily access to the city, so she saw this as an opportunity and opened up a small shop in her house for basic daily essentials along with cosmetics. The shop wasn't a steady business so she also began working morning shifts as a cleaner in the school where her children would go and as time passed she was encouraged by the school administration to set up a canteen during lunch time for kids using the items sold at her shop. With these multiple income streams, Kausar and her husband both began to look after the shop together. The household income increased significantly from 4000 to 8000 and she considered herself an equal contributor in the household - so did her husband. Despite the village's constant disapproval and discouragement for Kausar's chosen profession as a cleaning lady in the school, her husband only saw this as a great source of income for their household. Kausar and her husband are more than ready to start another venture, provided they get a loan. They see a lot of potential for a business in their community.

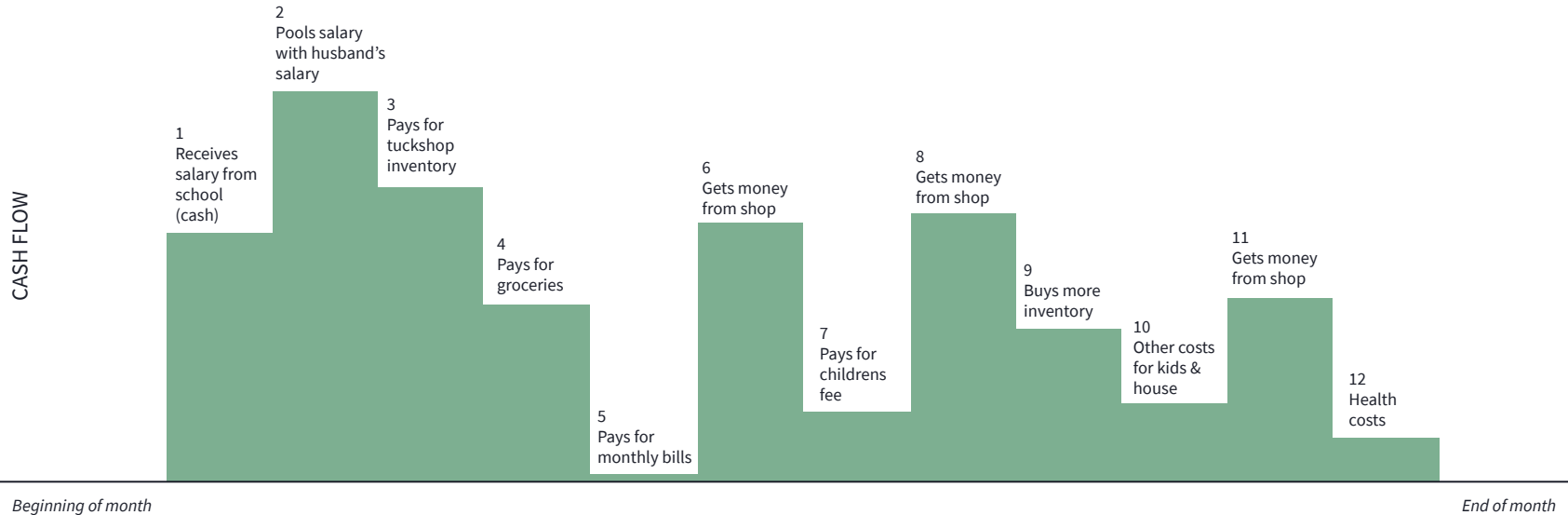
## ARCHETYPES : THE CONTRIBUTOR

**CICO knowledge:** Has used it a couple of times to receive money

**Committee:** takes part in 1 committee

**What she saves for:** bigger purchases at home, inventory in the tuck shop / canteen

**Her goal:** to expand her current shop and start a new business





**Family:** Married with 3 children

**Education:** Secondary education,  
literate and numerate

**Financial Status:** Earns 15k herself,  
income is secondary to husband's

**Phone Access:** Owns a smartphone

# The Experimenter

*“I refused to leave my uncle’s house until I convinced him that the loan I want from him will prove to be profitable.”*

— Naveeda, 45 years old

Naveeda is a housewife and leader of a Committee. She took a loan a few years ago from her uncle to buy a small car for renting out when she and her husband were having financial troubles. The money she gets from this car is used to contribute to three committees, including the one she leads. Her payout is used for her children and household needs. She rarely has any money left at the end of the month. When she does, she spends it instead of saving or rolling it over. She doesn't expect her payout to loop back into longer-term savings, and there is no tool or mechanism that nudges her to do so. Naveeda relies on her community and relatives during financial stress, and is proud that they are all each other's safety nets. She fears loans from banks because of their rigidity and strict installment conditions. Her husband is the primary breadwinner, and gives a portion of the money to her to manage household expenses.

