

OFFICIAL REPORT

Second African Conference on Remittances and Postal Networks



15-16/11/2016 – Abidjan, Côte d'Ivoire



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15-16 November 2016 – Abidjan, Côte d'Ivoire

OFFICIAL REPORT



For additional information please contact:

Pedro De Vasconcelos, Manager

Financing Facility for Remittances

International Fund for Agricultural Development

Via Paolo di Dono, 44 - 00142 Rome, Italy

Tel: +39 06 5459 2012 - Fax: +39 06 5043 463

E-mail: remittances@ifad.org

www.ifad.org/remittances

www.RemittancesGateway.org

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Abbreviations and acronyms

| | |
|------------------|---|
| AAAA | Addis Ababa Action Agenda |
| ABB | Al-Barid Bank |
| ACH | Automated Clearing House |
| AfDB | African Development Bank |
| AIR | African Institute for Remittances |
| AML | Anti-money laundering |
| APFSI | African Postal Financial Services Initiative |
| ARCEP | Regulatory Authority for Telecommunication and Post, Benin |
| AU | African Union |
| CRASA | Communications Regulators' Association of Southern Africa |
| CPMI | Committee on Payments and Market Infrastructures |
| EC | European Commission |
| ECOWAS | Economic Community of West African States |
| EMEASA | Europe, Middle East, Africa, and South Asia |
| EU | European Union |
| FFR | Financing Facility for Remittances |
| GDP | Gross domestic product |
| GSM | Global System for Mobile |
| ICT | Information and communications technology |
| IEM/MEI | International Express Mandate/Mandat Express International |
| IFAD | International Fund for Agricultural Development |
| IFS | International Financial System (UPU money transfer technology) |
| IPM | Improvement of Remittances for Migrants in Africa (Positive Planet project) |
| KYC | Know your customer |
| MTO | Money transfer operator |
| NPO | National Postal Operator |
| PAFI | Payment Aspects of Financial Inclusion |
| PAPU | Pan-African Postal Union |
| PPP | Public-private partnership |
| PR | Public Relations |
| PSMP | Postal Services Master Plan |
| RNP | National Postal Authority of Burundi |
| RSBA | Reserve Bank of South Africa |
| SADC | South African Development Community |
| SAPO | South African Post Office Ltd. |
| SDGs | Sustainable Development Goals |
| UMVA | Universal Method of Value Access |
| UNCDF | United Nations Capital Development Fund |
| UPU | Universal Postal Union |
| WSBI/ESBG | World Savings and Retail Bank Institute/European Savings Banks Group |

Introduction

The Second African Conference on Remittances and Postal Networks was organized in the framework of the African Postal Financial Services Initiative (APFSI), a joint regional programme launched by the International Fund for Agricultural Development's (IFAD) Financing Facility for Remittances (FFR) in collaboration with the World Bank, the Universal Postal Union (UPU), the World Savings and Retail Bank Institute/European Savings Banks Group (WSBI/ESBG) and the United Nations Capital Development Fund (UNCDF), and co-financed by the European Commission (EC). This unique partnership aims to enhance competition in the African remittance market by promoting, supporting and enabling post offices in Africa to offer remittance and financial services; and to foster dialogue between stakeholders, regulators and policy-makers. The rural African population is largely enthusiastic about the possibility of receiving remittances through their post offices, especially if it will enable them to access a broader range of financial services.

The conference brought together over 120 representatives of postal institutions and relevant stakeholders from regulators, banks and the private sector, to share information on the trends and developments in the remittance markets in Africa, and to build on the recommendations of the first conference held in Cape Town in March 2015.

In 2015, the African continent received an impressive US\$65 billion in remittances from over 20 million of its citizens working abroad, contributing to the livelihood of their families and communities back home.¹ Nevertheless, while the global average cost of sending remittances is at 7.6 per cent, Sub-Saharan Africa remains the costliest region in the world to send remittances to, with an average cost of 9.5 per cent in 2016. Remittance flows to and within Africa continue to grow rapidly but, despite the magnitude of this market in Africa and its subsequent development impact, many factors such as high transaction costs, restricted rural payment networks, limited competition, and problematic regulatory environments prevent these financial flows from reaching their full development potential.

¹ US\$65 billion is the official statistic used by IFAD, and it is cited several times in this document. However, speakers often used their own estimates.

Post offices have a distinct comparative advantage in the remittance market in Africa. With a vast network of branches in remote towns and villages, coupled with a trained workforce, post offices provide remittance services (and also banking services in several countries) to rural Africans, but they often lack the business model, technology and expertise to process real-time payments in an efficient and safe manner.

One of the primary reasons for using post offices in Africa is for remittance transactions, according to a recent baseline survey measuring the demand-side perspective about receiving and sending money via postal networks in peri-urban and rural areas. And when choosing a remittance services provider, proximity and reliability of pay-out locations are even more relevant than transaction costs alone.

The conference covered key topics such as the legal and institutional environment surrounding post offices and remittances, public and private partnerships, innovative technologies for financial inclusion, market positioning of postal operators and the various experiences on the ground. The event also focused on the pilot projects currently under implementation in Benin, Ghana, Madagascar and Senegal, in order to share best practices and discuss ways to expand and scale up the pilots to other countries.



Welcoming reception

15 November Welcoming remarks

The conference was opened by Abdoul Barry, IFAD's Country Director for Côte d'Ivoire. Mr Barry welcomed the participants, saying he was pleased to see so many experts from around Africa who understood the importance of remittances. He was happy that Abidjan could host the conference; and stressed IFAD's hope that the conference would further needed discussion lead to fruitful partnerships.



“This conference brings together experts who can help us reduce the cost of remittances and thus better utilize these funds to improve the lives of millions of Africans.”

Abdoul Barry



His introduction was followed by welcoming remarks from Pedro De Vasconcelos, Manager of IFAD's Financing Facility for Remittances

The conference in Abidjan was the second one organized in the framework of the African Postal Financial Services Initiative (APFSI), after the first held in Cape Town in March 2015. In less than two years,

much has been accomplished, and remittances are now one of the key issues on top of the global agenda. For example, the Sustainable Development Goals (SDGs) and the Addis Ababa Action Agenda (AAAA), both launched in 2015, highlight the importance of remittance flows and the reduction of transfer costs in order to leverage their impact for sustainable development of migrants' countries of origin, particularly in rural areas.

The Cape Town conference provided some key findings and recommendations to consider and follow up on, such as:

- African postal networks play a key role in providing remittances and financial inclusion;
- Post offices are a trusted institution for their clients, but they face constraints such as lack of cash and lack of connectivity;
- Postal networks can leverage their existing infrastructure and partnerships to extend financial services to rural areas;
- Postal operators need to recognize these opportunities and take advantage of them;
- Post offices need to become more client-focused by recognizing and marketing to their clients' true needs;
- Existing partnerships between Posts and money transfer operators (MTOs) should be strengthened;² and
- Many African postal operators are already committed to these goals, but they need help to achieve them.

The Abidjan conference provided an opportunity to discuss ways in which to support African postal operators in overcoming the challenges outlined above through the creation of new partnerships and use of technologies. Numerous entrepreneurs – from MTOs, mobile companies, fintechs and other financial service providers – were invited for this purpose: to exchange ideas, promote common goals, develop new alliances, and to expand the remittance business of the post offices. As Pan-African Postal Union (PAPU) Secretary General Younouss Djibrine has said, “the success of the post offices lies in three key words: **integration, innovation and inclusion.**”

² A statement launched on the International Day of Family Remittances (16 June 2016) by IFAD, World Bank, UNCDF and WSBI provides guidance for further dialogue and input for negotiations.

15 November Session I

Keynote address

The conferences aimed to inspire the audience to find ways to address the real challenges, especially in rural areas, which are of particular importance to IFAD as they target people in most need of access to – and use of – financial services.

Access to financial services is not simply a lofty ideal, it is a goal that affects millions of people. Rural people labour hard for their money, yet the majority lack access to even the most basic financial services. Many rely on remittances, but the high cost of money transfers and the difficulty in accessing them reduce their effectiveness. Extending the use of postal networks and reducing the cost of transfers can provide rural people with the ability to save and invest.



André Apété, Chief of Staff of the Ministry of Posts and ICT of Côte d'Ivoire

US\$180 million are circulated every day through remittances to Africa. Unlike large banks, postal networks represent a real opportunity to bring rural peoples into the financial ecosystem; but post offices need to develop new strategies to the benefit of this population. They can do so by identifying the different players; integrating ICT and mobile services; and fostering partnerships that develop products better suited to rural people. The conference should define resolutions and strategies for the sustainability of post offices.

“Unlike the larger banks, post offices offer financial inclusion to even the most impoverished people; but they must do more to extend their reach into rural areas.”

André Apété



Jean-François Valette, Ambassador of the European Union (EU) to Côte d'Ivoire

Côte d'Ivoire has thrived through the hard labour of its people, especially those in the rural agricultural sector who produce commodities such as cocoa, coffee and cotton. With the help of investments made in this sector, the country is the world leader in export of cocoa and the second largest economy in the region. It is also active in export of oil products, fruits and tuna. The country is emerging from the violent conflicts in the recent past and is now able to increase its role as a trade partner with the EU, which has further aided in the development of the country.

To move even further, the first goal for the EU should be to help Ivorian farmers save the money they earn from their labour. And the second should be to facilitate farmers' access to liquidity so that they might reinvest in themselves.

“We often speak in terms of dollar amounts and percentages; but we should not lose sight of the fact that remittances help people, giving them the ability to invest in themselves and the products of their labour. Reducing the cost of remittances means a real change in people's day-to-day lives: they will have more to invest.”

Jean-François Valette

Change will only happen by giving rural people access to funds at a low cost. The African average cost of 9.5 per transaction is unacceptable. Postal networks must be empowered by fostering partnerships; and further interaction with governments is needed to create an enabling environment. The conference is a good step toward building such partnerships and toward establishing a serious relationship with government.



**Djibrine Younouss, Secretary General,
Pan-African Postal Union (PAPU)**

Rural people are the engine of the economy, but they are often excluded from its economic benefits. In rural areas, 76 per cent of adults do not have access to financial services; and only 20 per cent of rural people have access to financial services such as accounts. Even where rural people are included, there is a distinct lack of transparency and security within the financial services they access.

Furthermore, it is more expensive for rural people to move money. African remittances are among the costliest worldwide. Besides high transaction costs, there are also the “hidden” costs of travel that many rural people face when retrieving money. It is possible to reduce these hidden costs by getting the money where it needs to be – or at least as close as possible. This is the advantage of leveraging postal networks. Post offices already have numerous locations, many of which are near (or at least much closer to) rural populations.

PAPU brings together over 50 African countries linked with more than 100 countries worldwide in the Universal Postal Union. And because of this network, over one billion people worldwide have access to money transfer services via post offices. However, more work needs to be done. The absence of Internet access and electrification is a major weakness within postal networks.

“Postal networks are already close to the people who need the financial services. This proximity lowers the cost of remittances by shortening the ‘last mile.’”

Djibrine Younouss

The strength and size of the PAPU allows it to influence governments to support postal networks and to adopt regulations that are inclusive, fair and harmonized across country borders. That said, public-private partnerships will be necessary to ensure system integrity and products that are accessible and affordable.

Ultimately, better access to lower-cost remittances will allow the agricultural sector to grow. The US\$180 million transferred each day can be better directed so that rural farmers can save their money and reinvest it in improved business practices (e.g., better fertilizers and equipment). And this, in turn, will elevate each country’s economy.

Following the opening remarks, the video “How developing countries can benefit from remittance flows”, produced by the European Commission for the African Postal Financial Services Initiative (APFSI), was presented.

15 November **Session II**

Sending money home through postal networks

The Conference saw the launch of the report: *Remittances at the post office in Africa. Serving the financial needs of migrants and their families in rural areas.*

PRESENTER: Pedro De Vasconcelos
Manager FFR, IFAD

The report gives an overall realistic picture of the current role of African postal operators in their respective remittance markets. It framed the discussions at the Conference.

The remittance ecosystem is rapidly evolving towards digital financial services. New technologies are increasingly entering the market, facilitating transfers and reducing costs. Nevertheless, there remain unaddressed challenges that need to be taken into account, such as the predominance of cash-based products on both the sender and receiver side, and regulatory restrictions for emerging players to offer cross-border payment services.

