



Advancing financial access for the world's poor

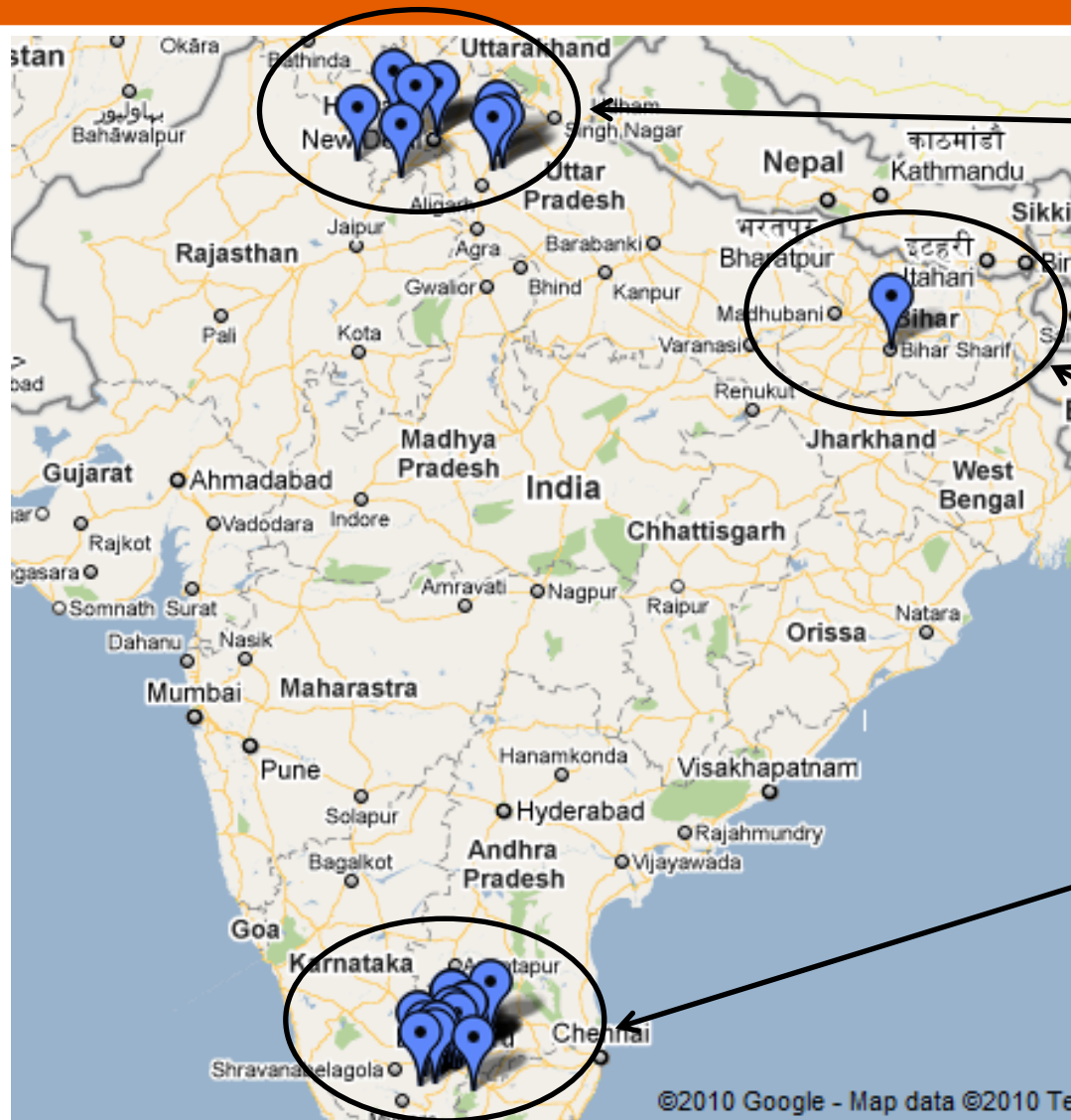
Building viable agent networks in India

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Overview

- **Objective: to boost the success rate of branchless banking aimed at low-income, unbanked consumers by:**
 - Understanding the business case from the agent's perspective
 - Identifying emerging good practices to building viable agent networks
- **Part of a 3-country analysis of branchless banking agents**
 - Brazil: Dec. 2009, [results here](#).
 - Kenya: Upcoming, building on prior [analysis of M-PESA agents](#).
 - [Comparing M-PESA agents and Brazilian agents](#), from Mobile World Congress.
- **India field mission Mar. 8-12, 2010**
 - Face-to-face interviews with 29 agents of FINO and Eko in Bangalore and Delhi
 - Meetings with senior staff and agent network managers of Eko and FINO
 - Additional meetings with Obopay, Paymate, Vodafone and Yes Bank
- **This document authored by:** Karuna Krishnaswamy, Claudia McKay, Mark Pickens, Sarah Rotman

Agent locations: Delhi, Bihar, Karnataka



6 CSPs and 3 Super CSPs for Eko in Delhi

1 SCSP for Eko in Bihar (via telephone)

19 CSPs for FINO in Karnataka



NOTE: Agents are called CSPs (Customer Service Points) in India and this terminology has been used for most of the slides in this deck.

3 Takeaways on Agent Management

3 new BB providers have or are just about to enter the Indian market (Obopay/Yes Bank, Paymate, Vodafone). They join 3 others who are actively retooling (ALW, Eko, FINO). The market will look very different this time in 2011. But we can already draw out insights re: agent management:

1. Agents can be quite patient: FINO and Eko agents have not quit, despite low revenues for as long as a year.

2. With 10,000 agents, FINO is the world's largest agent manager: FINO is developing sophisticated management tools, including a SMS-based dashboard showing real time status of their entire workforce and each of 25 projects.

3. 3 items worth watching closely with Eko and FINO.

- *Agents as a sales force*: To reach profitability, both Eko and FINO need agents to be very sales-oriented, different from Kenya and Brazil where branchless banking has been a pull product (with very little extra selling needed by agents)
- *Does doorstep service work for agents*: FINO's Karnataka project uses mobile agents delivering services at the client's doorstep differs from Brazil, Kenya and Philippines.
- *Eko's attempt to use existing FMCG distributors*: The distributors Eko works with are not specialized in just airtime. M-PESA had considerable leverage over its airtime distributors which Eko does not have.