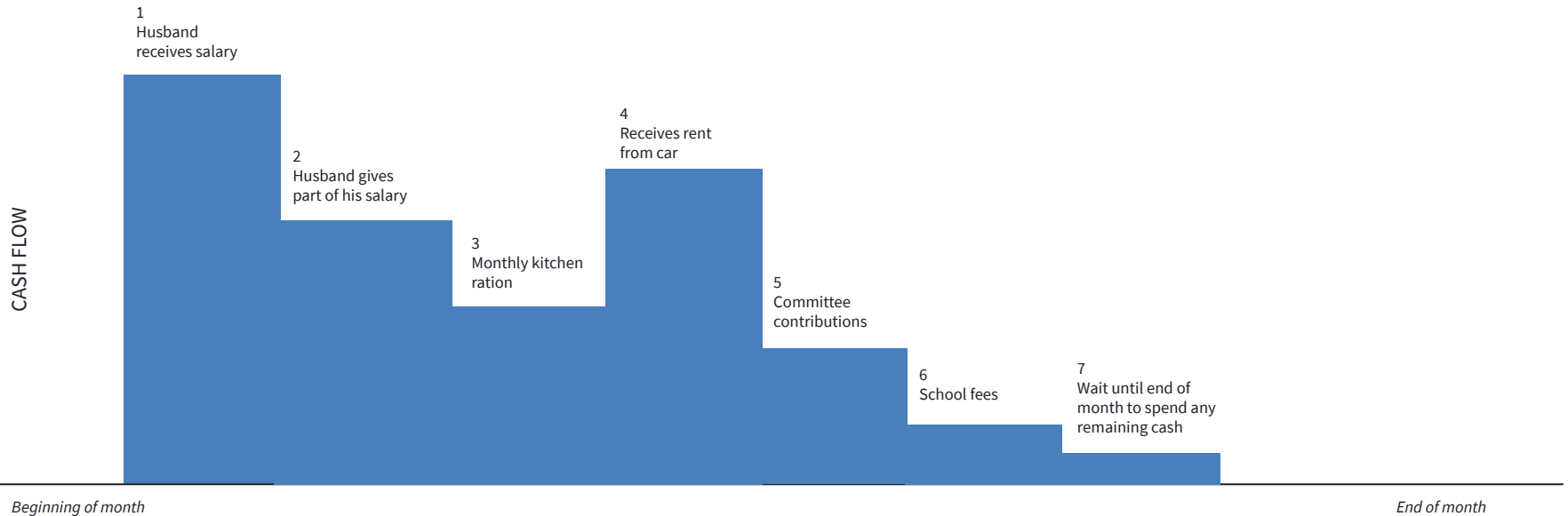
## ARCHETYPES : THE EXPERIMENTER

**CICO knowledge:** Sends money to relatives on celebratory occasions, but her sons complete the transactions for her

**Committee:** Yes, leads one committee and participates in two other

**What she saves for:** For school fees, for big household expenses like buying a fridge, and family clothes for celebratory occasions.

**Her goal:** Save for her daughter's wedding





# The Independent

***“If my husband hadn’t died, I would have definitely studied longer before assuming responsibility.”***

— Madiha, 29 years old

Madiha is widowed, and a full-time teacher at a primary school in her locality. Eight years ago, she assumed responsibility when her husband tragically died in a car accident. With a baby on the way she was compelled to start working to support herself and her newborn. Taking this job was the first time she contributed to the household income and eight years later she is still teaching and her son also studies at the same school. She thinks teaching is a respected job and she is thankful for all she has achieved. She dreams of starting her own beauty parlor one day when she has enough finances saved from her committee participation.