In most African countries, postal operators might take advantage of the opportunity to play an important role in delivering remittances to rural migrant families and to advance financial inclusion and fight against poverty, if they start reforms now.

The next three to five years will determine whether postal operators succeed. The transformation is already happening for a few postal networks that are emerging as champions – with more than 20 per cent market share and an array of remittance services delivered in rural areas at low cost; but for the time being, it is only happening in the Maghreb and in a small number

of countries in Sub-Saharan Africa. In many other countries, poor connectivity and the dismal conditions of the post office network remain a major challenge.

Panel discussion

MODERATOR: Hans Boon
Senior Expert on Postal Networks, IFAD

SPEAKERS:

Amadou Cisse
Interim Executive Director, African Institute for Remittances (AIR)

Robert H. Masumbuko
Manager, Migration & Development Fund, African Development Bank (AfDB)

Salam Sanfo
Regional Coordinator for Central and West Africa, Universal Postal Union (UPU)

Overview

Thirty million migrants transferred over US\$65 billion in 2015 to mostly rural areas in Africa; yet Sub-Saharan Africa has one of the highest costs to transfer money at an average of around 9 per cent. There are an estimated 25,000 post offices in Africa, many in rural areas, and many of which already offer remittance services. Postal networks represent the best route for achieving financial access, because:

- they already have infrastructure in place;
- the post office is a known and trusted institution; and
- clients who use remittance services can be trained to understand and use additional financial services, such as savings and bill pay.

Nevertheless, most post offices lag in financial skills and adequate technology; and most require additional licensing to offer financial services.





“Remittances are a lifeline, but they come at a high cost to the user. It is imperative that post offices not only offer low cost transfers but also financial education for the users.”

Hans Boon

Volume and cost of remittances

The volume of remittances to Africa is high. Over 30 million African migrants transferred money in 2015, and remittance flows to Africa totalled US\$65.7 billion, equivalent to 11.3 per cent of the total world remittances.³ These remittances represent more than 10 per cent of gross domestic product (GDP) in at least 12 African countries.

Of course, this estimate only includes the formal channels, such as banks, MTOs, and post offices. It is believed that the actual total is significantly higher when informal or unrecorded channels are included.

Despite this volume, Africa continues to have one of the highest average costs to send money – both to Africa and within Africa – at 8.81 per cent as of Q3 2016.⁴ This cost is 5.81 per cent higher than the target of SDGs, which seek to bring the cost of remittances closer to 3 per cent. Competition in urban areas is helping to bring down these costs, but rural areas still lag.

Post offices as part of the solution

There are an estimated 25,000 post offices in Africa, more than 80 per cent of which are in rural areas. Remittances are, by far, the most common service provided, remaining the cheapest method for transferring money outside of mobile transfers.

Post offices can typically offer remittances at a lower cost of 6.63 per cent. Their wide network can reach into areas that lack financial access. However, many traditional postal service providers struggle with adopting new technologies.



“The post office is the right place to offer financial services, but postal agents will need financial education along with their clients.”

Amadou Cisse

Ultimately, both post offices and the market must mature in order to reach their potential. Post offices need access to skilled human resources who are trained to meet client needs; and they need to adopt new technology, especially mobile phones. Furthermore, the regulatory framework must be updated to allow post offices to transact financial business. Once that is accomplished, post offices will be better positioned with greater liquidity and cash on hand for transactions.

3 Statistics from the IFAD report “Remittances at the post office in Africa. Serving the financial needs of migrants and their families in rural areas”.

4 AIR’s website allows visitors to compare remittance costs among different countries.

The need for better technology

The challenge will be to incorporate mobile technologies into the postal network. Doing so will not be an easy task as it requires post offices to establish partnerships with mobile operators. For some, it will mean upgrading network connectivity. Others will even require electrification for some sites.

As people learn to use mobile technologies for money transfers, they can be exposed to additional financial services, such as mobile bill pay, which will help bring them into the broader financial ecosystem.



“It is important to educate ourselves on the new technology. Mobile innovations offer much in the way of transparency and financial education for rural people.”

Robert H. Masumbuko

Of course, technology is not a panacea. There is a steep learning curve for farmers and postal agents alike in learning to use new technologies.



“We must take advantage of the opportunities provided by phones and other mobile technologies. These offer a pathway to bring more financial services to people who would otherwise be excluded.”

Salam Sanfo

Questions and answers/open discussion

There was a great deal of interest in the role of the regulator in managing remittances. There is a question as to who owns the remittance process. Is the remittance itself just a message to send money? If so, it might fall under the regime of telecom regulations. Or is it a financial transaction? In which case, it would fall under the regime of financial regulations.

In either case, complying with regulations can be costly for small institutions. The general consensus is that regulators and providers work together to establish the right amount of regulation around remittances via post offices.

15 November **Session III**

Post offices and regulatory frameworks

Panel discussion with African regulatory authorities, central banks and postal operators

MODERATOR: Massimo Cirasino

Global Lead for Payment and Market Infrastructures in the Finance and Markets Global Practice, The World Bank Group

SPEAKERS:

Shaheen Adam

Acting Managing Director, South African Post Bank

Laila Chorfi

Responsible for public credit institutions and equivalent organizations, Banking Supervision Division, Bank Al-Maghrib, Morocco

Wilfrid Martin

Member of the Regulatory Council, Regulatory Authority for Telecommunication and Post (ARCEP), Benin

Overview

Unfortunately, becoming licensed as a postal bank can be a complicated process, and the numerous requirements placed on a small institution in a short timeframe can be costly without immediate benefit. Add to these challenges a lack of skilled and available staff, and it is easy to see why postal banking struggles to emerge in Africa. Furthermore, the regulations for remittances via postal networks often exist in a grey area between postal regulation and financial regulations. This legal limbo makes it difficult to create an enabling environment for postal financial services. That said, regulation helps to ensure that there is a transparent



“We must find ways to promote competition in the marketplace without sacrificing security or placing limits on access.”

Massimo Cirasino

and level playing field. Regulation may limit exclusive contracts for remittances through large networks and protect consumers from abuse.

The postal regulator's perspective

Postal financial services often occupy a regulatory limbo between postal and financial sector regulations. This lack of clarity makes it difficult to create an enabling environment for post offices to expand in financial services.

Regulators recognize this problem, and some are working to rectify it. The Communications Regulators' Association of Southern Africa (CRASA) understands that remittances at post offices are an entry point for bringing the unbanked into the financial ecosystem;



Figure 1: CRASA's policy recommendations at multiple levels

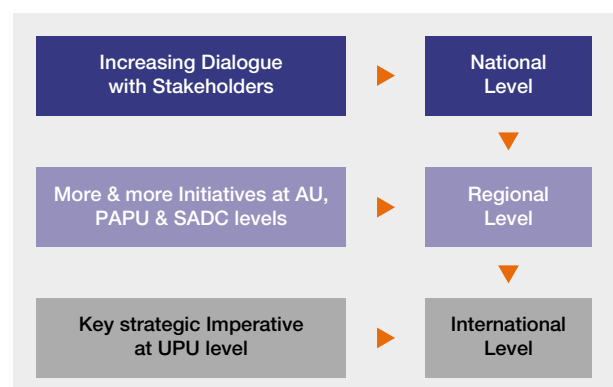
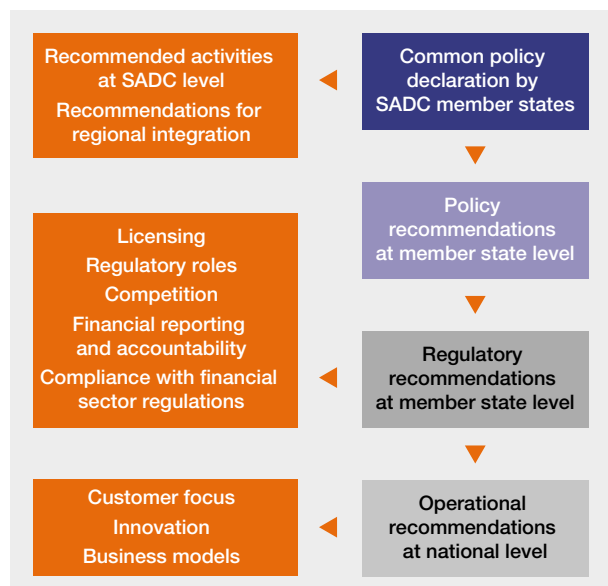


Figure 2: Hierarchy of CRASA guidelines



and they are working at multiple levels to facilitate this transition. At the national level, CRASA members are increasing the dialogue among stakeholders. At the regional level, they are creating more initiatives at the African Union (AU), PAPU and the South African Development Community (SADC). And, at the international level, they are creating key strategic imperatives at UPU.

The legal and regulatory framework should protect consumers, while fostering innovation and inclusion.

A broad spectrum of CRASA members, including regulators and other stakeholders, came up with the following principles, stating that all people should:

- have access to and use a transaction account;
- be able to perform most of their payment needs;
- be able to store some value safely; and
- have a gateway to other financial services.

In Benin, regulations of ARCEP for postal financial services are adopted from many sources, including treaties, instructions and decrees, but there is no comprehensive plan that responds to market conditions. There is a lack of competition in the market, the network is poorly used, and operators lack expertise. Timelines for getting institutions up to

Box 1: Principles of financial inclusion

The World Bank Group and the Committee on Payments and Market Infrastructures (CPMI) of the Bank for International Settlements convened a task force on Payment Aspects of Financial Inclusion (PAFI)⁵ to examine how payment systems and services affect financial inclusion efforts.

Seven principles guide PAFI: 1) commitment to public-private partnerships; 2) support for a legal and regulatory framework that protects consumers while fostering innovation and inclusion; 3) promotion of financial and ICT infrastructures; 4) support for transaction accounts and payment product designs that meet the needs of population; 5) commitment to readily available access points; 6) promotion of financial literacy; and 7) leveraging large-volume and recurrent payment streams to meet these objectives.

speed are too long, especially as many rely on paper documentation. Likewise, the timelines for developing rules is long. Regulators should go abroad to see what works in other countries and bring those lessons home to harmonize policies. The financial regulator and the ICT regulator need to work together.



“Before developing a national legal framework, regulators should go abroad to see what works in other countries and bring those lessons home.”

Wilfrid Martin

⁵ www.worldbank.org/en/topic/paymentsystemsremittances/brief/pafi-task-force-and-report

Becoming a postal bank

Becoming a postal bank is a long and complicated journey. There is difficulty in meeting regulatory requirements and still remain profitable. It is a long-term project.

The key challenges are the:

- significant costs without immediate benefit;
- very tight timeframes to comply with regulatory rules;
- lack of government opportunities (e.g., pension payments, payroll or utility payments);
- lack of government support; and
- difficulty in finding and retaining skilled staff.

Postbank in South Africa

The South African Postbank is working to become licensed as a bank. It aspires to be the bank of choice for the low end of the consumer market. While today Postbank has a limited product range with wide accessibility, as well as a fractious IT platform, it seeks to become a corporatized, separate entity that is 100 per cent owned by the South African Post Office Ltd. (SAPO), and with Postbank licensed under the Banks Act and supervision of the RSBA being allowed to launch a broader product range and operating compliant systems. There are three steps to obtaining a license:

- 1) submit an application to establish a bank;
- 2) form a company that carries on the business of a bank; and
- 3) demonstrate compliance with the Banks Act within 12 months.



“We want to be the bank of choice for the low end of the market.”

Shaheen Adam

Box 2: Overview of the South African Postbank

- Postbank’s vision is to offer simple, affordable and convenient banking solutions to its communities, and in so doing, “become the bank of choice” for the lower end of the consumer market.
- Postbank is corporatizing and, as part of this process, has been granted an Authorisation to Establish a Bank in terms of section 13 of the South African Banks Act by the SA Reserve Bank in July 2016.
- Postbank has 192 employees, with 78 vacancies. New structures to support banking license requirements have been developed.
- Postbank has 5.6 million accounts, of which 1.2 million are savings book-based accounts.
- Postbank only offers deposit-taking with transaction and savings accounts. It can offer lending products once the banking license is received, and as per the Postbank Act.
- Postbank has ZAR 7.9 billion (US\$565 million) in assets and investments, and ZAR 2.6 billion (US\$185 million) in equity, as of 30 September 2016.