Key takeaways from FINO Karnataka

1. FINO is operating something completely new to us in our agent research: agents who are (1) mobile – travel to the customer and transact in their home, (2) mostly sales-oriented, rather than focused on cash-management
2. Mobile, sales-oriented agents is working for CSPs, but just barely. The average monthly profit is USD 8.08, after new account opening was halted in Nov. With account opening, monthly profit was USD 23.42, far below what we've seen with M-PESA (USD 130.26) and Brazil (USD 134.42). CSPs are mostly motivated by social mission and potential that FINO will grow into something bigger.
3. FINO is losing money on this business, for now – but they view this as building a channel which can do much more than currently. Ultimately, they need to sell more products over the channel, which will satisfy FINO's investors and provide more revenue to CSPs.
4. FINO has interesting management tools, including a SMS- and internet-based dashboard for monitoring performance and identifying high/low performers in its field staff managing agents, and super clients who provide on-demand liquidity to CSPs

Key takeaways from EKO

1. **Value of Partnerships** - Ensuring that all parties are properly motivated and committed is essential.
2. **Sales structures require dedicated staff** - Completely leveraging an existing sales structure is challenging. Mobile money is a very different product than airtime and FMCG and requires specialized staff (as any product does) that focuses solely on sales and distribution of this mobile money product.
3. **Push not pull product** - Mobile money is a push product, not a pull product. Customer acquisition must be an active sales product and agents must be adequately incentivized and trained to sell this product. In addition, marketing (ideally both above the line such as radio as well as below the line such as street theater) is critical to help sell the product.

Agenda

- Analysis of FINO
- Analysis of Eko
- Other providers' branchless banking services

Overview: Analysis of FINO Operations

Field Mission

- March 10-12, 2010
- Visited rural and peri-urban locations up to 40 km from Bangalore
- Interviewed:
 - 19 agents, which FINO terms “customer service points” (CSPs)
 - 2 block coordinators, the front line employee managing CSPs
 - 1 district coordinator
 - Veena Santhanam, FINO state coordinator for Karnataka
 - Prakash Rajan Lal, Channel Empowerment and Management
 - Jatinder Handoo, Business Strategy Team

Organization of this section

1. FINO’s business model in 3 states
2. Takeaways from analysis of FINO operations in Karnataka state
3. Strategic view of FINO Karnataka (latest #s, organization, etc)
4. Responsibilities of BCs and CSPs
5. Selection and training of CSPs
6. Profitability of being a CSP
7. Case studies of 3 CSPs
8. Deposit limits and cash handling
9. FINO’s staff management dashboard
10. FINO’s challenges & future directions

FINO active in 25 states...data here for 3 states

Karnataka

Location: Offer doorstep service

Product: No-frill savings accounts

Costs: Transport is biggest expense, initial outlay also high: Rs10,000 deposit – Rs.5000 security for POS and Rs.5000 for cash float

Work hours: Most active 4 hours a day - 2 in morning / evening; often 7 days a week per customer preference (CSP available at other times too)

Andhra Pradesh

Location: Operate out of local government office (most are women)

Product: NREGA disbursements

Costs: No deposit required for CSPs to operate

Work hours: Usually work 6 days in a month - 4 days to disburse NREGA and 2 days to disburse social security pension

Uttar Pradesh

Location: Operate out of local government office

Product: Mainly NREGA disbursements, but soon no-frill accounts

CSP Commissions per product and state (Rs.)

State	Product	New account	Flat fee	Per transaction	Average revenue/mo
Karnataka	No frills account and insurance	4.5	750	0.5	1000 - 1500
Andhra Pradesh	NREGA with no frills account	N/a	300	0.25%	1000
Uttar Pradesh	NREGA with no frills account	N/a	750	0.5	Not available

