



## **Growing Inclusive Markets**

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# **MAP International: Technology provider for Branchless Banking in Uganda**

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Sector • Financial services  
Enterprise Class • MSME

**CASE STUDY**



## Executive Summary

MAP International is a New York-based financial services provider with local headquarters in Kampala, Uganda. It was established in Uganda in 2007. MAP International seeks to improve access to financial services to the under-banked population. The motivation to increase access to financial services was based on MAP's appreciation of the life-changing impact that giving financial access to the unbanked and under-banked can have, including: economic empowerment, employment generation and enterprise creation thereby addressing one of the root causes of poverty. At the same time though, access to financial services for most of the population had been severely constrained owing to lack of bankable identification to enable them access formal financial services and as well as the enormous set up and infrastructure costs required to extend services to the country side where the majority of the population lives.

MAP International provides central bank approved biometric identification and a mass-market virtual financial service that links consumers, merchants, banks, and service providers. This has enabled them to build a leapfrog solution that has the potential to be scaled quickly in order to expand access to financial services.

MAP works in partnership with government and other private sector entities. Following its inception in 2007, MAP International has expanded its customer base and has issued over 100,000 debit cards. There are also 26 ATMs at different locations in the country as well as over 150 point of sale terminals.<sup>1</sup> The holistic and comprehensive nature of the MAP system gives customers the flexibility of using a range of different access points, whether ATM, mobile or via a PC. The MAP revolution has resulted in a number of benefits both government, customers, banks and financial institutions, mobile phone operators and merchants. Among the most pertinent ones have been to increase efficiency with which transactions are undertaken, expansion of financial services to the previously under-banked population and institutionalization of bankable identities across the population.

The major challenges remain the high cost of doing business emanating from the high cost of utilities (electricity, water, and telecommunications) and the poor state of physical infrastructure (such as road networks), an unfavorable tax regime as well as the somewhat slow adaptation by the population to the new payment and transaction system. MAP recently signed a partnership agreement with Uganda Telecomm and it is expected that this will enable it expand its business across the East African region.

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<sup>1</sup> Information from interviews with MAP company



# Introduction and Context

It has been shown in the literature that access to financial services provides important opportunities for poor people and small enterprises, supporting growth and tackling poverty and inequality.<sup>2</sup> There is little wonder then, that policy makers especially in the developing world have taken interest in expanding access to financial services. In the particular case of Uganda, the government has implemented several measures over the recent past aimed at expanding access to financial services especially to the under-banked country side.

Most notable among these have been liberalization of the financial sector in order to allow for increased competition, and subsidization of the cost of setting up financial infrastructure in rural areas so as to reduce overhead costs and encourage financial institutions to expand their services outside of the main urban centres under the Rural Development Strategy. There are, however, still numerous complaints that financial service providers have concentrated in urban areas resulting in very limited access to rural financial services in most parts of the country. The Ministry of Finance Planning and Economic Development estimates that out of the 970 sub-counties in Uganda, only 381 have some form of financial institutions.<sup>3</sup> Generally, more than 90% of Uganda's approximately five million households do not have access to a bank.<sup>4</sup>

Evidence based on the Integrated Household Survey Data (See Table 1) shows that only 17% of rural households live within 10 km of a commercial bank branch while 40% of the rural households live within 10 km of a microfinance office.<sup>5</sup>

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<sup>2</sup> The World Bank (2009), *Banking the Poor: Measuring Banking Access in 54 Economies*, World Bank, Washington, DC, USA.

<sup>3</sup> Kasirye, I. and E. Hisali (2010), "The socioeconomic impact of HIV/AIDS on education outcomes in Uganda: School enrolment and the schooling gap in 2002/2003", *International Journal of Educational Development*, 30(1):12-22.

<sup>4</sup> UBOS (2006), "Report on the socioeconomic module of the 2005/06 survey", Uganda Bureau of Statistics, Kampala, Uganda.