**Family:** Widowed with one child

**Education:** Literate with limited education

**Financial Status:** Dual income

**Phone Access:** Owns her own mobile phone



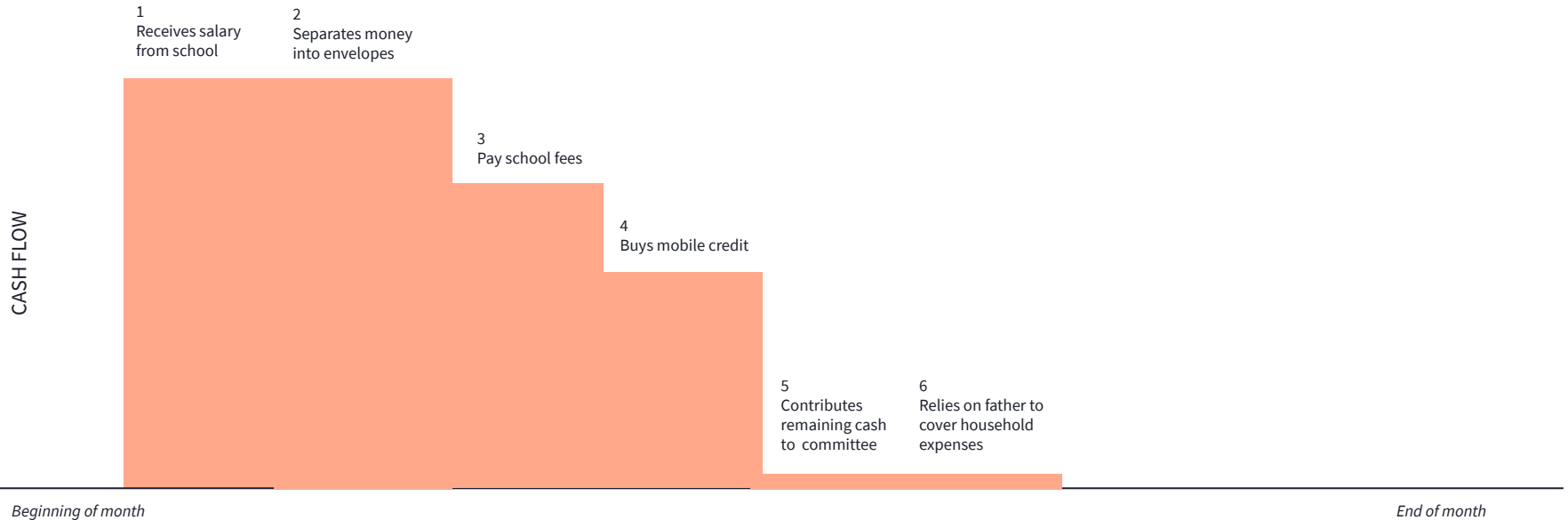
## ARCHETYPES : THE INDEPENDENT

**CICO knowledge:** None, but willing to learn

**Committee:** Yes, participates in 1 committee

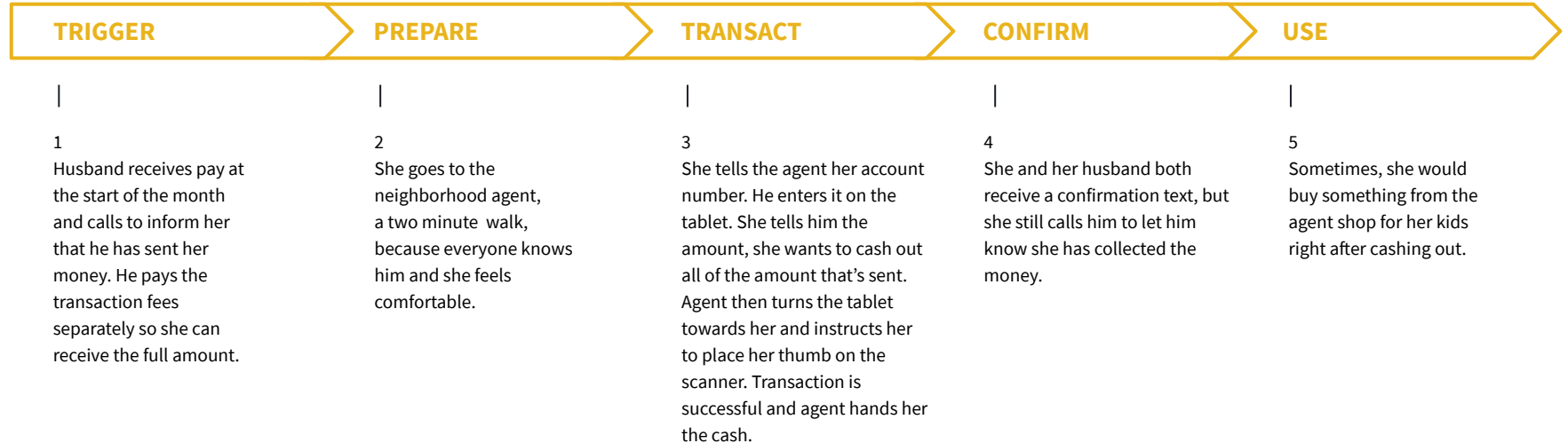
**What she saves for:** - For her child's education, special events like Eid or a family wedding, big purchases for the home like a mobile phone or television, towards a certification in beauty/cosmetics