Al Barid Bank in Morocco

About 15 years ago, a large percentage of the Moroccan population was excluded from the financial system, especially in rural areas. The establishment of postal bank, Al Barid Bank by *Barid Al Maghrib* (Poste Maroc), helped reach this segment of the population, leveraging the postal network to reach the unbanked, increasing the rate of banking within the region. Poste Maroc has been particularly successful in granting greater financial access to women and youth, whose inclusion has risen 36 per cent. Poste Maroc offers many different types of accounts to meet the needs of its clients.



“We decided to make Al Barid Bank a postal bank, because a large percentage of the Moroccan population was excluded from the financial system, and doing so allowed us to reach them.”

Laila Chorfi

From 2006 to 2016, Morocco has seen an increase in the national inclusion rate from 34 per cent to 70 per cent. Al Barid Bank (ABB), the Moroccan postal bank, alone has contributed 14.5 per cent of this 36 per cent increase. It is the largest banking network in Morocco, with more than 2,000 agencies, two-thirds of them in rural and remote areas.

Box 3: Al Barid Bank today

- ABB is a full-service, universal bank with a strong focus on the consumer market.
- ABB meets the requirements and standards of the banking profession, under the supervision of the Central Bank.
- ABB has a strategic, national scope for financial inclusion, leveraging human and economic development.
- Since its inception, ABB has been closely monitored by its Supervisory Board: the Moroccan Government – through the Ministry of Trade and Industry, the Ministry of New Technologies and the Ministry of Finance. Externally, it is monitored by the World Bank and the African Development Bank.

Questions and answers/open discussion

The floor brought up the problem of exclusive contracts with MTOs, saying that they are discriminatory and risk the loss of competitiveness by preventing other players from entering the marketplace. Participants called for regulators to address exclusivity clauses in contracts and advocate against such agreements.

The difficulty for national postal operators (NPOs) in (mobile) money transfers is in having to report to two different regulatory authorities: banking and telecommunications regulators. There needs to be more synergy between these two regulatory bodies.

Effective advocacy is needed to convince governments to work towards harmonization of their laws, especially those between ICT and Financial sectors. There should be specific mechanisms in place that allow governments to adopt rules and measures proven to be effective.

15 November **Session IV**

Postal Public-Private Partnership

Panel discussion with the private sector

MODERATOR: Ian Radcliffe

Director, World Savings and Retail Banking Institute (WSBI)

SPEAKERS:

Mawuli Amoa

Programme Officer, Telecommunications & Networks, Economic Community of West African States (ECOWAS) Commission

Samuel Koroma

Managing Director, SalPost, Sierra Leone

Sebastian Plubins Malfanti

Managing Director, Europe, Middle East, Africa, and South Asia (EMEASA), RIA Financial Services

Overview

Expanding financial inclusion offers significant opportunities for the private sector. Through partnerships with post offices, private companies can provide new technologies and efficiencies that enhance the existing postal network. However, these must be partnerships of equals: contract language should benefit each partner, terms should be transparent, and contracts should be non-exclusive. Competition spurs innovation that can help close the financial inclusion gap (e.g., recognizable branding and software platforms).

Economic Community of West African States (ECOWAS)

ECOWAS consists of 15 member states in West Africa that collaborate in many areas of the postal sector. Member states seek cooperation to increase efficiency, harmonized routing, and encourage the private sector to expand the range of financial services via postal networks.



“We need to look at the language of partnership contracts to ensure that there is a transparency of terms and a partnership of equals.”

Ian Radcliffe



“Postal networks offer a wealth of partnership opportunities for the private sector in areas such as e-commerce, financial services provision, remittances and many others. By assisting post offices in extending their range of services, partners can also help to extend the reach and use of postal networks.”

Mawuli Amoa



Despite their number, the area that a West African post office covers is, on average, 22 times larger than that served per post office worldwide. A large part of the population no longer uses postal mail services.

The existing postal networks can be turned into cost efficient and sustainable opportunities for private-public partnerships. The Postal Services Master Plan's (PSMP's) strategy consists therefore of regulatory reform, NPO corporate transformation and diversification of services.

Box 4: ECOWAS Postal Services Master Plan

Developed by the ECOWAS Commission and adopted by the ECOWAS Ministers in charge of Post in June 2016, the ECOWAS Postal Services Master Plan includes:

- Regional programmes that provide the foundation for national postal projects.
- Individual national postal projects for 13 member countries, which focus primarily on regulatory reform, NPO corporate transformation and diversification, and strengthening performance through public-private partnerships (PPPs) and other private sector investment.
- Financing methods that could be used to fund both regional programmes and national development projects.
- Promotion of private sector financing, which looks at the role the private sector can play in funding the PSMP.
- Lessons from Nigeria and Senegal, whose ongoing postal reform programmes already incorporate many PSMP strategies and goals.

Postal networks and remittances in Sierra Leone

The remittance market in Sierra Leone is costly and informal. According to the World Bank, Sierra Leone receives around US\$66 million⁶ from remittances on an annual basis, predominately from diaspora living and working in surrounding countries in West Africa, the United States, United Kingdom and Europe. Another US\$130 million is estimated to enter the country through informal or unrecorded channels. MTOs charge an average 12 per cent for remittance services, although this appears to be similar for informal channels. While MTO services are generally good, MTOs are used mainly for cash-to-cash transfers.

⁶ IOM estimates this amount to be closer to US\$110 million.

To address these issues, SalPost's strategy is to: obtain a license from the Central Bank; attract private sector including foreign investors to build partnerships for demand driven services; be the doorway for immigrant transfers; and organize the diaspora so that they can have both a mechanism for sending money home, but also more negotiating power through collective organizing. SalPost wants to be remittance provider for the receiving end. It plans to organize migrant unions, connect remittance receivers, thereby creating a greater leverage through a collective body.

SalPost's current platform requires a subscription fee to be paid (monthly or annual), rather than a fee per transaction. When both sender and receiver are subscribers, the transaction fee is below 3 per cent. Additionally, because both members are fully identified, the service meets anti-money laundering (AML) requirements. The platform also provides the mechanism for good reporting and monitoring.

SalPost is looking for additional ways to encourage people to save, rather than simply engage in cash-in/cash-out transactions. Its platform provides an educational online training tool for both sender and receiver. Despite its many features, the platform still works under capacity. For it to work completely, additional investment is needed.

“It's going to be different with each partner. You have to recognize the needs of each individual partner and be sure that these needs are what you are working to satisfy. It is not a honeymoon. You have to be committed and prepared to work in a long-term relationship, and to keep moving down the road, making sure that your respective strengths and weaknesses are complementary. It sometimes takes you outside of your natural scope. It is not all easy.”

Colin M. Vickerie, President and Chief Executive Officer, Cash4Africa

SalPost seeks to gain a full license from the Central Bank of Sierra Leone. Once received, it will engage with foreign investors to attract remittance receivers, with a goal of becoming an avenue of financial inclusion for the migrant community and their families. In addition, it will create well-equipped centres that can assist the unbanked; and be the partner for electronic government services.

Figure 3: Macroeconomic situation in Sierra Leone

| | |
|--|-------|
| Population | 6.2M |
| Human Development Rank 2015 (out of 188) | 181 |
| % rural population | 62% |
| % under national poverty line | 52.9% |
| GNI/Capita | \$260 |
| Literacy rate | 35% |
| % access to financial services | 15% |
| # of bank branches per 100,000 inhabitants | 2.92 |
| # of ATMs per 100,000 inhabitants | 0.43 |
| # of post offices per 100,000 inhabitants | 0.88 |

Figure 4: SWOT for SalPost in the Sierra Leone Remittance Market

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> • Urban and rural reach and access • Trusted in the communities • Government support • Low transaction costs • Low value transactions can be facilitated • Local language support • Consumer protection | <p>Weaknesses</p> <ul style="list-style-type: none"> • Informal market • Low financial literacy • Challenging regulatory policies • Technology and network challenges in rural communities • Investment capital |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Cross regulator initiatives and better coordination within Government agencies • Postal network can be part of national initiatives for financial inclusion and remittances • Build aggregated platforms to manage partnerships with Banks and remittance providers | <p>Threats</p> <ul style="list-style-type: none"> • Inadequate/unclear regulation • Competing commercial interest • Low literacy and poverty • Technology and network challenges in rural communities • High cost of energy distribution |



“To be a true game changer in the remittances market, SalPost is seeking additional partnerships with the private sector to help us build capacity in commercial and financial management. We believe that we can expand financial access while providing a good return for our partners.”

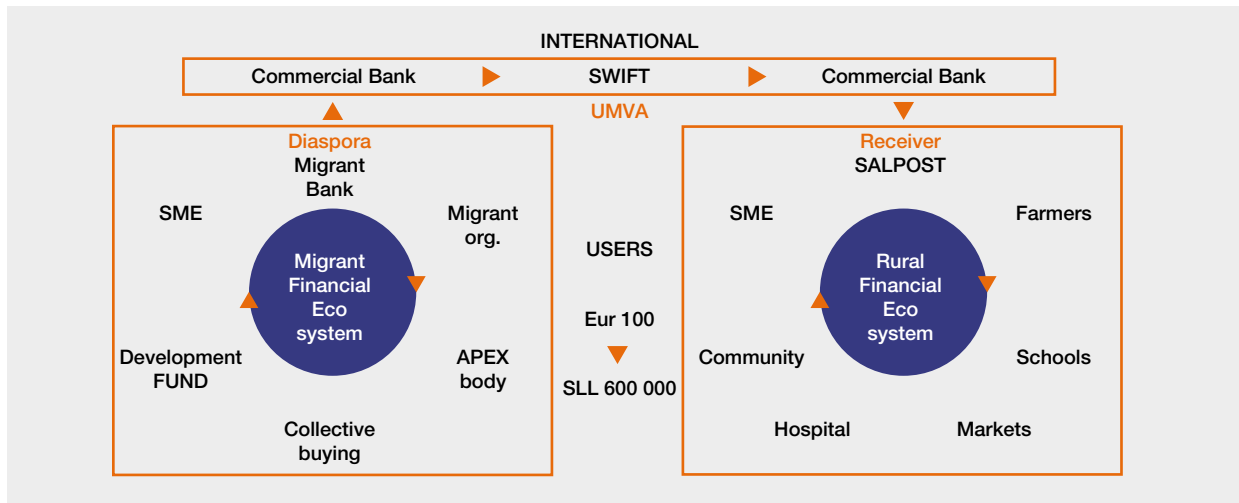
Samuel Koroma

SalPost chose the UMVA solution (Universal Method of Value Access on the internet) as the mechanism for moving to a digital service platform. Launched in June 2016, the service is now online, allowing users to transfer money. The next step is to make the service available on mobile tablets in all post offices. Over time, SalPost sees this as being an innovative and low-cost service that could be available to the country’s population (14 years and older). It provides better access to basic financial services and can promote smallholder commercialization by fostering business linkages between smallholder farmers and selected agribusiness firms. It also incorporates financial education tools that can help promote financial literacy.

As SalPost moves forward, it looks to build capacity in commercial and financial management; build partnerships; extend human resource management and e-learning for staff and clients; expand the range of financial services provided; renovate post offices and upgrade technology; acquire a vehicle fleet that can ensure cash supplies.

Business partners are expected to co-finance further development through PPPs once enabling conditions are in place.

Figure 5: Overview of UMVA Platform



Partnership opportunities

RIA Money Transfer is an MTO that has been in operations for 25 years. It currently holds a 5 per cent global market share, with a money transfer network of 314,000 outlets in 145 countries – 20,000 of which in Africa. RIA is looking to make greater inroads into Africa by partnering with post offices. RIA's average remittance cost is 3.8 per cent, compared to the world average of 7.6 per cent. RIA, currently holding contracts with 8 postal networks in Africa, foresees a decrease in its transfer costs as more post offices partner with it.

RIA's credo is that customers come first. Mr Plubins also showed a short video displaying the rich diversity of RIA employees and clients.



The high price of remittances drives people to the informal market. We encourage post offices to partner with us to bring down costs and bring back customers.