<sup>5</sup> UBOS (2006), "Report on the socioeconomic module of the 2005/06 survey", Uganda Bureau of Statistics, Kampala, Uganda.



**Table 1: Distances to financial institutions, 2005/06**

	Within 10km (%)		Bank (kms)		Microfinance (kms)	
	Bank	Microfinance	Mean	Median	Mean	Median
Uganda	29.5	49.6	26.5	22.0	18.2	11.0
<b>Place of residence</b>						
Rural	16.9	39.7	30.5	26.0	21.2	15.0
Urban	89.8	95.8	7.2	2.0	3.9	1.0
<b>Region</b>						
Central	42.6	57.1	20.9	14.0	13.1	8.0
Eastern	25.6	51.6	23.4	22.0	16.5	10.0
Northern	19.9	27.1	34.8	30.0	31.0	24.0
Western	24.2	55.2	29.9	25.0	16.5	9.0

Source: Ssewanyana et. al. (2007)

This limited accessibility of financial service providers and the resulting reliance on informal mechanisms (characterized mainly by borrowing from money lenders at high interest rates and short maturity periods) has been linked in some circles to the slow pace at which the population is being moved out of poverty. Figures from the 2005/06 integrated household survey put the number of people living in poverty at 31%.

It is in this context, that the company is working in partnership with both the government and the private sector in Uganda to improve access to financial services in an efficient way.<sup>6</sup> In 2005, the President of Uganda, Yoweri Kaguta Museveni met with Mr. Michael Landau in New York and discussed business opportunities to develop the country. This was followed by a visit to the country in 2006. The discussions during Mr. Landau’s visit to Uganda focused on the high level of formal financial exclusion. By then, there were about two million bank accounts which represented a penetration rate of about 7%. Among the main challenges in enrolling bank accounts was the lack of proper identification documentation among the population, physical infrastructure weaknesses (such as roads) in the face of large physical distances as well as dispersed and often remote populations. Financial resources required to create a solution were limited.

## Organization

MAP International is a New York-based financial services firm founded by Michael Landau in 2007. The top management team consists of Mr. Michael Landau as the Chairman, Mr. D. Eli Popack as President. They utilize their entrepreneurial and technical expertise in other fields such as telecommunication to deliver a mass-market virtual payment solution linking

<sup>6</sup> Details of how MAP International works to promote efficient access to services are presented in a subsequent section.



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consumers, merchants, banks, and service providers. They are also responsible for the formation of its vision and strategy.

Mr. Landau is an international business leader in real estate, communication technologies, business development and advanced banking solutions. He is also a long time investor in emerging markets. In early 2009, MAP International partnered with Kineto – one of the first mobile banking technology firms, its technology and Internet portal. It also retained many of the technical staff members of Kineto.

D. Eli Popack is a founder member and president of MAP International. He is a senior advisor to the Inter-Governmental Philatelic Corporation. He is also the founder of the online postal portal Stampville.com and founder and director of MAP Cash – the largest non-bank financial institution in the Caribbean.

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Other members of the management team are:

Mr. Theo Joubert is the chief technology officer and a former product architect and development manager of Fundamo mobile financial services. He is also the founder of the Kineto Mobile development house. He is widely experienced in the mobile banking space and in financial services.

MAP International also has a twenty plus full time member information technology team based in Cape Town, South Africa. The team manages the full spectrum of MAP International's product offering including biometric identity systems, ATM switching and management, point of sale (POS) switching and processing, mobile banking, and partner integration and maintenance.

The company's work in Uganda is through its local subsidiary – MAP Switch with local head offices in the Ugandan capital, Kampala. The Uganda office is headed by Mr. Roscoe Nsubuga. Before joining MAP Switch, Mr. Nsubuga had gained considerable experience in Africa banking. Mr. Nsubuga is assisted at the local office by 14 other staff members.