**Her goal:** To get a diploma in beauty and run her own beauty salon one day

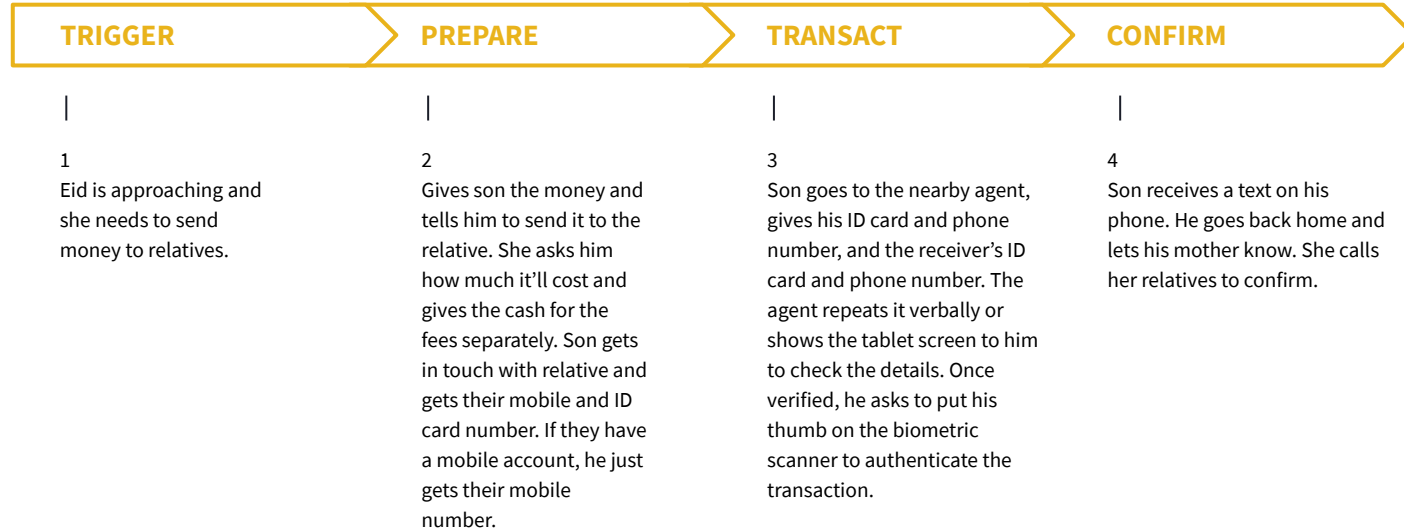


**Most women deal only with cash and do not access CICO services. On the rare occasions that women do access CICO, typically it is either to receive a remittance or send money via a proxy.**

# CICO journey for receiving a remittance



# CICO journey for sending money via proxy



# Opportunities

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**We see two opportunity areas to support Pakistani women in seeking a secure financial future; one rooted in her life today, and one in her aspirations for the future.**

## How might we break the obstacles to CICO today?

1

### ACCESSIBILITY

Bring CICO services closer to her, and allow her to access DFS at her convenience and from the comfort of her home.

2

### CONFIDENCE + CAPABILITY

Design CICO spaces and experiences so she knows it's for her and it's comfortable for her to use

## How might we deliver new value via CICO tomorrow?

3

### RELEVANCE

Offer products that she would really want, and allow her to learn about and access them through trusted peers.

4

### ASSETS + INFLUENCE

Introduce new opportunities for women to participate in DFS— new ways to earn and new financial products designed for communities rather than forcing individualism.

**How might we  
break the obstacles  
to CICO today?**





## OPPORTUNITY 1 : ACCESSIBILITY

# Mobile Shop

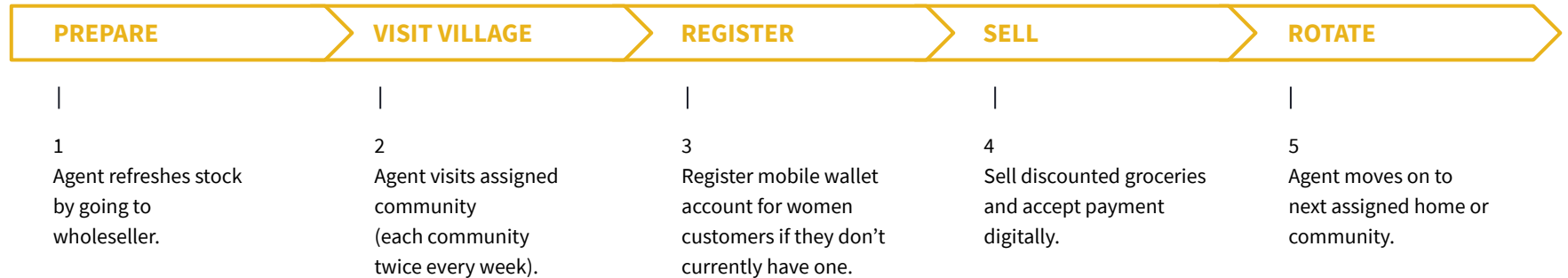
Lack of mobility is a significant barrier to low-income women accessing CICO. Men's responsibilities exist outside of the home, while women's responsibilities exist almost solely inside of it. Even to collect groceries, she is limited to options that are extremely close.