Sebastian Plubins Malfanti

Table 1: Bus Plan SalPost (5 years)
Investment in marketing, training, systems, logistics and post offices

| | |
|------------------------|--|
| Total CAPEX in 3 years | US\$5.3 million |
| Revenue growth | US\$6.4 million after 3 years |
| Net earnings p.a. | >US\$1.07 million |
| Financing need | US\$3.2 million to fund CAPEX, clean up and cash flow in first 3 years |

Figure 6: RIA postal partnerships



Questions and answers/open discussion

Participants discussed why the cost of remittances to Africa were so much higher than other countries. Limited competition on relatively small corridors was seen as one particular reason. Mr Koroma responded that SalPost's service was a subscription service, not per transaction, and this configuration would push costs lower. RIA is working towards bringing down costs in Africa but, unlike in the United States where it can define the price of its service, in Africa they are only partners in money transfers, although they are working with their partners to reduce prices. Ultimately, competition will help drive down prices.

On the question of regulatory reform, the audience was reminded that regulation is to ensure that everyone benefits equally by creating a level playing field and that there is adequate consumer compliance

“The Post should champion intelligent innovation and harness technology to fully integrate the financial, the electronic and the physical to integrate with key players and partners for organic growth, diversification and contribution to socio-economic development.”

Douglas Zimbango, Managing Director, ZimPost, Zimbabwe

15 November Session V

Connectivity and technology

Panel discussion with technology providers

MODERATOR: François Coupienne

Lead Technical Specialist, Digital Finance, United Nations Capital Development Fund (UNCDF)

SPEAKERS:

David Avsec

Deputy Director, Postal Technology Centre, Account Relationships Coordinator, Universal Postal Union (UPU)

Yves Eonnet

Chief Executive Officer, TagPay

Melissa Rousset

Project Manager, Francophone Africa, Digital Financial Insights, Helix Institute/MicroSave Africa

Mamadou Touré

Director General, Numherit

Overview

To truly connect rural peoples to the wider financial world, post offices need to be part of the digital network. Post offices must modernize, using computers rather than paper to track accounts, and using satellite and mobile technologies to reach rural areas in real time. Such technology can reduce the cost of money transfers and can deliver services more directly to clients, who often incur “hidden” costs such as travel time to use services. Likewise, mobile devices can facilitate the move from remittance-only clients to clients who use other financial services, such as savings and bill payment. Over time, “big data” can provide information on how and why clients use financial services and thus help providers create better strategies for meeting clients’ needs. Of course, technology is not a silver bullet. Providers and clients alike must be trained in new technologies, which is often a difficult task.



“Having an ICT infrastructure is critical; and operators should offer a range of technology solutions to financial access. But just as important is to ensure that clients are educated and informed about their options – whether they be cell phones, kiosks or other technology.”

François Coupienne

Physical connectivity

The needs of post offices are as diverse as the countries and regions they serve – and there is no single solution to meet these needs. NPOs need to investigate their options and choose the solutions that best meet the needs of their clients. While there are 411 million clients using mobile (and digital) telecommunications, it is just as important to recognize the need for physical channels. Physical channels include the actual post offices that are often necessary to go the last mile to meet the recipients of the financial services. The people who work there are the face of the NPO as an institution, and as such, need to be adequately trained.

There are many challenges related to the channel of the post offices and the staff. Post offices need to see things from the client’s perspective. For some



clients, the only connection they have with an NPO is the nearby post office, so it is important that the postal staff be well-trained. Before entering the digital realm, it is necessary for mobile telecommunications providers to understand how the post office will facilitate access to digital financial services. A key indicator for the service quality of postal networks is the number of visitors per post office. To increase the quality of post offices, NPOs need to redefine how they operate with their post offices and staff. In particular, they should address exclusivity clauses in contracts for remittances. More, and non-exclusive contracts actually help bringing in more revenues for the post offices in the last mile.

Mobile connectivity

Migrants often travel great distances in order to send money home, and transfer recipients must also travel to receive it. This travel is costly, time-consuming and, in some cases, dangerous. Most of this time and security risks can be eliminated using mobile technology. For example, the software solution TagPay offers a next generation Core Banking Service that helps extend the last mile by providing a mobile solution for financial transactions. The secure, mobile-to-mobile device software works for any mobile phone provider. NPOs that adopt the TagPay service become the intermediary of the transaction. Because the transaction is completely electronic, the need for cash-out is lessened as, for example, merchants and bills can be paid electronically.



“With a mobile connection, we can reduce the last mile, cutting out most of the costly and sometimes dangerous travel for remittance recipients.”

Yves Eonnet

Digital and mobile technology are at the forefront of financial inclusion. It will soon be possible to carry out remittance transactions through social media accounts. Just as other industries have their own networks, post offices should work towards secure and reliable networks that meet regulatory compliance requirements like anti-money laundering (AML) and know-your-customer (KYC) rules. Digital technology can aid in identifying customers.

The challenges of mobile technology are many. Adapting to an ever-changing market is risky, but better training and an improved strategy can help mitigate the risk. Information systems must be flexible enough to accommodate growth and a variety of financial services. Further, NPOs will need an economic model that allows for post offices or postal agents to operate in remote rural areas.



“The challenge is to have an information system that is flexible and robust: allowing for growth and for the various financial services.”

Mamadou Touré

Network options

Postal networks have four options when it comes to expanding financial services, each with specific advantages and disadvantages: 1) act as distributor; 2) leverage existing channels; 3) build their own network; and 4) outsource.

| Option | Advantages | Disadvantages |
|---|---|--|
| Act as distributor | <ul style="list-style-type: none"> • Additional services • Additional customer flow | <ul style="list-style-type: none"> • Low income • Competition |
| Leverage existing channels | <ul style="list-style-type: none"> • Low risk • Low cost • Instant market access | <ul style="list-style-type: none"> • Conflicts of interest with partner • Reduced margin • Less control |
| Build own mobile network | <ul style="list-style-type: none"> • Control • Network quality | <ul style="list-style-type: none"> • High risk • High cost • Long process |
| Outsource technology back office | <ul style="list-style-type: none"> • Low risk • Rapid development of the agent network • The supplier may define the standards | <ul style="list-style-type: none"> • High cost • Less control |



“It’s really important to clients to have a one-stop shop for financial services.”

Melissa Rousset

Among these options, there are four pillars to making mobile networks effective:

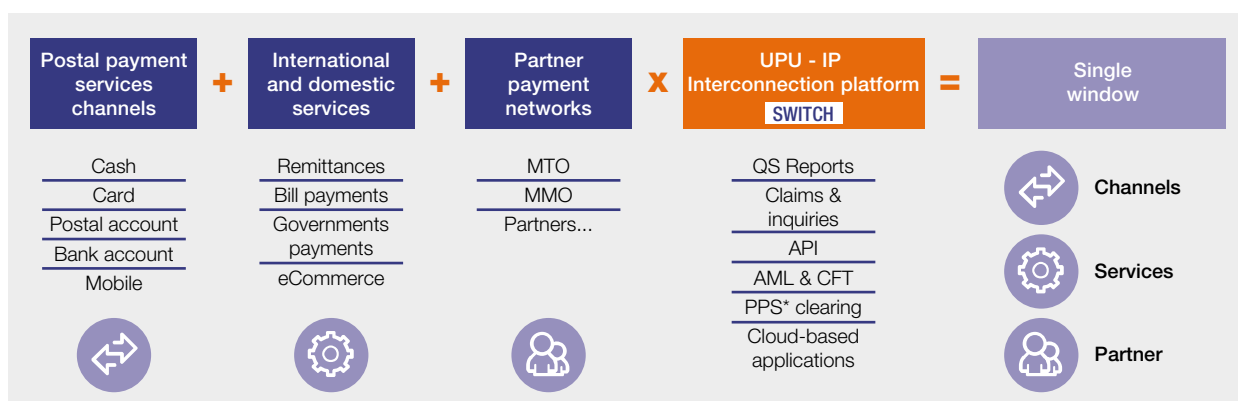
- 1) **Interconnected networks:** It is always easier to bring a mobile partner into an existing physical network of post office rather than to create a new mobile network.
- 2) **Cloud-based services:** By offering services in the cloud, NPOs could handle payments as well as remittances. Additionally, clients could come to the NPOs to access their cloud.
- 3) **Mobile technologies:** By creating a postal app store, NPOs could have many different applications on the phone or other mobile devices to help people manage cash. These applications can also help extend the network, servicing large banks, but also the rural post office and even agents on mobile devices.
- 4) **Big data:** Over time, the postal cloud becomes a source of enormous data. Transactions can be analysed to create better quality systems and to determine predictability.



“In terms of big data, establishing a postal cloud would provide an enormous source of useable data for understanding client behaviour.”

David Avsec

Figure 7: UPU vision for interconnecting networks



15 November **Session VI**

Access to and use of remittances through post offices

Panel discussion with stakeholders working with African postal operators

MODERATOR: Mauro Martini

Remittances and Development Officer, FFR, IFAD

SPEAKERS:

Leon Isaacs

Chief Executive Officer, Development Market Associates Ltd. (DMA)

Youssef Makrouf

Country Director for Côte d'Ivoire, Positive Planet

Kristina Mejo

Chief of Mission Burundi, International Organization for Migration (IOM)

Overview

Migrants often use remittances to address an emergency, so it is especially important for the sender to be sure that the money actually reaches the recipient promptly and that the overall cost is low. While the post office can be a trusted avenue for remittances, the high cost of transferring money can induce migrants to rely on less secure, informal channels. Additionally, migrant families want savings and easier access to cash; but other priorities include securing liquidity, paying for education, investing and buying real estate. Each of these opportunities not only directly benefit families back home, but also help to improve the local economy. Post offices can play a major role in providing these services. If they can bring down the costs of remittances, they can also lead people to use other financial services.

Strengthening the banking activities of the National Postal Authority in Burundi

Burundi is a densely-populated country with a population of 10.16 million people in an area of 27,834

square kilometres. Forty-five per cent of the population is under 14 years old; and 67 per cent is under 25 years old. Ninety per cent of the active population works in agriculture, which accounts for only 30 per cent of GDP.

It is estimated that 350,000 Burundians live abroad; but there is a lack of data on the Burundian diaspora, including their make-up, resources and overall profile. Official statistics on international remittances to and from Burundi are rare, and there is nothing on domestic transfers. However, the World Bank estimates that migrant remittances reached US\$48 million in 2016. Migrants rely predominantly on informal channels. This is because few Burundians have access to financial services. A very tiny percentage use loans and savings services, and the population is very susceptible to risk.



“Burundi has a good distribution of post offices; and the post office serves more women than men, although it still tends to cater to men.”

Kristina Mejo

The 2012-2015 Strategic Framework for Growth and Poverty Reduction in Burundi (CSLP II), calls for “strengthening the banking activities of the National Postal Authority (RNP), an instrument for improving



banking services to rural societies.” The joint IOM-UPU-RNP project had five outcomes:

- 1) access to communication services;
- 2) reduction of remittance costs;
- 3) financial education;
- 4) access to financial services; and
- 5) access to international markets.

To achieve this, the project distributed, amongst others, mobile tablets to post offices.

Despite these successes, a restrictive regulatory framework for remittances continues to hamper the ability to harness these flows as an economic and social driver. Regulatory frameworks can be harnessed to enable remittances to play an enhanced role as a social transformative tool. Central banks can adopt measures to ensure that remittance flows go into the formal financial system.

The postal network in Burundi can be a mechanism for financial inclusion. While there are eight banks in the country, 83 per cent of the population is financially excluded. In contrast, there are 145 post offices nationwide, in both rural and remote areas; and these have a good level of penetration for a small, densely populated country. As important, while traditional banks tend to cater to men, the post offices serve both men and women, which is especially needed as 90 per cent of rural workers are women.

Positive Planet programme in West Africa

The Improvement of Remittances for Migrants in Africa (IPM) project ran from May 2013 to December 2016. Beneficiaries included migrants and their families in Burkina Faso, Cameroon, Côte d’Ivoire, Mali and France. The budget for the project was €2.2 million. The primary objective of the project was to improve access to, and the quality of, the International Express Mandate (IEM, the international postal money order service using UPU’s technology and agreements); and to design and implement a large financial education programme for migrants and their families in the five countries.