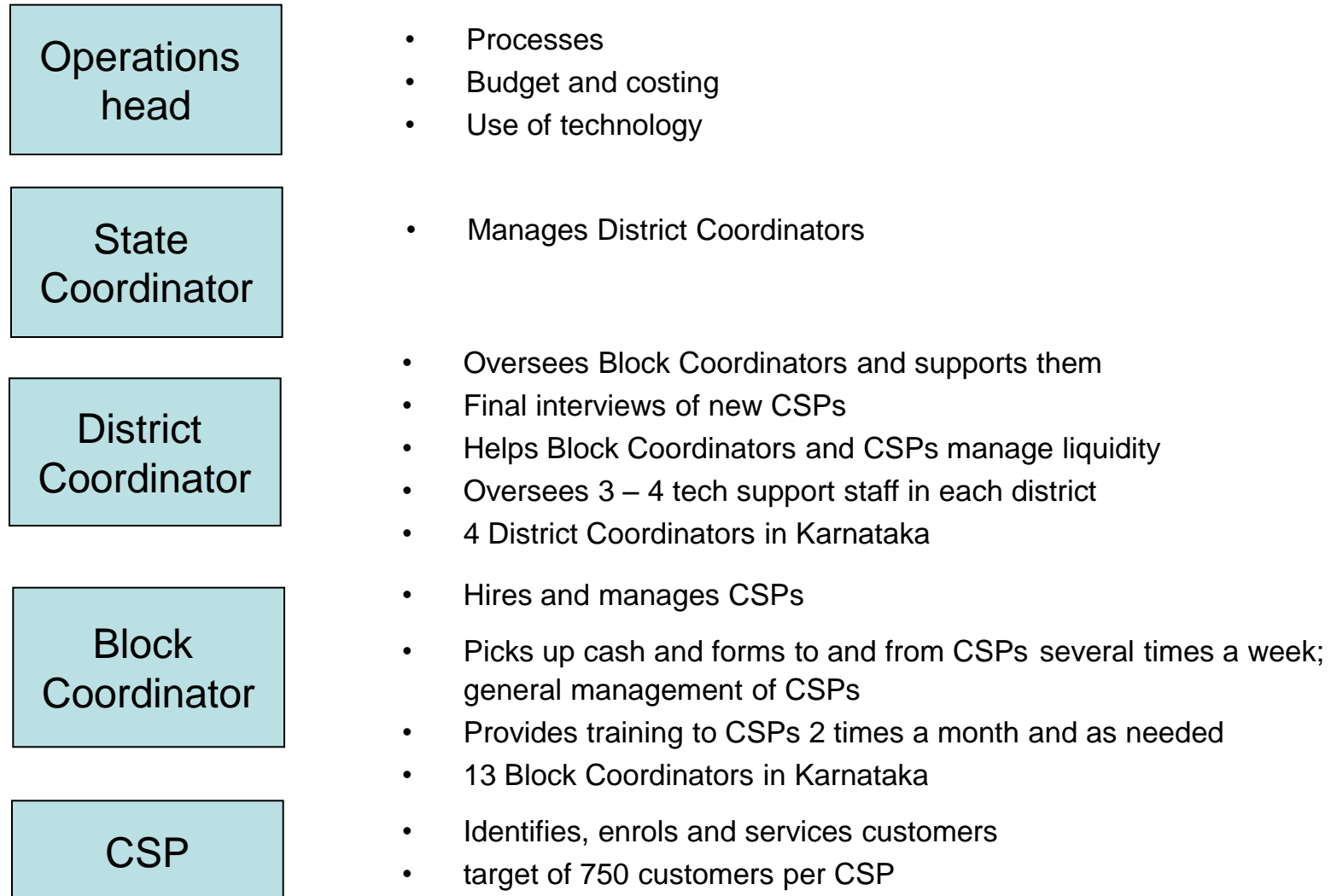
FINO by the numbers in Karnataka

FINO SITES IN KARNATAKA: Jan 2010

Location	No. of CSPs	Avg no. of deposits per day per CSP	Avg. no. of withdrawals per day per CSP	Avg. total txns per day per CSP	Avg. deposit size (Rs.)	Avg. withdrawal size (Rs.)
Chikkaballapur	2	5.0	1.8	6.8	67.6	299.7
Doddaballapur	9	3.4	2.1	5.5	238.0	390.8
Hosakote	8	10.3	4.8	15.1	285.7	547.1
Ramanagar	11	7.2	3.0	10.2	168.4	389.5
Gulbarga	10	13.2	2.9	16.1	35.9	195.1
Bijapur	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	38	8.4	3.1	11.4	174.7	368.1

Note: The number of active cards in Hoskote has been estimated at 29%

FINO in Karnataka: Organizational chart



Day in the life of a Block Coordinator

- Manage 14 Gram Panchayats with 3 to 4 villages in each (total of 13 villages in each)
- Identify potential CSPs, interview, select and train in each village
- Monitor and manage them on ongoing basis; visits 3 - 4 villages a day
- Delivers enrolment forms, brochures, print paper and cards and takes completed applications
- Manage liquidity for CSP when they call by accepting cash and moving electronic credit from their own account to CSP account or give them cash
- Visit CSP twice per week on supervision visits and prove visit by inserting card
- Provide first level support to CSP in case of technical problems
- Example of Vemanna (Hoskote)
 - Works 12 hours a day; 8:30 AM to 8:30 PM
 - Visits 3 - 4 CSPs per day
 - Works 7 days a week
 - Salary Rs. 7376 per month plus Rs. 2,500 Travel Allowance

CSP Responsibilities

Daily Schedule of Mallesh:

- Has an office where he does educational training courses
- 6:30 - 9:30 am: goes to villages
- 9:30 am - 1 pm: works in office
- 1 - 3 pm: goes around his own village during lunch hours
- 3 - 5 pm: works in office
- 5 - 8 pm: goes to villages
- Makes a plan of travel for each day; usually goes to the same places on the same day of the week
- Customers will call him or will know when he's coming
- Has 1300 customers: 1000 in his own village, 300 in 2 neighboring villages



Main activities of a CSP:

- Sign up new customers, sell the product
- Perform deposits and withdrawals into no-frills accounts
- Pay out NREGA payments
- Sell insurance product, explain it to the customer
- Visit customers in their homes several times a week
- Coordinate with BC to manage liquidity without surpassing Rs. 5000 limit

Selection and Training of CSPs

SELECTION CRITERIA

- Standing in community
- 2 references (usually 1 from Gram Panchayat, which is the village council, and often the other from SBI branch)
- Adequate level of education
- Preferably someone with exposure to financial terminology
- Their other employment makes them mobile (i.e. visit more than their own village on a regular basis)
- Ability to raise at least Rs. 5,000 capital
- Interviews by FINO DC and BC

TRAINING

- Initial training of 1 day, conducted by District Coordinator's staff
- Frequent on-the-job training and coaching by block coordinator during first month
- Monthly refresher training by block coordinator, except if related to POS hardware, then done by district staff
- FINO HQ in Mumbai wants to transition to a three-day training regime for all new CSPs, and has developed a number of training modules.
- Also positioning FINO as a preferred trainer for banks

FINO CSPs by the numbers

CATEGORY	AVERAGE AMOUNT PER MONTH
Deposits and Withdrawals	407
Account openings*	156
Revenue (with account opening)	Rs. 2,279
Expense	Rs. 1,210
Profit (including account opening)	Rs. 1,069
Profit (excluding account opening)	Rs. 369

5 making losses (avg. Rs. 827)

2 making > Rs. 2,500 (Rs. 2,722 avg.)