Instead of expecting her to seek out CICO services, Mobile Shop brings CICO to her. The rickshaw travels to different communities and, in addition to offering CICO services, sells groceries and day-to-day products that aren't available at her local market. All purchases are made digitally, so to access the rickshaw's convenient services, women would need to open a mobile wallet account.

Once they have a mobile wallet account, women can request specific product orders from the rickshaw and even schedule the rickshaw to come to their house at their convenience.



# Mobile Shop User Journey



# Mobile Shop Strategy

## TARGET ARCHETYPES

- Homemaker
- Experimenter

## BARRIERS ADDRESSED

- Women have limited mobility
- Women would be more comfortable accessing CICO services at home than at male-dominated CICO agent spaces
- Women have a positive perception of D2D salesmen, especially those who invest the time and consistency to build a friendly relationship.

## ASSUMPTIONS

- Bringing services to women would increase her chances of uptaking them.
- The ability to buy discounted groceries at her doorstep will be appealing enough to take the leap to opening a mobile account.
- She would prefer buying groceries at home rather than going out to save time and hassle.
- Bringing CICO closer to her will encourage less reliance on proxies.

## NEXT STEPS

- **E-COMMERCE STORE**  
The CICO Rickshaw could carry a paper-based catalog that contains product listings relevant to the area in which the rickshaw visits. Women can place an online order and have it delivered to her house, allowing her to shop for bigger ticket items she may not be able to access otherwise.
- **RICKSHAW JINGLES**  
In order to raise awareness about the benefits of DFS, rickshaws could be fitted with speakers that played catchy jingles about DFS and messages of success stories of female DFS users.

# Bano Baji Shop Pack

CICO shops are male-dominated spaces that most women feel reluctant to visit. Women feel uncomfortable because these spaces are small, and if they are crowded then women are forced to either rub shoulders with men or wait long times for the congestion to dissipate.

Incorporating elements from spaces women feel comfortable in, like tailor and clothing shops, at CICO points creates a more enjoyable experience for women. Placing agents next to places women frequent also makes them more comfortable.

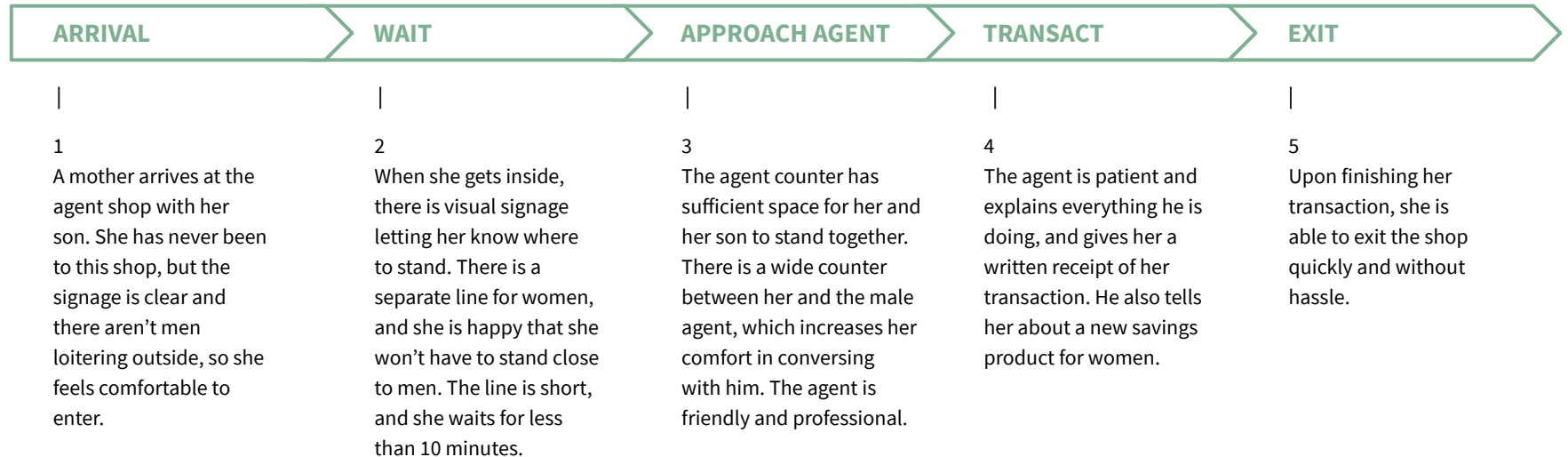
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The CICO Pack is a set of easy modifications that any agent can incorporate into their space. A poster for the agent's table calls out a women-only line, along with the appropriate depth of a counter that makes a woman feel more comfortable. Signage for the floor helps the agent keep the lines in order, and helps to ensure she has the space she needs if she has a companion with her.