This project represented a large opportunity. There are 2.8 million migrants in West Africa sending US\$278 million in transfers – with Mali, Burkina Faso,

Côte d’Ivoire and Cameroon among the most prominent. The challenge was that most transfers are sent through informal channels (42 per cent of transfers received in Mali, and 30 per cent of those received in Côte d’Ivoire). West Africa is one of the costliest regions in which to transfer money at an average cost of 12 per cent, which is about 4 per cent higher than in other parts of the world. These high costs are largely the result of little competition and the lack of access in rural areas.

The solution was to offer a money transfer service that is safe, with a low risk of payment default, fast to fulfil urgent needs, accessible to remote areas and user-friendly. Post offices offered the best channel for these services as the postal network has a strong rural presence, and is well-known and trusted.

UPU provided technical assistance to help improve IEM, which is a money transfer service operated with technology called the international financial system (IFS) provided by UPU. IEM targets migrants and migrant families on both ends of the transfer. UPU implemented a central auditing system within the partners’ postal network, provided technical assistance through a set of recommendations, trained auditors, and created a regional network to ensure appropriate implementation. Furthermore, UPU is evaluating the potential of equipping post offices and agents with mobile devices.



“IPM is an example of a successful partnership. Positive Planet and the Universal Postal Union have come together to boost the positive social impact of money transfers in Sub-Saharan Africa.”

Youssef Makrouf

The NPOs participating in the project wanted to provide better procedures and better services, as well as to increase the number of post offices or postal agencies. In a partnership with migrants' civil society organizations and their families (WADA for Burkina Faso migrants; PAC for Cameroon migrants), and with students, Positive Planet put together a financial education programme based on the needs of migrants and their families. The course included user-friendly handbooks on budgeting, financial products and savings, debt management, money transfers and risk management. In addition, as part of the programme, financial education spots were broadcast over the radio, and training and coaching of field trainers was offered.

Overall, the programme had very positive results, with 50,000 participants in the four countries exposed to financial education; 4,000 migrants and family members trained in financial education; 19 local associations trained to sustainably carry out financial education training programmes. Four user-friendly financial education handbooks were produced; and 100 per cent of the quantitative objectives in financial education were achieved.

Remittance value chain

Developing Markets Associates (DMA) recently carried out a study on the corridors for remittances between the United Kingdom and Africa, looking for ways to lower transfer costs. DMA looked at every element in

the value chain of the transfer – from the first to the last mile. The chain itself is quite complex, and there are multiple options at each link in the chain

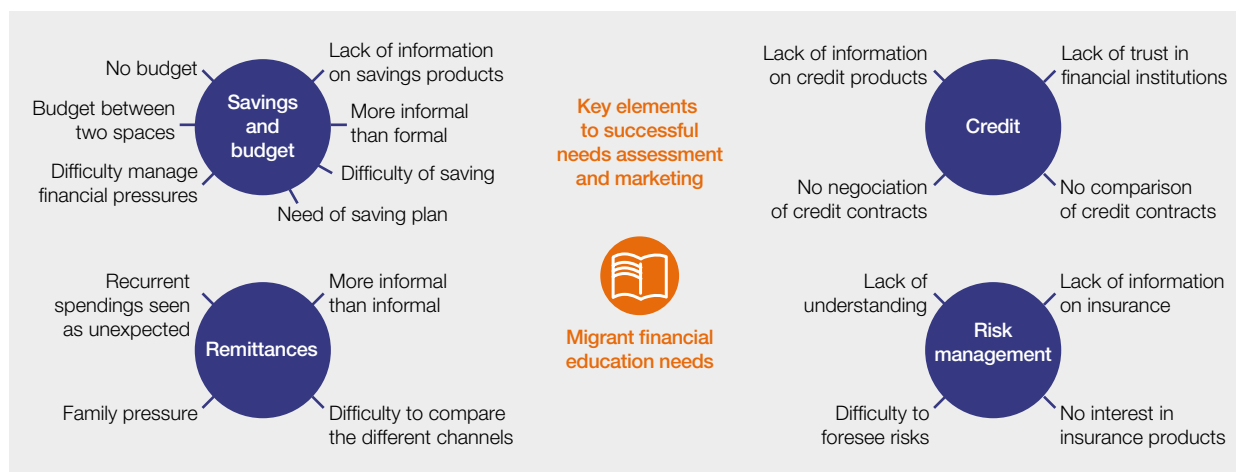
In the first mile, the transaction is cash-based and typically relies on an agent. Similarly, the last mile is also cash-based, typically relies on an agent, and includes the time and cost of collecting the money for those who are far from the receiving point. And the middle mile is full of inefficiencies, with numerous service providers, processors, technologies and platforms involved, overlapping their activities.



“There is no silver bullet solution to reducing the cost of remittances; however, moving users to new digital technologies such as mobile phones, tablets and customer kiosks can help to minimize the cost associated in the first and last mile”

Leon Isaacs

Figure 8: Migrants' financial education needs



DMA concluded that, although there is no simple fix, there are areas that could be focused on to reduce the cost of money transfers. These include:

- 1) find measures to move users to digital services (e.g., could agents be removed? is there a way to get better adoption of mobile platforms?);
- 2) provide a direct link for money transfer services to regional Automated Clearing Houses (ACH) (could they be made available to all?);
- 3) expand regional payment hubs to handle additional rural areas and fragile states; and
- 4) develop inter-operable agent networks (i.e. bring the product to the person rather than the person to the product).

Figure 9: The remittance value chain

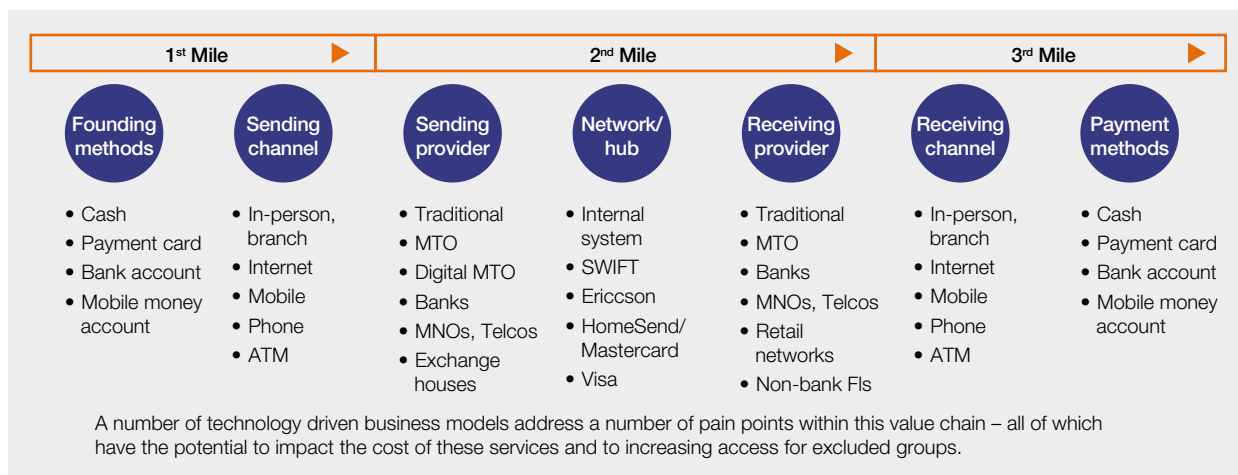
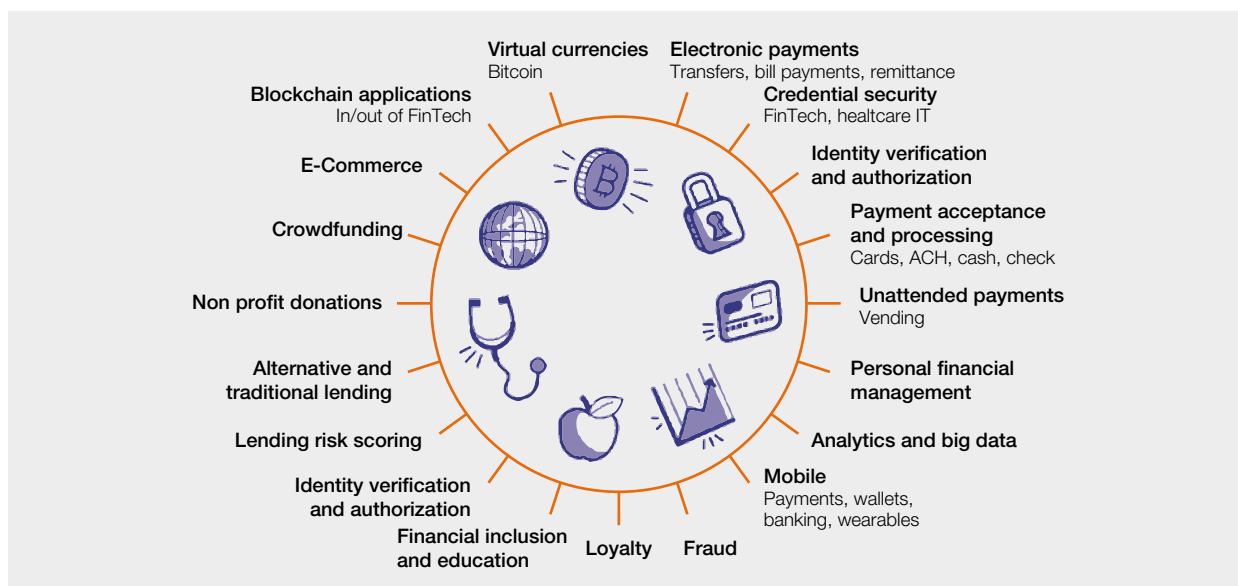


Figure 10: Remittance value chain: where is disruption happening?



16 November The APFSI Initiative

Hans Boon, Senior Expert on Postal Networks and Remittances, IFAD, gave an overview of the African Postal Financial Services Initiative (APFSI), highlighting its focus on the provision of technical assistance (including training and equipment) for post offices in Benin, Ghana, Madagascar and Senegal, and its further assistance to another 7 selected countries.



APFSI is a joint regional programme launched in 2013 by IFAD, in collaboration with the World Bank, UPU, WSBI/ESBG and UNCDF, and financed by the European Commission.

This broad-based partnership seeks to enhance competition in the African remittance market by promoting and enabling post offices in Africa to offer remittances and financial services. Post offices are

ideally placed to deliver remittances in rural areas, but they often lack the business model, technology and expertise to process real-time payments such as remittances in an efficient and safe manner. The goal of the initiative is to promote, support and scale up key postal networks in Africa in the integration of remittance services.

Figure 11: Overview of APFSI



The objectives of the APFSI are to:

- reduce the cost of remittances to and within the African continent;
- reduce transaction times of remittances to and within Africa;
- broaden the network of rural locations through which remittances can be picked up; and
- deepen the range of financial services provided in rural areas.

APFSI combines key players currently working on postal financial services under a single “umbrella,” and builds on experience of the initial postal financial service projects implemented by UPU through IFAD’s FFR. Together with IFAD, the World Bank and UNCDF, international financial institutions provide respective experiences and competencies in rural access to finance and regulatory compliance, as well as access to country-specific co-financing possibilities. Through APFSI, partners will work directly with national postal

operators, their regulators and local service providers to create new partnership models, and identify and expand opportunities through research and regulatory and policy advocacy. APFSI partners will provide technical assistance, launch pilot activities and mobilize external resources to modernize postal network infrastructure to offer financial services such as cashless payments, mobile money, savings, loans and insurance.

APFSI does not favour any specific operator and aims to enable postal networks to become a valuable resource for all market players involved. Through the initiative, postal networks will represent an additional source of business for all remittance service providers, in the spirit of fair competition and open access to financial infrastructure, and in line with international standards and best practices. All partners involved in the initiative provide their support in guaranteeing maximum transparency and avoid any possible conflict of interest by taking shared and coordinated decisions.

Figure 12: How APFSI works



16 November **Session I** | **Toward better results: exchange of best practices from the field**

MODERATOR: Hans Boon

Senior Expert on Postal Networks, IFAD

SPEAKERS:

Benin: Jonas S. Gbenameto

Director General of La Poste du Bénin

(with **Babacar Gaye**, Project Manager, WSBI)

Ghana: Eric Yao

Managing Director, Ghana Post Ltd.