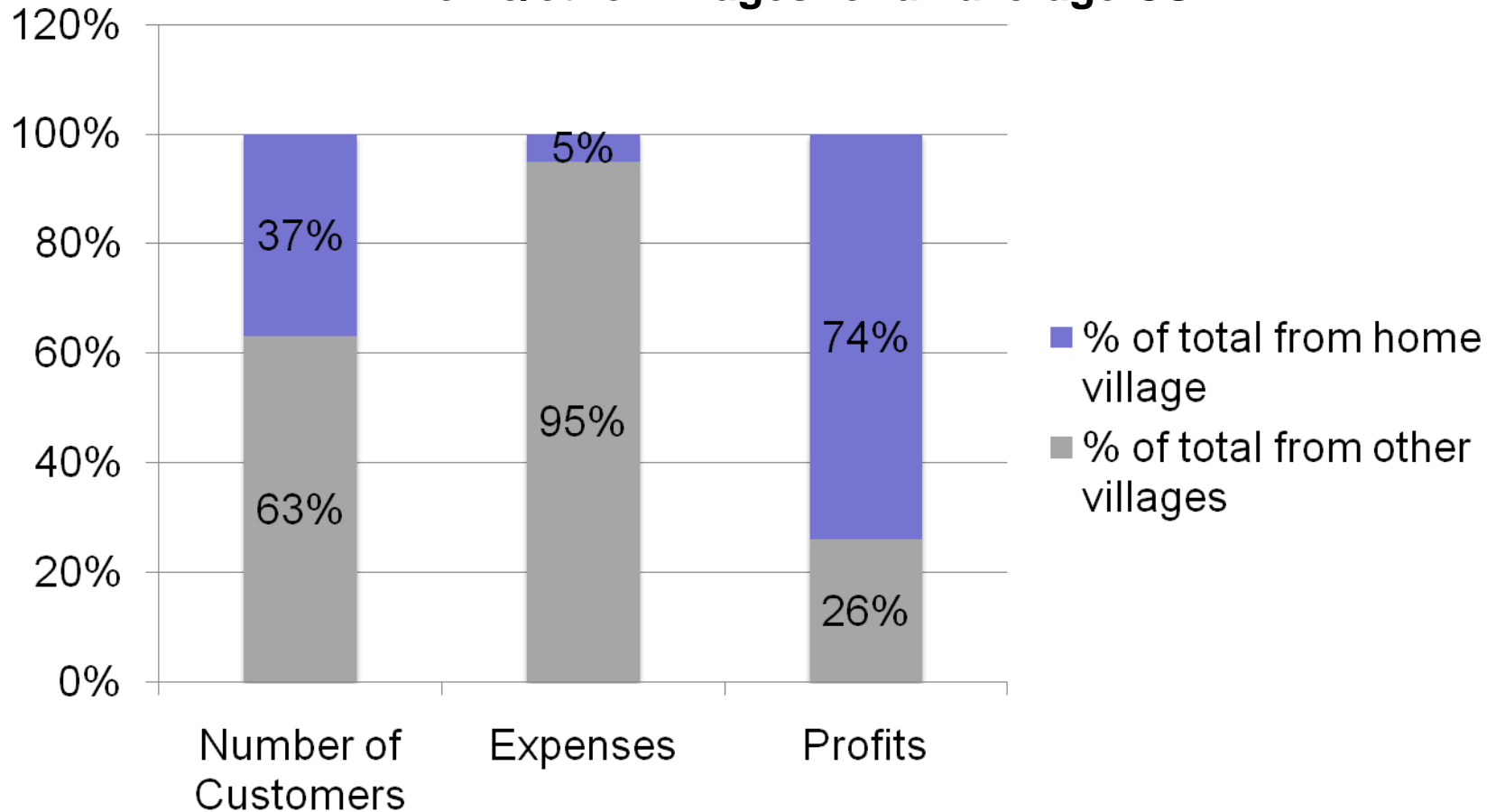
Other 12 making avg. Rs. 460

Note: Sample size is 19. Data verified by FINO as reflective of entire CSP base in Karnataka

* CSPs have not been able to open accounts since November 2009 while SBI migrates account data to its own servers.

Majority of agent profits come from customers in home village

Breakdown of key indicators by percent of total from home/other villages for an average CSP



CSP Case: Mr. Shivraju

Very Successful CSP

- > 1,000 transactions a month
- Second highest avg. number (400) of new accounts opened in a month (among visited)
- Very active selling insurance (12/mo)
- Rs. 2,600 profit/mo (with account opening)
- Yet despite his success, CSP is distinctly a side business for him. He has Rs. 50,000 regular monthly income from other sources.

Reason for CSP success

- Lending in his personal capacity is a major source of income, which gives him several advantages as a CSP:
 - Community members already trust him in financial matters
 - He regularly conducts field visits already (little extra cost)
 - High level of financial literacy (e.g., able to understand and sell insurance product)

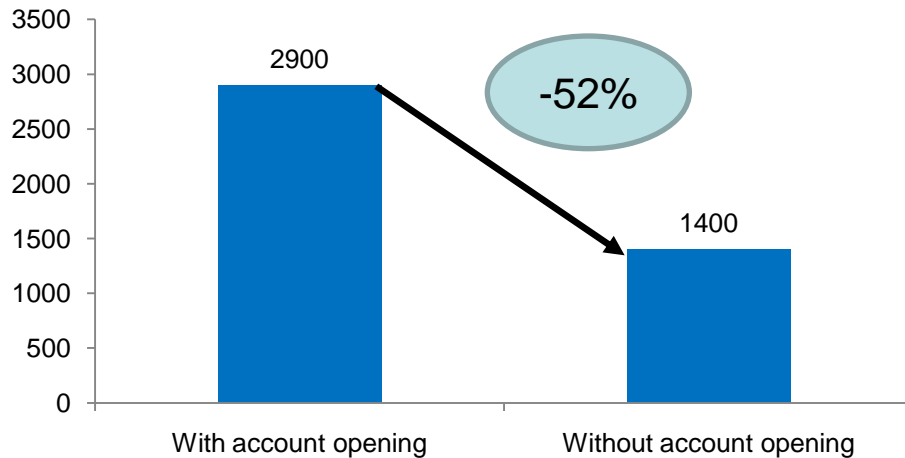
MFI loan officers may bring same characteristics, provided MFI saw offering deposit products as worth the LO's time. FINO has not found such a partner. Also, FINO would need to manage relationships with many MFIs, as its own reach (21 states, 12 mill. clients) far exceeds that of Indian MFIs.