# Bano Baji Shop Pack

## User Journey



# Bano Baji Shop Pack Strategy

## TARGET ARCHETYPES

- All

## BARRIERS ADDRESSED

- Women prefer to stay away from male-crowded spaces.
- Women frequent tailoring and clothing shops because they feel comfortable there owing to these shops being female-dominated.
- Adjustments made in tailoring shops, such as a separate area for females, made females more comfortable and willing to go there.

## ASSUMPTIONS

- If women frequent CICO spaces more, they will have greater awareness about products and services offered by DFS providers.
- Comfortable CICO spaces will encourage women to visit them more often and perform transactions, promoting usage of DFS.
- Making CICO spaces more comfortable for women will encourage less reliance on proxies.

## NEXT STEPS

- **DFS DEMO GAME**  
CICO spaces include demo phones with a game for women to try zero-risk transactions and practice transacting.
- **CICO POP UP IN WOMEN'S SPACES**  
DFS providers set up temporary kiosks in stores frequented by women to offer promotions for women opening mobile wallets. Women get coupons for completing their first transaction.
- **FRIENDLY LOANS**  
Existing loans are repackaged to offer greater flexibility in installments and interest to better meet the needs of women.

**How might we  
deliver new  
value via CICO  
tomorrow?**





# Behbud Power Track for Committee Leaders

The Behbud Power Track is a bank-generated brand and program that gives committee leaders the tools and power to become financial trailblazers in their community. Beyond bringing CICO to her, she can cultivate the value of digital products and encourage her community to trust and utilize DFS in their lives.

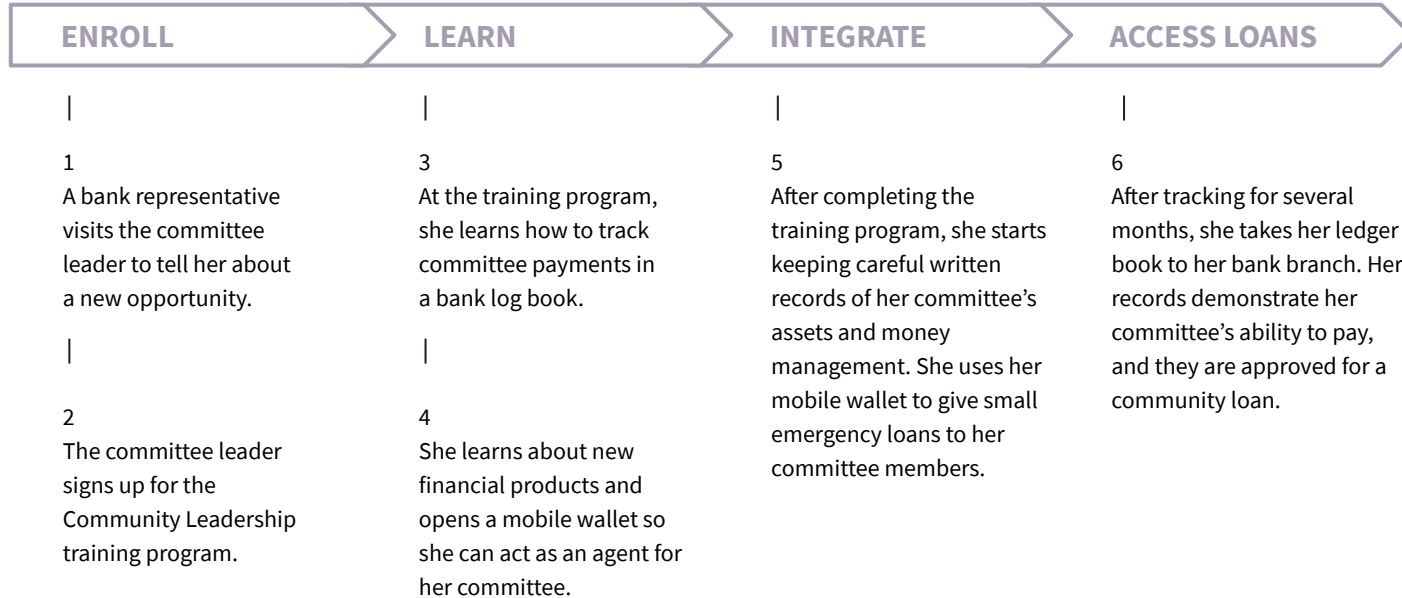
Leaders join this program to receive training workshops, transact as agents, and make commission when women sign up for financial products. Bank partnerships provide them with written transaction ledgers that allows their members to build credit, and consistent payments can unlock approval for community loans.