(with **Quintin Akrobotu**, Public Relations Officer)

Madagascar: Ami Rakotoarivelo

Deputy Director General, Paositra Malagasy

Senegal: Saliou Fedior

Director, La Poste du Sénégal

Overview

Representatives from Benin, Ghana, Madagascar and Senegal presented success stories about the pilot programmes that covered assistance in a broad range of issues related to capacity building, organization, financial management and commercialization. All four countries presented how renovating rural post offices greatly advanced financial inclusion. By upgrading building exteriors and interiors, postal employees gained better and more secure working conditions (e.g., air conditioning and security windows); while modernized banking equipment and computers led to greater enthusiasm for their work. The more formal and professional façade and interior amenities increased clients' trust in the post office and led to greater willingness to use the services. Once-trusted institutions became so once again – and now offer greater access to financial services.

The panel members then shared their experiences in the implementation of pilot projects in their respective countries, highlighting challenges and opportunities, and discussing the lessons learned and the road ahead.

Benin (La Poste du Bénin)

The pilot programme implemented in Benin (presented by Mr Gbenameto of La Poste du Bénin and Mr Gaye, WSBI) required a concerted commitment from the different actors for its success.

At present, there is a network of 108 post offices in Benin with 50 commercial agencies in rural areas, 317 authorized agents for cash transfers and four multimedia centres that help clients learn about financial services.

The programme aimed to bring the excluded into the financial market and change the mentality of those currently working for the NPOs.

There have been many changes in the remittance market, including: the opening of the Niger and Benin corridors (originally remittances had to be handled through neighbouring countries); and the implementation of Postalia, an information management system that integrates postal and financial service activities. Additionally, renegotiations have begun with MoneyGram and Western Union to revisit the terms of exclusive contracts. Meanwhile, new products such as e-money have been developed. With e-money, the Post has begun giving out advancements and loans, which allows La Poste du Bénin to be more ambitious and offer modernized products.

Clients want to be served everywhere, at all times, without being obligated to move to different points. This programme offers a platform where clients can see everything related to their account, including when money was sent or received. Because the platform allows for easy access to account information, users do not need to travel in order to check on their account. This availability is not only helpful to individual users, it can also help small business, because they can spend more time with their customers rather than waste time on trips to the bank. The platform has been adopted by many clients, with 7,000 new accounts opened. However according to evaluations, it needs to be more competitive by providing other offerings, such as loans, which are more needed.

There have been numerous improvements from the front to the back office, including the physical structure, better-trained personnel, and new systems and processes. The results of these changes include a new image, better working conditions, increased productivity, better customer service, improved connectivity and more streamlined systems. The proof in the effectiveness of these changes are that operations are up 43 per cent; revenue from commissions is up 76 per cent; and financial flow is up 91 per cent. Even more importantly, there is a greater sense of pride in the post office, and its usage has increased.



“As a result of these improvements, there is a greater sense of pride in the post office; and post office usage has increased.”

Jonas S. Gbenamento

With respect to connectivity, Postalia (Caisse Nationale D’Epargne & Centres des Cheques Postaux) has interfaced with Postcash, connecting 58 post office branches thanks to the local radio loop; and an additional 12 are targeted to be connected to GSM modems.

Improvements in human resource management include the training of:

- NPO executives in: continuous improvement, quality of service, internal control, cost accounting;
- Customer service agents in quality of service, reception technology; and
- Two executives in the financial services distribution network management with MM4P (Dakar and Cotonou).

A new organization was created for the centralized management of cash, resulting in zero cash break, bank charges reduced by 10 per cent, strengthening and improving internal control through risk mapping with ISO 31000 completed for the Business Operations Department, Finance Department and IT Department. The renovation of two post offices has given them a whole new image. The renewal of the computer park with upgraded equipment, along with improved security at branch offices and counters, better visibility and identification of agents and better working conditions for the staff has led to increased productivity. Clients now see the post office as better equipped and more secure, so they now want to use its services.



Ghana (Ghana Post Ltd.)

The pilot project implementation in Ghana was presented by Mr Yao, Managing Director of Ghana Post Ltd. and Mr Akrobotu, Public Relations Officer.

There are an estimated 1.85 million Ghanaian migrants in more than 33 countries. Inflows to Ghana were estimated to be in excess of US\$2 billion in 2014, which is nearly 5 per cent of the country's GDP. Inflows come primarily from the United States (22 per cent), the United Kingdom (16 per cent), Nigeria (14 per cent), Italy (8 per cent) and Côte d'Ivoire (8 per cent). As much as 28 per cent of Ghanaians are recipients or senders of remittances. Among senders, 55.7 per cent preferred sending money through friends and family; 25.1 per cent preferred banks; 22 per cent used other formal means; and 16.1 per cent preferred informal channels.⁷

Today, Ghana Post provides prompt, efficient, reliable services to clients. After a loss in 2014/15 due to a further decline in postal services, the plan is to turn it into a diversified, self-sustaining company. Ghana Post currently offers services such as inbound remittances and domestic money transfers. It seeks to add additional services such as outbound remittances and government payments.

Under APSFI, Ghana Post received technical assistance, new equipment and the redesign of physical structures of rural post offices. The offices will be upgraded to meet the needs of rural customers. Ghana Post also received training of senior management, and training of trainers in financial management, liquidity and cash management, risk management, cost benefit analysis and reporting.

Figure 13: Current and planned Ghana Post services

| Active | Planned |
|---|--|
| <ul style="list-style-type: none"> Inbound remittances: Western Union, Money Gram, Ria, Sigue Domestic Money transfer: Cash Post, MTN Mobile Payment, E-zwich, Txt n Pay Social protection programs Star micro insurance service Postal orders | <ul style="list-style-type: none"> Government payments Outbound remittances Agency banking Post Bank Rental of post office space for ATMs |

Figure 14: Ghana Post actions during APFSI implementation 2013-2016

| New corridors | New technologies | Pricing |
|---|--|---|
| <ul style="list-style-type: none"> Nigeria Togo Liberia Kenya United Arab Emirates | <ul style="list-style-type: none"> Implementation of IFS Co-branded payment cards (Master/Visa cards) Deployment of cash management tool (created by UPU) | <ul style="list-style-type: none"> Low-price high-value services Better price than Banks and MNO Pricing aimed at the poor in rural areas and to attract bank and MNO partners |

As part of APFSI preparations, steps were taken to launch new corridors for remittances using new technologies (i.e., IFS, co-branded payment cards, cash management tool). Ghana Post has also applied for a license from the Bank of Ghana to send money to several countries. Pricing aimed at rural poor is competitive as Ghana Post intends to offer a very low price for high-value services so that it becomes their choice of service.

Ghana Post currently operates about 400 post offices nationwide. The goal of business development and marketing is to expand existing financial services and implement new ones that promote inclusion. Ghana Post should be a household name and a one-stop shop for customers for financial services, especially for those currently excluded from the market. To reach these

⁷ Respondents were allowed multiple choices, so the percentages do not total 100 per cent.

Figure 15: Images of Mamprobi post office before and after upgrade



goals, greater connectivity will need to be in place. Currently, four offices are connected to PostNetwork; 250 locations are using modems; and Ghana Post ultimately wants to create hotspots for the public.

The rebranding and restyling of two post offices to make them look more professional and formal is ongoing. The Mamprobi post office is close to completion; while the Santasi post office will be completed in January 2017.



“Ghana Post will be a household name and a one-stop shop for financial services, especially for those normally excluded from the market.”

Eric Yao

Madagascar (Paositra Malagasy)

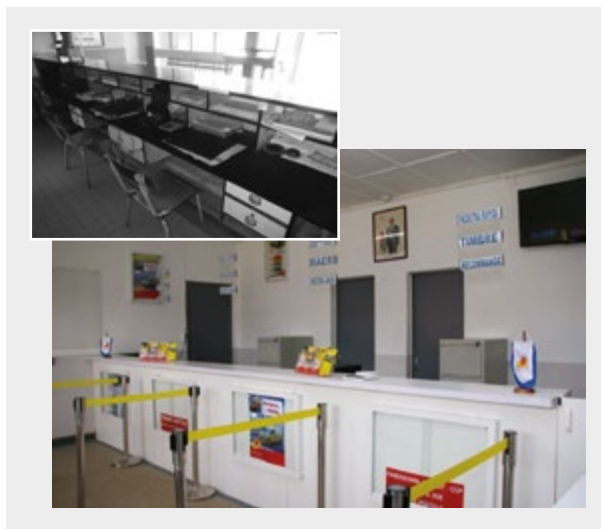
The case of Madagascar was presented by Mr Rakotoarivelo, Deputy Director General of Paositra Malagasy, and the APFSI country focal point.

There are 22 million people living in Madagascar. Eighty per cent of the population live in rural areas where access to banking services is only at 6 per cent. There are 10 primary banking institutions and 240 post offices, of which 67 per cent are in rural areas. As an island separated from Africa, Madagascar has more internal remittances than external ones. Internal remittances account for 94 per cent of the market (which includes money orders, letter orders, electronic money and mobile banking). The remaining 6 per cent are international remittances which are channelled through IFS, Western Union and MCTV. International transfers have decreased over the last two years. However, with the acquisition of ICT equipment provided by APFSI and the implementation of a new policy for the development of postal financial services, there is hope for an increase in the volume of international postal transfers. Transfer costs in general are around 10 per cent, and, through Paositra’s competitive strategy, the goal is lower costs to around 5 per cent.

During the pilot initiative for Paositra Malagasy (2013-2016), the technical assistance provided resulted in expanded and improved operations; numerous agreements and contracts finalized; modernized facilities, and a decrease in the cost of domestic postal money orders.

The two post offices that were upgraded were chosen based on their location in rural areas and their volume of activity. Andranonahoatra is located on the outskirts of the capital, 12 km from the city centre and 500 m from rice fields. Its population is half-rural/half-urban, whose activities primarily include trade, agriculture and livestock. Ambatolampy is a small town located 70 km from the capital with an 85 per cent rural population. Its main activities are trade, agriculture,

Figure 16: Before and after: post office in Ambatolampy



breeding of livestock, manufacture of aluminium kitchen utensils, and souvenirs. The two offices benefited from physical renovation and from equipment upgrades. The renovation works were both interior and exterior, giving the post offices a professional look. Both post offices received computers, new office equipment and additional safety/security measures were installed.



“Thanks to the APFSI Initiative, the post offices look more formal and professional. And the clients recognize the change.”

Ami Rakotoarivelo

Senegal (La Poste du Sénégal)

The case of Senegal was presented by Mr Saliou, Director of La Poste du Sénégal.

La Poste du Sénégal occupies a leading position in the remittance market, with a physical network of nearly 260 proprietary contact points (offices and agencies) and a network of 1,500 private distributors. It has its own product (*Poste_One*) and a portfolio of international partners.

During the implementation of APFSI, La Poste du Sénégal created new partnerships and set up its own branded products and services.

Additionally, La Poste's success included the extension and improvement of post office connectivity and other contact points; the development of electronic banking services (*PosteCash*) with more than 20,000 cards sold for 150,000 transactions and a flow of FCFA 11 billion (US\$17.5 million); and equipment for 59 rural offices (including counterfeit detectors, safe boxes, PCs). Training programmes resulted in: 25 staff trained as trainers in financial inclusion and education, ICT capacity building, marketing and customer management; 4 managers trained in strengthening capacity.

La Poste installed *JD Edwards* software for streamlined accounting and improved centralized cash management. This helps ensure that post offices are better prepared to handle their clients' needs. La Poste began implementation of its Strategic Development Plan, and worked on a performance contract with the government which will help push for financial inclusion.

The renovation of two rural post offices in Ndong and Pout led to increased enthusiasm of postal staff, clients and local authorities. The enhanced facilities gave greater visibility to the post offices and clients were encouraged to use their services. Employees showed more motivation and greater productivity.