CSP case: Mr. Mahesh



Commission per month



Travel allowance and costs per month



- Account opening contributes a significant amount of commissions
- SBI has been migrating the accounts from FINO's MIS, meaning that CSPs cannot open new accounts until migration is completed
- This cuts into their commissions considerably

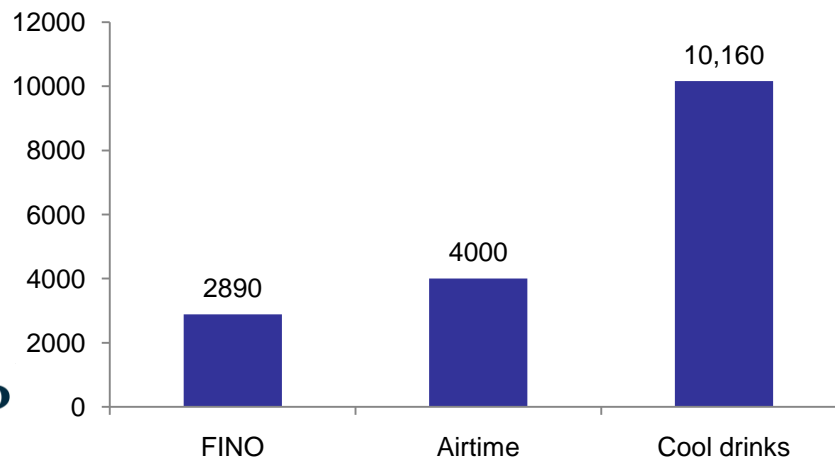
- Travel costs are taken out of the base salary for the CSP
- There is an incentive to minimize travel costs to keep more of the base salary
- But minimal travel may decrease number of customers and transactions, which also affects commission
- The base salary is determined by the number of active cards a CSP has signed up

CSP case: Mr. Muhammad Ayub

- BC business (Rs. 2890 profit) does not approach airtime (Rs. 4000) or cool drink sales (Rs. 10,160)
- Rs. 2890 commissions came from 302 transactions (200 WDR, 100 DEP, 2 NREGA checks).
- 73% of revenue from discounting 2 NREGA checks
- Maximum cash handled in a single day (Rs. 15,000)
- Does transactions with male customers in store, but travels to ladies' houses if they inform him they want to transact.
- Plans to open a new store with a dedicated FINO counter.
- His 2 concerns: (1) low remuneration, (2) low deposit limit



Monthly profit



Deposit limits too low?

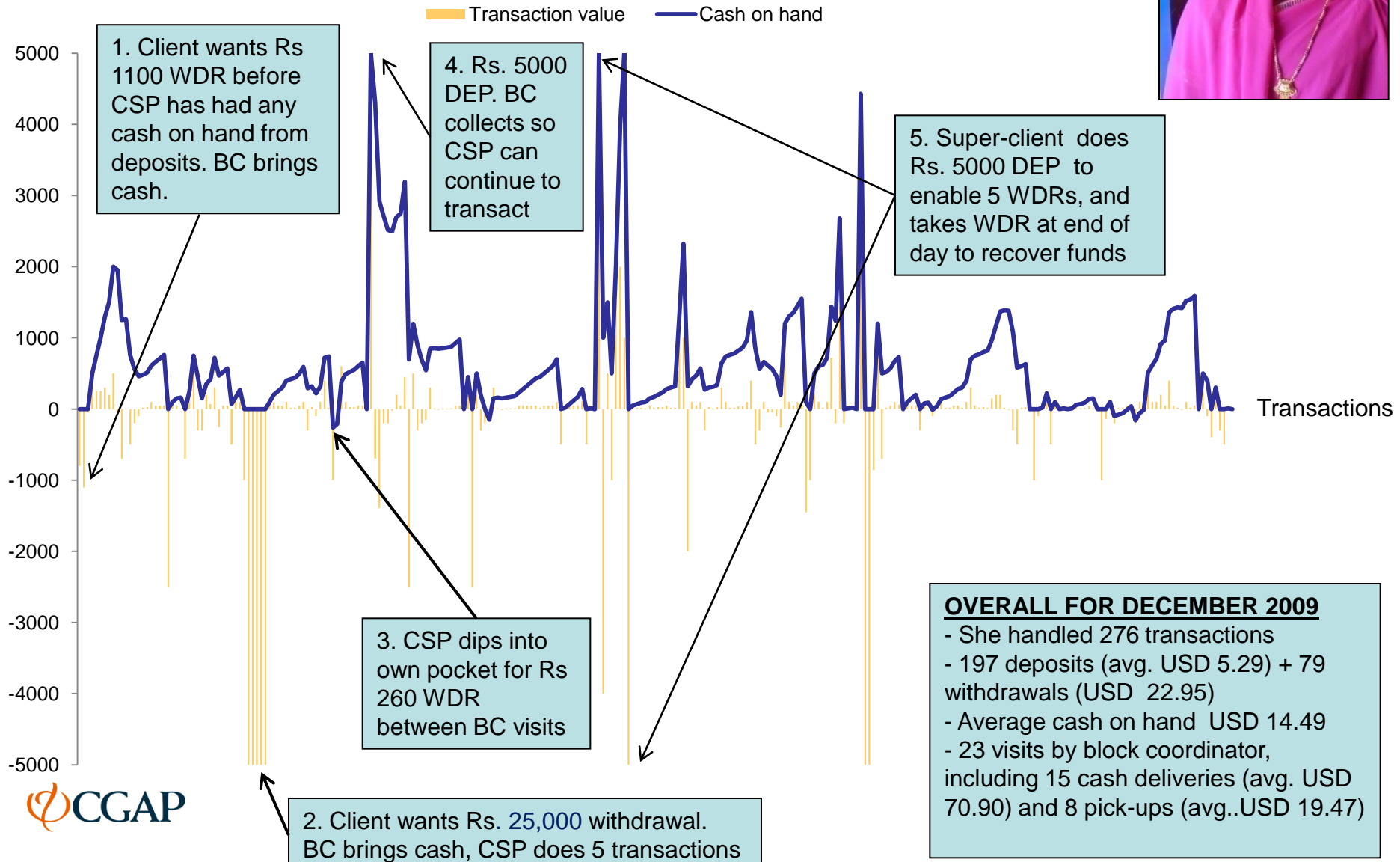
- Most CSPs have a Rs. 5000 limit to deposits they can take (i.e. cash on hand) before a block coordinator must come and settle the transactions (picking up cash at the same time).
- CSPs do not trade against their own account, but hold funds on behalf of FINO. The deposit limit and security deposit provides FINO security against loss of cash before its block coordinators can collect it.
- CSPs put up a Rs. 5000 security deposit. CSPs deposit funds into a 1 year fixed deposit in their own name, at a local bank, earning 7.0 - 7.5% annual interest. FINO asks the bank to put a hold on the funds, and retains the original deposit receipt, required to withdraw funds.
- CSPs claim limits are too low and they are often unable to service some customers. FINO says CSPs are permitted to put in more than Rs. 5000 to have a higher deposit limit, though the CSPs we interviewed did not seem to know this.