Women use committees for short term goals today and will benefit from a light structure that encourages positive financial habits. They also now have a friendly mentor in their midst with access to CICO, credit, and loans. A non-profit oversight board ensures that women are only encouraged into products that are genuinely helpful for them.





# Behbud Power Track User Journey



# Behbud Power Track Strategy

## TARGET ARCHETYPES

- Homemaker
- Contributor
- Independent
- Experimenter

## BARRIERS ADDRESSED

- Trust is prevalent in local communities.
- Women are more comfortable taking loans from people they know.
- Committees are commonplace; this concept builds on the standard committee model.
- Inculcates long-term saving behaviour in women and increases their access to DFS.

## ASSUMPTIONS

- Earning commissions will appeal to committee leaders enough to incentivize them to sign up.
- Committee leaders have the freedom of mobility to attend trainings and visit their bank branch.
- Peer pressure and community support will ensure that loans are paid back on time.

## NEXT STEPS

- **COMMITTEE CLASSES**  
The committee leader can request a representative from the bank to come teach educational sessions for their club members about digital tools, health, finance, entrepreneurship and more.
- **INDIVIDUAL LOANS**  
After her committee has successfully paid back a community loan, the committee leader can act as a loan eligibility officer and approve members for individual loans.

## OPPORTUNITY 4 : ASSETS + INFLUENCE

# Entrepreneur YouTube Curriculum

Women are open to starting their own small businesses that cater to the needs of their community. However, they lack the confidence or the opportunities required to do so. The Entrepreneur YouTube Curriculum gives her both a pathway to earn and shows her why managing her income through digital is relevant, safe, and effective.

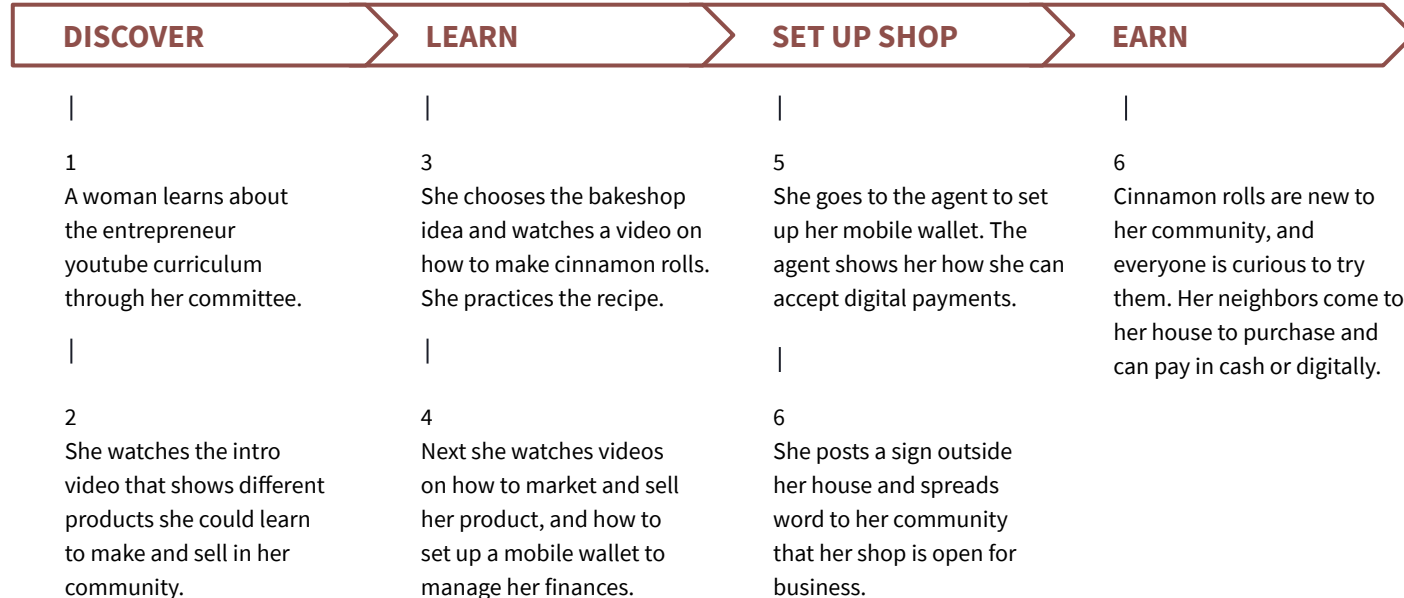
We can provide women with the knowledge and tools required to set up small scale businesses from the comfort of their home through a YouTube video series, and set her up with systems to send and receive money through her mobile account.

