



Players	Assets and Capabilities	Incentives
MNOs	<ul style="list-style-type: none"> • Mobile infrastructure • Extensive retail outlet/agent networks • Massive customer bases that include low-income segments • Strong branding • Customer trust • Customer service structures • Ability to make good margins on low ARPUs 	<ul style="list-style-type: none"> • Acquire customers • Manage churn • Reduce airtime distribution cost • Increase ARPUs • Capture additional revenue opportunities, e.g. interest on float or commission on float mobilized; commission on B2B transactions; finders fees for bank accounts opened • Meet service obligations and CSR goals
Banks	<ul style="list-style-type: none"> • Banking license and infrastructure • Ability to facilitate foreign exchange, clearing, and settlement • Regulatory compliance expertise • Retail outlet networks (though significantly more limited than those of MNOs) 	<ul style="list-style-type: none"> • Significantly reduce cost of delivering financial services • Establish presence in new customer segments and new geographic areas • Meet service obligations and CSR goals • Capture additional revenue e.g. through retention of deposits
Agents	<ul style="list-style-type: none"> • Physical points of presence • Customer trust (in some cases) • Knowledge of customer usage habits and needs 	<ul style="list-style-type: none"> • Earn commissions on transactions • Increase traffic and thus sales potential (for agents who are retailers)
Retailers	<ul style="list-style-type: none"> • Physical points of presence 	<ul style="list-style-type: none"> • Reduce cost of handling cash • Reduce queues at peak times • Manage inventory more effectively
Utilities	<ul style="list-style-type: none"> • Periodic billing and collection 	<ul style="list-style-type: none"> • Reduce cost of payment collection and processing • Increase timeliness of payment • Offer greater customer convenience
MFIs	<ul style="list-style-type: none"> • Service presence among low-income segments • Regular communication with low-income clients • Knowledge of low-income clients' habits and needs 	<ul style="list-style-type: none"> • Safer and lower-cost methods of disbursement and collection • Improve business efficiencies
Employers	<ul style="list-style-type: none"> • Existing periodic payroll distribution to employees 	<ul style="list-style-type: none"> • Reduce cost of payroll processing, risk of cash handling • Offer greater employee convenience
Regulators	<ul style="list-style-type: none"> • Authority to impose regulation and monitor and enforce compliance 	<ul style="list-style-type: none"> • Promote financial inclusion • Enable wider range of payment choices • Address AML/CFT concerns by moving cash into more visible, formal channels • National socio-economic development
IFIs and Donors	<ul style="list-style-type: none"> • Contacts, experience, and expertise across countries, sectors, and industries • Credibility with regulators • Comprehensive suite of relevant functions • International presence 	<ul style="list-style-type: none"> • Promote financial inclusion • Drive development in general, in line with organizational mission
Civil Society	<ul style="list-style-type: none"> • Local contacts and knowledge in low-income markets • Credibility and trust • Relevant operations 	<ul style="list-style-type: none"> • Enhance social and economic impacts of their activities • Drive development in general, in line with organizational mission
End Users	<ul style="list-style-type: none"> • Relevant needs 	<ul style="list-style-type: none"> • Reduce risk of carrying cash • Increased access and affordability of payment, remittance, and other financial services • Convenience of remote payment, remittance, and other financial services

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