CSPs have 5 ways to manage their cash position

1. BC brings cash. Client waits until cash is delivered or comes back at a later time.
2. For large (> Rs. 5000) transactions, BC settles multiple back-to-back transactions on-site. In effect, large transactions are chopped up into multiple ones of Rs. 5000.
3. CSP dips into own pocket. Provides cash for a customer WDR out of their own money, and “repays” herself later after receiving a deposit that provides her cash in hand. This is usually only done for very small amounts.
4. CSP has bumped up against deposit limit – BC comes to settle and pick up cash. Block coordinator comes and settles previous transactions and picks up cash, enabling CSP to do new transactions.
5. CSP asks a “super client” to deposit funds. This gives CSP cash on hand to facilitate withdrawals until BC comes with cash, at which point the super client’s funds are returned. FINO has identified one local customer for every for CSPs who is capable of making an on-demand deposit of at least Rs. 5000. For this, super clients are paid Rs. 500 /mo.

These are illustrated on the next slide, with the example of December 2009 transactions handled by Haseena, a CSP in a rural area 35 km outside Bangalore

Cash management: Haseena



FINO has a 3-part dashboard to monitor field staff performance

PROJECT	SBI (Karnataka)		
DISTRICTS	Ramnagar	Hosakote	Doddaballapur
BLOCK COORDINATORS	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name
	BC name	BC name	BC name

Samvaad 1

FINO has 25 projects. This examples shows detailed view of one project.

Dashboard views for day, week, month, since inception

Color coding reflects BC attendance, based on SMS to dedicated tel number:

- Green: BCs who report in before 9 am
- Yellow: BCs report in before 9:30 am
- Pink: BCs who report in by 10:30 am
- Red: BCs who did not report in

For any individual block coordinator, dashboard has a one-click connection to Samvaad 2 with detail on each BC and BCs phone number.

Clearly susceptible to some fraud, but the aim is not perfect information. The act of sending a SMS is a subtle reminder of the employee's duties. And as FINO puts it, "You can't lie forever" – patterns of absence will appear. The key is follow up. FINO has several HQ staff who telephone delinquent staff.

FINO Dashboard (cont)

Samvaad 2

For each block coordinator, Samvaad 2 shows:

- Number of CSPs responsible for
- CSP names
- Visits to CSPs that week for settlement or cash delivery/pick-up
- BC's mobile number to allow HQ staff to call BCs directly to discuss performance.
- Employee ID
- Space to recommend and track HR action with high/low performers

Samvaad 3

Samvaad 3 rolls up multiple data points and separates BCs into 5 groups: excellent, good, fair, poor and very poor. Points are assigned (up to 140) and converted to smiley faces (1 to 5) for easy absorption by FINO staff.

CRITERIA

- Attendance
- % of CSPs touched 2x during week
- # of transactions/week by BC's CSPs
- Avg value of deposit by clients in BC's area
- % of CSPs who have attained "golden" status

“Golden” agents are ones earning > Rs. 2000 per month

FINO operations in Karnataka: Challenges

1. Limited product offering (no frills, insurance) compared to high travel cost. More products would spread costs across more revenue
2. Customers accustomed to free service, potentially making it harder to charge in the future
3. Low cash limits which may cause CSPs to miss out on transactions
4. Not much revenue for CSPs
 - a. High commission transactions like NREGA, insurance are not offered widely
 - b. Temporary stop to account opening
5. Low customer education
 - a. CSPs need to convince customers to open account
 - b. Customers don't understand insurance products

Future of FINO

- Most of FINO's 25 projects currently involve limited revenue/client, with limited opportunity for FINO to increase it on its own initiative.
 - NREGA: government decides fee for delivery (2%) and mandates that it must go through a bank, which takes a cut (0.25%).
 - No frills accounts: SBI faces regulatory obligation to open more free “no frills” accounts, and desire to minimize cost of doing so. Hence FINO finds itself with a bank partner earning little from the product, and no ability or appetite to charge customers more (as of now)
- Customer usage is currently low – about 30% of customers of CSPs in the sample of 20 interviewed are active.
- FINO sees itself as building a low-cost channel to the unbanked that can do a lot more in the future. Already taking some steps like FINO CoFI, etc.
 - Willingness to pay: interested in research/pilots that will illuminate what kinds of new products or changes to current products which clients can be charged for, and how much to charge.
 - Financial literacy: looking for ways to boost customer understanding of the value of a saving account and how insurance works, to boost sales.

Agenda

- Analysis of FINO
- Analysis of Eko
- Other providers' branchless banking services

Eko's original distribution strategy via an MNO

EKO offers a State Bank of India no-frills account just as FINO does. However, EKO has added a money transfer product as well and plans to add additional products linked to the account.

Original sales and distribution plan was based on leveraging an MNO's sales force rather than building one from scratch:

Role of EKO

- Provide back-end technology solution and support
- Focus on understanding customer needs and designing appropriate products
- Train MNO staff and conduct initial training for distributors and retailers
- MIS system to track results in real-time

Role of MNO

- MNO was responsible for the sales and distribution – current staff who are responsible for selling airtime would also be responsible for selling Eko
- MNO also provided connectivity (EKO is USSD based)

Lessons Learned from Eko's original distribution strategy

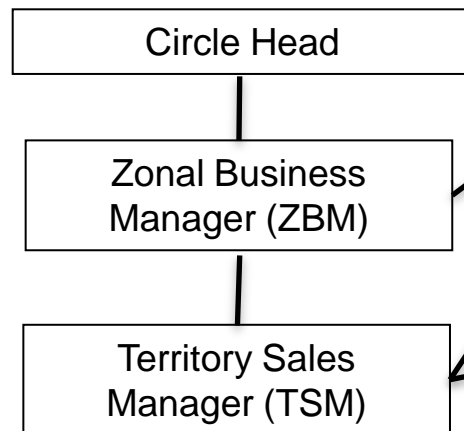
- EKO learned that m-banking requires a specialized sales staff
 - New product category requires specific support, training and agent management
- Regulations in India allow limited role for a MNO
 - Regulators allow MNO to provide connectivity for mobile money
 - Recent regulatory changes have reduced some of the constraints related to m-banking
- As a result, growth in 2009 was slow

Key Lesson: EKO required a specialized sales channel to intensively select, train and support both retailers and distributors..