The curriculum is composed of how-to videos for all steps of running a business: starting with ideas for products that are new to their community, skill building on how to make their selected product, how to market and sell their product, and how to manage their finances using their mobile wallet.



# Entrepreneur YouTube Curriculum

## User Journey



# Entrepreneur YouTube Curriculum Strategy

## TARGET ARCHETYPES

- Homemaker
- Contributor
- Beginner

## BARRIERS ADDRESSED

- Women will begin contributing to the household, setting them on a path towards financial independence.
- Women are more likely to set up businesses if they do it in a group.

## ASSUMPTIONS

- Women have access to YouTube.
- Providing education instead of a cash loan will increase the likelihood of a new business succeeding.
- Key messaging and conditional handholding will promote saving behavior and prepare them for emergencies.

## NEXT STEPS

- **UPLOAD SKILLSHARE VIDEO**  
After completing the curriculum and successfully setting up shop, women can upload their own video to the network sharing tips and tricks. They get a commission each time their video is watched.
- **STARTER KIT ON LOAN**  
Women could opt to invest in a started kit box containing the physical materials required to start their new venture. These starter kits could be paid for in installments that start 6 months after their business is set up to allow for income generation to stabilize.

# Additional concepts to prototype

INCREMENTAL INNOVATION

RADICAL INNOVATION



## Visual Receipts

Physical receipts upon use of mobile money that are both clear and beautiful help make proxies more secure and digital money more tangible.

## Traveling Job Fair

With careful messaging teaching about jobs for both genders supports the idea of female employment. Jobs on display are fresh ideas for villages with pre-vetted business models.

## SIM Key

A beautiful key-like device enclosing a SIM that can be used to identify a woman for digital transactions but is cheaper and more acceptable than a phone.

## Better Schools Via Digital

Kids are universally the strongest socially acceptable reason for women to use money. New channels for quality Youtube based education give moms a reason to use CICO.

## Advocacy Campaign

A celebrity ad campaign that creates a space for men and women who increasingly see the value of extra income to go for it.

## Rural Uber

For middle income urban women Uber is a game changer for their mobility. A feature phone/Rickshaw version can unlock the same for more women.

**In order to have women connect to DFS in a meaningful way, we need to solve for each barrier to build an ecosystem where she is included at every step.**

# Conclusion

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**For Pakistani women, DFS feels mostly irrelevant– but this means the opportunities to bring her in are vast and meaningful.**

**Developing gender neutral digital financial services are not enough. She must be shown that these services are meant for her, and why they will make a difference in her life.**

## CONCLUSION

**She embodies half of Pakistan. She is ready to take hold of her financial future— for herself, her family, and her community. A holistic DFS ecosystem can help her get there.**

## ENDNOTES

<sup>1</sup><https://databank.worldbank.org/reports.aspx?source=global-financial-inclusion>

<sup>2</sup>[https://www.itu.int/en/ITU-T/focusgroups/dfs/Documents/12\\_2016/ITUFGDFS\\_REPORT%20ON%20OTC%20\\_11-2016.pdf](https://www.itu.int/en/ITU-T/focusgroups/dfs/Documents/12_2016/ITUFGDFS_REPORT%20ON%20OTC%20_11-2016.pdf)

<sup>3</sup>[https://karandaaz.com.pk/wp-content/uploads/2017/09/170921\\_ANA-Pakistan\\_Web\\_FINAL.pdf](https://karandaaz.com.pk/wp-content/uploads/2017/09/170921_ANA-Pakistan_Web_FINAL.pdf)

<sup>4</sup>[http://aghaaliraza.com/publications/2018-CHI--Save\\_My\\_Money-Digitizing\\_Informal\\_Savings\\_in\\_Pakistan.pdf](http://aghaaliraza.com/publications/2018-CHI--Save_My_Money-Digitizing_Informal_Savings_in_Pakistan.pdf)

<sup>5</sup>[http://finclusion.org/uploads/file/pakistan-wave-5-report\\_final.pdf](http://finclusion.org/uploads/file/pakistan-wave-5-report_final.pdf)

<sup>6</sup><https://ilostat.ilo.org/data/country-profiles/>