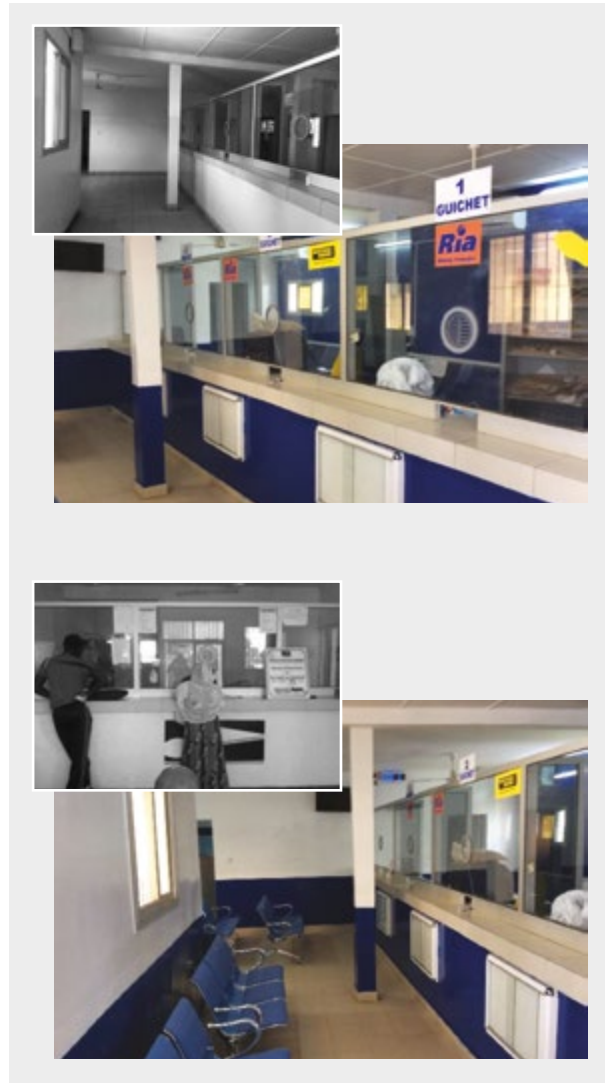


“You can see the change in the faces of the employees and clients.”

Saliou Fedior

The training provided resulted in a number of benefits. The *train-the-trainer* approach allowed more agents to educate both other staff members as well as clients. Postal agents were better able to educate clients about financial products and services that would benefit them. Improved practices and procedures enabled clients to better manage their money and accounts.

Figure 17: The post office in Ndong before and after renovation



Marketplace – synergies and networking

On the second day of the conference, 14 companies and organizations showcased their products and shared their latest initiatives and best practices, offering participants a space for partnering and knowledge-sharing. Company representatives spoke about their innovative products and services, and what differentiated them from competitors and

how they supported postal operators in remittance transfers. Companies showcasing their products included money transfer operators, solution platform providers and network connection product providers, among others. In the framework of the Marketplace, a number of bilateral meetings were held to explore joint business opportunities.



Presentation from a postal regulator's perspective

PRESENTER: Mr Mwansa

Head of Postal Services, Communications Regulators' Association of Southern Africa (CRASA).

Only 42 per cent of the South African adult population is formally banked. With over 5,600 post offices in the South African development community, it is hoped that these unbanked can be reached. Postal financial inclusion at the international level is on the radar screens of regulators.

Remittances are part of an ecosystem of financial services; they should not be considered solely as an inflow of money for consumption purposes. Remittances can be saved, invested and used to make payments, among others.

Postal financial services are often in regulatory limbo between postal and financial regulation, which makes it difficult to create an enabling environment to fill the financial inclusion gap.

Member states should adopt harmonized operating regulations that promote interoperability for postal financial services.

For CRASA's members, guidelines promoting postal financial inclusion are currently being drafted. They include a common policy declaration from member states and a similar declaration at all levels, stating that postal networks are critical to closing the financial inclusion gap. Moreover, the guidelines include policy recommendations at member state level for integrating the use of postal networks in financial inclusion in general. They also include regulatory recommendations at the member state level. The guidelines end with operational recommendations at the national level covering issues such as customer focus and business models.



16 November **Session II**

The way forward across Africa: the roadmaps

Overview

In recognition of the great potential of the African postal network, roadmaps have been prepared to provide support for development of postal financial services to seven additional countries: Ivory Coast, Kenya, Liberia, Sierra Leone, Uganda, Zambia and Zimbabwe. These roadmaps include short- and long-term plans, and they are based on market and external conditions as to what can be done to increase services and competition among remittance service providers. The roadmaps include collaboration with financial institutions, building institutional capacity and training on delivering remittances.

Hans Boon, Senior Expert on Postal Networks and Remittances, FFR, IFAD gave a presentation on medium-term roadmaps to expand the role of post offices in access to financial services.

Besides the four countries selected receiving technical assistance, roadmaps are being designed for the additional seven countries, where a number of ongoing initiatives already support postal financial services. The roadmaps are designed to guide these countries through short- to medium-term goals of what can be accomplished in 3-6 months, 2-3 years, 3-5 years, and are elaborated on the basis of both market and external conditions.

Ahead is a description of the current scenario of the selected countries.

- **Kenya:** Posta Kenya has progressed significantly in building partnerships with the financial sector. What it needs is to roll out its delivery capacity in rural areas with light ICT and trained staff. The medium-term roadmap will reflect recent changes in management and overall policy toward financial services.
- **Uganda:** Postal reform in Uganda is progressing more than in other countries. There is a good potential for the postal network to be active in the delivery of financial services by collaborating with financial institutions, building capacity and training to deliver remittances.
- **Zambia:** ZamPost has also already diversified extensively, and it partners with a licensed deposit-taking microfinance institution. The roadmap will focus on capitalizing on this to ensure business continuity and a relevant contribution to advance financial inclusion.
- **Zimbabwe:** ZimPost has grown in its diversification of financial services. The challenge is to build on these changes to ensure that ZimPost remains viable and relevant.

On November 14, a joint regional roundtable meeting was held with stakeholders of **Côte d'Ivoire, Liberia and Sierra Leone**.

- **Liberia:** Remittances to Liberia comprise 25 per cent of GDP and are a lifeline for the country. The delivery of remittances could constitute a major change to Liberia's current postal business model. Building a public-private partnership appears to be the most viable option for managing such a change.
- **Sierra Leone** has not been active in financial services in many years but recently made a good start. Rolling out to a large number of post offices will contribute to expand financial inclusion, in particular in rural areas where infrastructure is very limited. During the conference, SALPost presented its action plan.

IFAD is preparing a number of knowledge papers based on lessons learned which will be published by mid-2017. These papers will represent a valuable tool for policymakers, regulators and operators



16 November Session III

Concluding remarks and recommendations

Overview

During the two days of the conference, US\$360 million in remittances were sent to and within Africa. To harness this incredible wealth and close the financial inclusion gap, it is necessary to:

- focus on the regulatory environment, making sure that it enforces appropriate rules;
- encourage public-private partnerships, leveraging the strength of each to create long-term strategies that address the real needs of people;
- improve digital connectivity and update technology; and
- expand the role of the post offices to bring the rural unbanked into the financial system.

Isaac Gnamba-Yao, Director-General of La Poste de Côte d'Ivoire, concluded that no institution better positioned for fighting poverty than the post office. And through collaboration among experts and specialists participating at the conference, among others, it would be possible to construct an enabling environment for remittances. The post office has always been at the heart of society and a servant to all of its citizens - and can be on the front line for bringing financial inclusion to all people by creating a model that puts citizens as the focus of its actions.

Pedro De Vasconcelos, Manager of IFAD's

FFR informed the audience that US\$360 million in remittances were sent to and from Africa during the two days of the conference, and that the funds will continue to come in. Leveraging these flows will make a difference in the lives and needs of millions of people. Therefore, discussions must be continued and the inspiration gained during the two days must be taken home.

He went on to say that the digital revolution is actually an evolution, which needs to change in line with the changing market. As new technologies enter the financial services market, ways must be found to facilitate transfers and reduce costs. Challenges will remain that must be addressed, such as the predominance of cash-based products and the regulatory restrictions that prevent emerging players from offering payment services.

African national postal operators, in delivering remittances to rural families, can play an important role in increasing financial inclusion and reducing poverty. Whether they succeed will be known in the next 3-5 years.

In order to fully exploit the potential of post offices, the following measures should be taken.

Post offices and regulatory frameworks

- National postal operators should promote their role by strengthening their dialogue with financial regulators, by collecting and providing more information and data, and by improving transparency, accountability, and services.
- Remittances and financial services via post offices should be managed and controlled by responsible institutions licensed by the financial regulator. Enhanced coordination between national postal regulators and financial regulators is strongly recommended.
- National postal operators should engage in open and transparent dialogue with their partners, avoiding exclusivity contracts and promoting a competitive market.

Postal public-private partnerships

- African postal operators need to forge a culture of partnership. A first step has been presented in the call on "Improvement of partnerships between Posts and MTOs for better remittance services to rural Africa" jointly launched by IFAD, WSBI, the World Bank, and UNCDF on the International Day of Family Remittances, 16 June 2016.
- Focused and long term marketing strategies based on client centricity are fundamental for the development of business strategies and should be jointly coordinated with business partners. Sound and reliable financial management is an essential precondition for building and managing of stronger, balanced partnerships.

Connectivity and technology

- Post offices should seek partnerships with competent Fintech companies and mobile telecom operators to expand both financial system access and usage. Standardised interconnectivity and interoperability among the various electronic channels for financial services is strongly recommended.
- Most postal networks in Africa have recorded substantial progress in digitised diversification, but they need to further develop in order to become more competitive in rural markets. Progress in digitisation is mainly achieved through partnerships, e.g., with banks, payment service processors, technology solution providers and mobile money operators.
- Post office customers should be at the center of the discussion regarding connectivity and technology. Customers will only use remittances and financial services offered by national postal operators if 1) the services offered meet their needs (appropriate mix of products, low pricing, effective and intensive communication, easy to use, easy to understand, etc.) and 2) the physical channel offers the expected or required levels of quality (proximity, opening hours, expertise of the postal staff, ability to service clients, fitting level of liquidity, good level of training, right business model).

Access to and use of remittances through post offices

- Post offices carry a social and public responsibility to provide reliable, fair and transparent financial services, and best practices indicate that they can play a relevant role in rural communities, which makes them an important actor in the national financial inclusion strategies. Their value is in their large, nationwide and predominantly rural network, their known and trusted reputation, and in their management capacity to operate the network; but they must improve performance at several levels including commercial, personnel, technological, logistical and financial .
- Empowerment for financial inclusion via the post offices needs to include the development of financial and technological awareness and literacy with the underbanked. This can be achieved at both sending and receiving sides through proper assessment of post office clients' needs, content marketing and mass communications campaigns, as well as joint promotions with partners.

Appendix 1

Agenda

Tuesday, 15 November **Morning session**

8:30 – 09:00 Registration

WELCOMING REMARKS

09:00 – 09:20

Abdoul Barry

Country Director for Côte d'Ivoire, International Fund for Agricultural Development (IFAD)

Pedro De Vasconcelos

Manager of the Financing Facility for Remittances (FFR), International Fund for Agricultural Development (IFAD)

SESSION I | Keynote addresses

09:20 – 09:40

André Apete

Director, Cabinet of Minister of the Post and ICT, Côte d'Ivoire

Jean Francois Valette

Ambassador of the European Union to Côte d'Ivoire

Djibrine Younouss

Secretary General, Pan-African Postal Union (PAPU)

SESSION II | Sending money home through postal networks

09:40 – 10:00

- *Presentation of the report: “Remittances at the post office in Africa. Serving the financial needs of migrants and their families in rural areas”*

Pedro De Vasconcelos

Manager of the Financing Facility for Remittances (FFR), IFAD

10:00 – 11:15

- *Panel discussion*

Amadou Cisse

Interim Executive Director, African Institute for Remittances (AIR)

Robert H. Masumbuko

Manager, Migration & Development Fund, African Development Bank

Salam Sanfo

Regional coordinator for Central and West Africa, Universal Postal Union (UPU)

Moderator: **Hans Boon**

Senior Expert on Postal Networks and Remittances, FFR, IFAD

Questions and Answers

11:15 – 11:30 Coffee break and group photo

SESSION III | Post offices and regulatory frameworks

11:30 – 13:00

- *Panel discussion with African regulatory authorities, central banks and postal operators*

Facilitating migrants' remittances through postal networks: where are post offices placed on the radar screens of the communication and financial regulators?