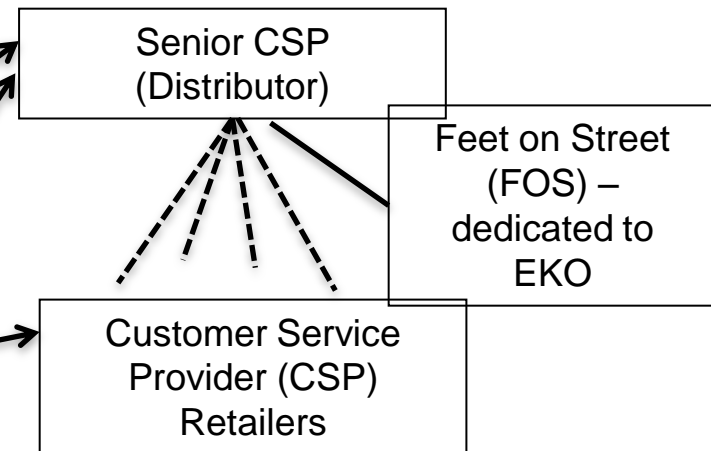
Eko's new distribution strategy focuses on building specialized sales channel

EKO's specialized sales force mirrors those used by airtime, FMCG and pharma companies.

SALES CHANNEL – EKO



DISTRIBUTION CHANNEL



ROLES:

- Select, train and monitor distributors and retailers
- Provide branding and merchandising
- Track sales against targets

- Inventory and cash management
- Sell products to customers
- Distributors are exclusive within a product category (e.g., one airtime company) but retailers are non-exclusive
- Distributors and retailers independently own/operate businesses

EKO selective when choosing agents

They have become very selective and are only signing up SCSPs and CSPs who demonstrate commitment to the product

They are using a scoring system that rates potential agents based on factors such as:

- Age
- Education
- Years of Experience
- Location of shop
- Level of business (sales and customer footfall)
- Number of banks/ATMs in the area
- Commitment/interest in product

More intensive marketing at EKO

Previous marketing strategy:

- EKO was not personally involved in agent selection – agents with highest airtime volumes selected first
- EKO conducted only initial training for key staff and agents
- Only merchandise at agents was registration poster showing SBI, CSP certificate and Eko logo
- CSP responsible for acquiring walk-in clients
- No advertising

Current marketing strategy:

- EKO intensively screens and trains agents
- Agent locations are filled with advertising posters and banners
- Marketing agency does BTL activities such as canopies and street plays to educate and market to customers
- Posters with customer education, e.g. Snakes and ladders, and messages on remittances and instant account opening
- Agents are still asking for TV and radio advertising

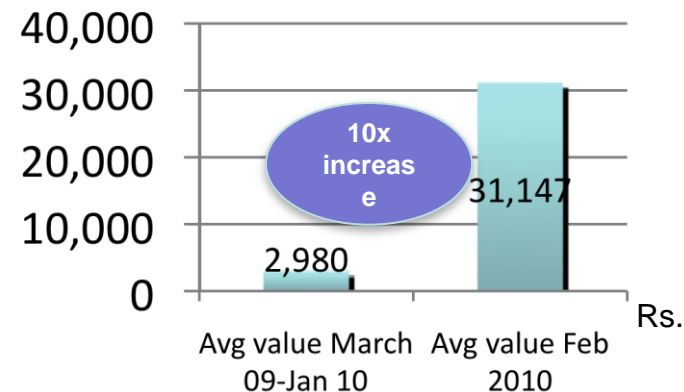


Results of direct Eko approach: Case of Sumit Gupta in Delhi

- Sumit Gupta was one of the first EKO CSPs – he started in October 2007
- He is a CSP (operates out of his pharmacy shop) as well as a SCSP overseeing 61 other CSPs
- He has seen a huge increase in business in the past few months as Eko has taken sales into its own hands
- In February, Sumit made Rs. 3,000 from his CSP business and close to Rs. 30,000 from his SCSP Eko business.



Average value of transactions per
Gupta's CSPs per month



Eko Team roles and responsibilities

DIRECT EKO STAFF:

- Circle Head: Hiring SCSP, profitability, marketing, some customer management,
- Zonal Business Manager: Does same in smaller area; is in the field more, sorts out back-end issues, Hire SCSP, interview CSPs and interacts a little with CSP/customers
- Territory sales manager: Handles 2 SCSPs each and 300 CSPs in urban areas; interviews CSP; Visits CSPs everyday, hands brochures, training, communication, monitoring, pick-up forms, servicing, increasing visibility of Eko

OTHER ROLES NOT DIRECTLY EMPLOYED BY EKO:

- SCSP: About 50-150 EKO CSPs each
- FOS (hired by SCSP): Handles 25 – 30 CSPs each, picks up customer account opening forms and handles liquidity management
- CSP: Acquires and services customers, scrutinizes forms; target acquisition of 40-50 customers a month

Eko staff profile: Amit Mehta, VP - Operations, Delhi

Eko staff have very strong background in sales, distribution and channel management rather than financial services or telecommunications



Amit Mehta's background:

- Area Sales Manager for Virgin Mobile 2007 – 2008
- Territory Sales Manager for Airtel 2005 – 2007
- Sales Officer for PepsiCo (Frito-Lay Division) 2003 – 2005
- MBA with specialization in Sales and Marketing

Cash Management

Cash and liquidity management handled at CSP/SCSP level

Unlike in other countries, the CSP does NOT have the responsibility to carry cash. A dedicated employee of the SCSP (called an FOS) collects cash daily.

FOS system is common in India and some carry thousands of dollars regularly for other companies. There is very little concern for theft/security for the FOS.

EKO works on a pre-paid system so CSPs can invest more if they wish to. Although there is a small minimum requirement of account and cash balance required to be maintained by the CSP, this amount is not fixed. The CSP is encouraged to monitor this on a regular basis and adjust it up or down basis the customers' transactional behavior.

DAILY REPORTS

Daily reports are automatically generated and distributed and display for the day and cumulative:

- Number of customers
- Inactive customers
- CSPs
- Number and volume of deposits and withdrawals
- Average customer balance

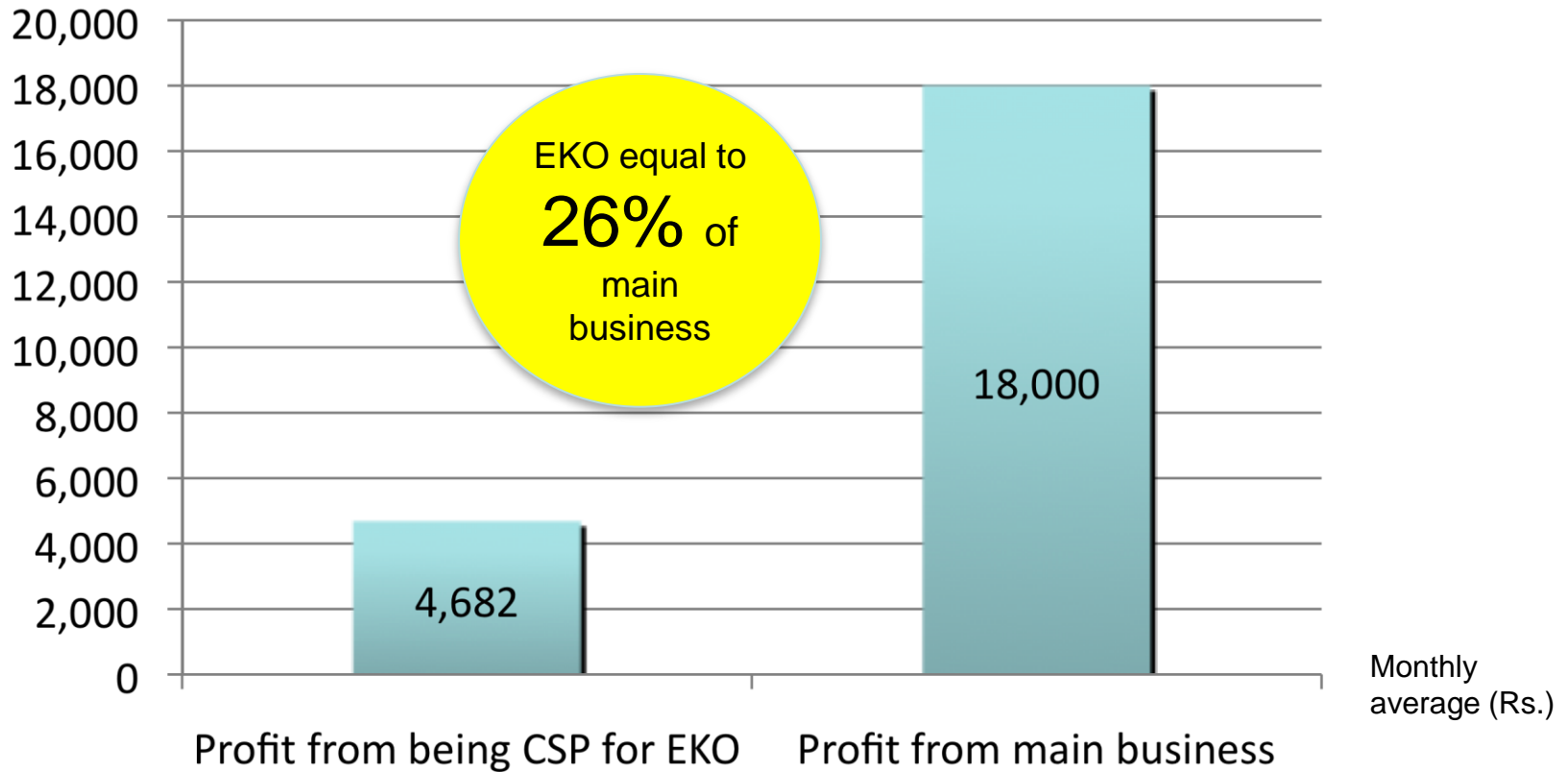
SMS MESSAGES

EKO sales staff receive four text messages a day with progress against targets for their area of operation

CSPs and SCSPs receive daily text messages with overall number and volume of transactions and number of new account openings

EKO profits vs. rest of business

Average monthly profits from being a CSP for EKO vs. from main business



Agenda

- Analysis of FINO
- Analysis of Eko
- Other providers' branchless banking service

6 Services now in the marketplace in India

Service	Launch	Partner(s)	Registered Users	Agents and type	Agent management	Product offering	Works w/o client mobile?
ALW	2007	SBI	4 million	8000 SHGs, GP employees	Zero Mass Foundation	No frills saving account, with payout of G2P benefits	Yes
“Mobile Money Services by YES Bank, powered by Nokia”	Feb. 2010	Obopay with Yes Bank and Nokia	1000 (Pune)	40 Nokia handset dealers	FINO Tech Fnd at front, Obopay active with Nokia dealers	P2P and payments out of prepaid account at YES Bank	No
Green Mobile	Dec. 2009	PayMate with Corp Bank and TATA	10,000 (Maharashtra, Kerala, Karnataka)	125 PCOs	New Sct. 25 company, bank-provided line of credit for agents	Money transfer	Yes
Eko	2009	SBI	32,000 (Delhi, Bihar)	280	Eko staff with FMCG distributors	P2P out of no frills accounts	No
FINO	2007	25 projects	12.1 million (21 states)	10,000	Through FINO tech foundation, a Sct. 25 co and sister organization	Varies. In Karnataka, SBI no frills account + life insurance. NREGA, microloans elsewhere.	Yes

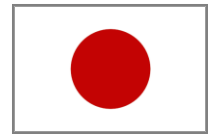
CGAP Technology Program

- 14 active projects in 11 countries
- New IP on customers, business models, policy
- Communicate widely to catalyze action
- Co-funded by the Bill & Melinda Gates Foundation and the UK's Dept. for International Development



Areas of Focus

- Clients: drivers of large-scale adoption?
- Providers: what incentives to offer services to large numbers of poor people?
- Governments: how can they develop (1) safe and enabling regulation, and (2) policies that promote adoption?



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