Shaheen Adam

Acting Managing Director, South African Post Bank

Laila Chorfi

Responsible for Public credit institutions and equivalent organizations, Banking Supervision Division, Bank Al-Maghrib, Morocco

Wilfrid Martin

Member of the Regulatory Council, Regulatory Authority for Telecommunication and Post (ARCEP), Benin

Moderator: **Massimo Cirasino**

Senior Advisor to Finance and Markets Global Practice Senior Director and Global Lead for Payment and Market Infrastructure, The World Bank

Questions and Answers

13:00 – 14:30 Lunch break

Afternoon session

SESSION IV | Postal Public-Private Partnership

14:30 – 15:45

- *Panel discussion with the private sector*

Partnership opportunities and cooperation for a profitable market

Samuel Koroma

Managing Director, SalPost, Sierra Leone

Sebastian Plubins Malfanti

Managing Director, Europe, Middle East, Africa, and South Asia (EMEASA), RIA Financial Services

Mawuli Amoa

Program Officer, Telecommunications & Networks, Economic Community of West African States (ECOWAS) Commission

Moderator: **Ian Radcliffe**

Director, World Savings and Retail Banking Institute (WSBI)

Questions and Answers

15:45 – 16:00 Coffee break

SESSION V | Connectivity and technology**16:00 – 17:00**

- **Panel discussion with technology providers**

Post offices are the real-life touch points. Part of the nation's social fabric, connecting physical and digital worlds

Yves Eonnet

Chief Executive Officer, TagPay

Melissa Rousset

Project Manager, Francophone Africa, Digital Financial Insights, Helix Institute/
MicroSave Africa

Mamadou Touré

Director General, Numherit

David Avsec

Deputy Director, Postal Technology Centre, Account Relationships Coordinator,
Universal Postal Union (UPU)

Moderator: François Coupienne

Lead Technical Specialist, Digital Finance,
United United Nations Capital Development Fund (UNCDF)

*Questions and Answers***SESSION VI** | Access to and use of remittances through post offices**17:00 – 18:00**

- **Panel discussion with stakeholders working with African postal operators**

Reaching the last mile for greater financial inclusion of rural population

Youssef Makrouf

Country Director for Côte d'Ivoire, Positive Planet

Kristina Mejo

Chief of Mission Burundi, International Organization for Migration (IOM)

Leon Isaacs

Chief Executive Officer, Development Market Associates (DMA)

Moderator: Mauro Martini

Remittances and Development Officer, FFR, IFAD

*Questions and Answers***CONCLUSIONS OF DAY 1****COCKTAIL RECEPTION**

Wednesday, 16 November **Morning session**

SESSION I | Toward better results: exchange of best practices from the field

09:00 – 11:00 Experiences from the field

Moderator: **Hans Boon**

Senior Expert on Postal Networks and Remittances, FFR, IFAD

- **Benin**

Presentation by: **La Poste du Bénin**

Support from the World Savings and Retail Banking Institute (WSBI)

- **Ghana**

Presentation by: **Ghana Post**

Support from the World Bank

- **Senegal**

Presentation by: **La Poste du Sénégal**

Support from the Universal Postal Union (UPU)

- **Madagascar**

Presentation by: **Paositra Malagasy**

Support from the World Bank

- **Cross-cutting experiences and key lessons learned**

Questions and Answers

11:00 – 13:00

Marketplace – synergies and networking

This space provides opportunities for the postal operators, public sector and private sector for creation of synergies and networking, promote partnerships and cross-learning experiences.

Participants will learn about innovative business technology approaches to channel remittances and maximize their impact through postal operators by linking them to other financial services.

List of companies



13:00 – 14:30 Lunch break

SESSION II | The way forward across Africa: the road maps**14:30 – 15:30****Brian Mwansa**

Head Postal Services, Communications Regulators' Association of Southern Africa (CRASA)

Presentation of draft guidelines for SADC member-states on financial inclusion via post offices

Hans Boon

Senior Expert on Postal Networks and Remittances, FFR, IFAD

- Medium-Term Roadmaps to expand the role of post offices in access to financial services
- A cross-country overview, key challenges and next steps

*Questions and Answers***SESSION III** | Concluding remarks and recommendations**15:30 – 16:00****Pedro De Vasconcelos**

Manager of the Financing Facility for Remittances (FFR), IFAD

Isaac Gnamba-Yao

Director-General, La Poste de Côte d'Ivoire

Appendix 2

List of speakers

Shaheen Adam

Acting Managing Director, South African Post Bank

Quintin Akrobotu

PR Officer, Ghana Post Ltd.

Mawuli Amoa

Program Officer,
Telecommunications & Networks,
Economic Community of West
African States (ECOWAS)
Commission

André Apété

Chief of Staff , Ministry of Post and
ICT, Côte d' Ivoire

David Avsec

Deputy Director, Postal Technology
Centre, Account Relationships
Coordinator, Universal Postal Union
(UPU)

Hans Boon

Senior Expert on Postal Networks
and Remittances, FFR, IFAD

Laila Chorfi

Responsible for Public credit
institutions and equivalent
organizations, Banking Supervision
Division, Bank Al-Maghrib,
Morocco

Massimo Cirasino

Global Lead for Payment and
Market Infrastructures in the
Finance and Markets Global
Practice, The World Bank Group

Amadou Cisse

Interim Executive Director, African
Institute for Remittances (AIR)

François Coupienne

Lead Technical Specialist, Digital
Finance, United Nations Capital
Development Fund (UNCDF)

Pedro De Vasconcelos

Manager of the FFR, IFAD

Yves Eonnet

Chief Executive Officer, TagPay

Saliou Fedior

Director, La Poste du Sénégal

Babacar Gaye

Project Manager, WSBI

Jonas S. Gbenameto

Director General, La Poste du
Bénin

Isaac Gnamba-Yao

Director-General, La Poste de Côte
d'Ivoire

Alassane Gueye

Head, Consumer Banking,
ECOBANK Senegal

Leon Isaacs

Chief Executive Officer,
Development Market Associates
(DMA)

Samuel Koroma

Managing Director, SalPost, Sierra
Leone

Youssef Makrouf

Country Director for Côte d'Ivoire,
Positive Planet

Sebastian Plubins Malfanti

Managing Director, Europe, Middle
East, Africa, and South Asia
(EMEASA), RIA Financial Services

Wilfrid Martin

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Council, Regulatory Authority
for Telecommunication and Post
(ARCEP), Benin

Robert H. Masumbuko

Manager, Migration & Development
Fund, African Development Bank

Mauro Martini

Remittances and Development
Officer, FFR, IFAD

Kristina Mejo

Chief of Mission Burundi,
International Organization for
Migration (IOM)

Brian Mwansa

Head Postal Services,
Communications Regulators'
Association of Southern Africa
(CRASA)

Ian Radcliffe

Director, World Savings and Retail
Banking Institute (WSBI)

Ami Rakotoarivelo

Deputy Director General, Paositra
Malagasy

Melissa Rousset

Project Manager, Francophone
Africa, Digital Financial Insights,
Helix Institute/MicroSave Africa

Salam Sanfo

Regional Project Coordinator for
Central and West Africa, UPU

Mamadou Touré

Director General, Numherit

Jean-François Valette

Ambassador of the European Union
to Côte d'Ivoire

Eric Yao

Managing Director, Ghana Post Ltd.

Djibrine Younouss

Secretary General, Pan-African
Postal Union (PAPU)

Appendix 3

List of participants

| | | |
|--|---|---|
| Mosiuo Aau Lesotho Postal Services | Chantal Bodet CENTIF-CI | Michel S. Kabre SonaPost |
| Antoine Adhoussi A. B. Business | Fabrice Bogou Small World Financial Services Group | Vincent Kadio Orange Money |
| Josephine Adou ARCTI | Saturnin Boké Positive Planet | Ibrahim Bashirr Kamara Sierra Leone Postal Services |
| Louis Blaise Aka Brou West African Postal Conference | Pawel Brzostek UPU | Andrew Kaweesa Uganda Post |
| Washington Opata Akech Postal Corporation of Kenya | Alessandra Casano IFAD | Hailu Kinfe African Institute for Remittances |
| Adoubi Akobe Jean De Dieu Small World Financial Services Group | Frederic Daud ASTAC-CI | Salah Eddine Kobar Groupe La Poste Sénégal |
| Richard Allouan QuickCash | Konankou De-Kouadio BOSS CI (VITFE) | Samir Lofty Agence marocaine de presse |
| Adwoa Amankwa-Mainu ZeePAY | Aicha Diakite ARCTI | Bossou Mbra La Poste de Côte d'Ivoire |
| Marie Noelle Amon Quick Cash | Justin Digbe ARCTI | Singleton Tinashe Mhembere Zimbabwe Posts |
| Solofo Andriantsirahonana Paositra Malagasy | Yves Doho Small World Financial Services Group | Christian S. Minoungou African Union Commission |
| Isaac Annan Riverson Postal and Courier Services Regulatory Commission, Ghana | Issouf Doukoure Small World Financial Services Group | Neil Moyo Zimbabwe Posts |
| Jefferson Bah Ministry of Posts and Telecommunications of Liberia | Rosanna Faillace IFAD | B.M. Mukhtar Nigeria Postal Service |
| Souleymane Ballo ARCTI (DAPO) | Zoubida Bengeloune Fall Numherit | Jean Marie Mundanikure Régie nationale des postes Burundi |
| Hadjaraba Banba ARCTI | Fiavota Maneva Paositra Malagasy | Bernard Kiri Murerwa Postal Corporation of Kenya |
| Abdoul Barry IFAD | Jobi Goke African Development Bank | Carolyn Namukhula PostBank Uganda |
| Abdelkader Benbrahim African Development Bank | Marie Paule Groudji MoneyGram | Bobocow Neoing BOSS CI (VITFE) |
| Carine Benie MoneyGram | Cornelis Heesbeen Auxfin | Gachlem Ngassaki TerraPay |
| François Bini La Poste de Côte d'Ivoire | Chris Jarzombek IFAD | Egide Niyokwizigira Régie nationale des postes Burundi |
| Kouadio Bini ARCTI (CI-PC) | Amy Johnson ASTAC-CI | Amelia Nsereko Uganda Post |
| | | Gifty Ofori Xpress Money Services Ltd |

Madi Ouedraogo

ASTAC-CI

Ignacio Reid

Ria Money Transfer

Stéphanie-Audrey Renaut

CENTIF-CI

Sikanérou Salifou

La Poste du Bénin S.A.

Babacar Sambe

African Development Bank

Gibalikam Sankardia

El Hadji Malik Seck

Ria Money Transfer

Banhoré Siaka

SonaPost

Andrew Takyi-Appiah

Zeepay

Koffi Tchalim

Griffiths Thakhisi

Lesotho Postal Services

Paul W. Thomas

Ministry of Posts and
Telecommunications of Liberia

Adama Toure

ASTAC-CI

Ricardo Valencia

World Bank

Jérôme van der Putt

SatADSL S.A.

Nicole Van Gans

World Bank

Bassirou Wade

Groupe La Poste Sénégal

Fredrick Samuel Wasike

PostBank Uganda

Kouandi Yves Desire

ARCTI (DAPO)

Siphiwe Zama

Zambia Postal Services
Corporation

Mofya Edith Zimba

Zambia Postal Services
Corporation

Patricia Zoundi Yao

QuickCash

Organizers

IFAD's Financing Facility for Remittances

www.ifad.org/remittances

The International Fund for Agricultural Development (IFAD) is an international financial institution and a United Nations specialized agency dedicated to eradicating poverty and hunger in the rural areas of developing countries. IFAD's US\$35 million multi-donor facility – the Financing Facility for Remittances – increases economic opportunities for poor rural people by supporting and developing innovative, scalable, cost-effective, and easily accessible remittance services that promote financial inclusion and productive investment in rural areas. Currently, the Facility's portfolio includes almost 50 projects in more than 40 countries across the developing world.

The conference presentations are available at this link:

www.ifad.org/event/tags/y2016/28065956



International Fund for Agricultural Development

Financing Facility for Remittances

Pedro De Vasconcelos, Programme Manager

Via Paolo di Dono, 44 - 00142 Rome, Italy

Tel: +39 0654592012 - Fax: +39 06 5043463

E-mail: remittances@ifad.org

www.ifad.org/remittances

www.RemittancesGateway.org

ifad-un.blogspot.com

www.facebook.com/ifad

instagram.com/ifadnews

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