Information on shareholding and dividend structure was not available.

## MAP International's product offering and Model

MAP International works with government and local partners in Uganda to roll out an infrastructure of financial enabling tools. Current partners include:

- Post Bank Uganda
- The Wazalendo Saving and Credit Cooperative
- Government through the Ministry of Finance, Planning and Economic Development



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- The Central Bank
- The Mobile and Fixed Line Phone Companies (Uganda Telecom, Simba Telecom, Zain Mobile, Xtel Limited, Orange telecommunications, Warid telecommunications)
- Merchant outlets and gas stations (Total Uganda, MOGAS, HAAS and Shell Uganda).

The available financial services and products offered by MAP International in conjunction with the above partners are:

- Banking services (withdrawals, deposits, balance enquiries and mini statements),
- Electronic bill payments (e.g. water, electricity, school fees),
- Local money transfer, and
- Mobile airtime top-up

In providing these services, MAP's solution hinges on two factors: giving poor people a bankable identification – one that meets the 'Know Your Customer' requirements of the central bank; and creating a scalable and efficient system that brings down transaction costs to a level that makes reaching out to poor people commercially viable.



Photo credit: MAP International

The 'Know Your Customer (KYC)' requires all financial institutions to take and verify the full particulars of the persons or company – names, residence, photos, identity cards, utility bills and recommenders. Mr. Roscoe Nsubuga, the Managing Director of MAP Switch Uganda commented that *"we issue our clients with the MAP card which holds biometric data, both face ID and personal ID, once an individual has been through the simple biometric identification process – via the Data Capture Stations based in bank branches, or any of the mobile stations available in rural areas. They are then issued a smartcard and PIN tied to a bank*

*account."* He added, *"Our card is more than an ordinary ATM card, it can be used by our clients as an identity card."* These cards have been issued to Post Bank Uganda customers and to the Wazalendo SACCO members. There are 24 data capture stations at 24 out of the 30 Post Bank branches. It is from these that reach and follow up is extended to the rural areas.

By the end of October 2010, 110,000 Post Bank Uganda customers had applied for the cards. According to Mr. Augustine Kisitu, Head of E-Banking at Post Bank Uganda, 97,000 cards have already been passed on to customers of which about 75,000 are already transacting. These can either be signed up at any Post Bank office or branch or through their country-wide outreach activities. A major challenge has been that many people lack proper documents such



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as birth certificates which are required to speed up the process on the issuance of the biometric ID cards.<sup>7</sup>

The Wazalendo membership includes Ministry of Defense workers, the Uganda Peoples Defense Forces (UPDF) personnel and retired officers and their families. Presently, the SACCO has over 50,000 members.

MAP developed a multidimensional branchless banking infrastructure that interfaces seamlessly with the existing financial infrastructure. MAP International has integrated and offered mobile banking, web-based tools, and electronic funds transfer and debit/credit cards. These, together imply that no longer will people have to walk long distances to manage their bank account, make a withdrawal – or pay a bill. Instead, they can have real-time access to their virtual bank account using a mobile phone, Internet, ATMs at bank branches or any of the point of sale terminals (deployed across a national network of individual agents, petrol stations, grocery stores, savings and credit cooperatives, and high-traffic retail outlets). MAP International's multi-dimensional financial service platform supports virtual payment between consumers, banks, merchants and service providers using mobile devices.

The MAP system is based on a HUB that:

- Intelligently routes multiple transaction types that originate from multiple communication devices: Point of Sale Terminals, ATM's, Mobile Phones, and PC's,
- Integrates between multiple companies, banks or financial institutions, databases & application modules to return a desired transaction type to the originating device,
- Enables multi-channel layer communication and multi-tiered architecture, and
- Can undertake Person to Person (P2P), Business to Person (B2P), Person to Business (P2B), and Business to Business (B2B) transactions.

A diagrammatic representation of the MAP system is illustrated in the figure below.

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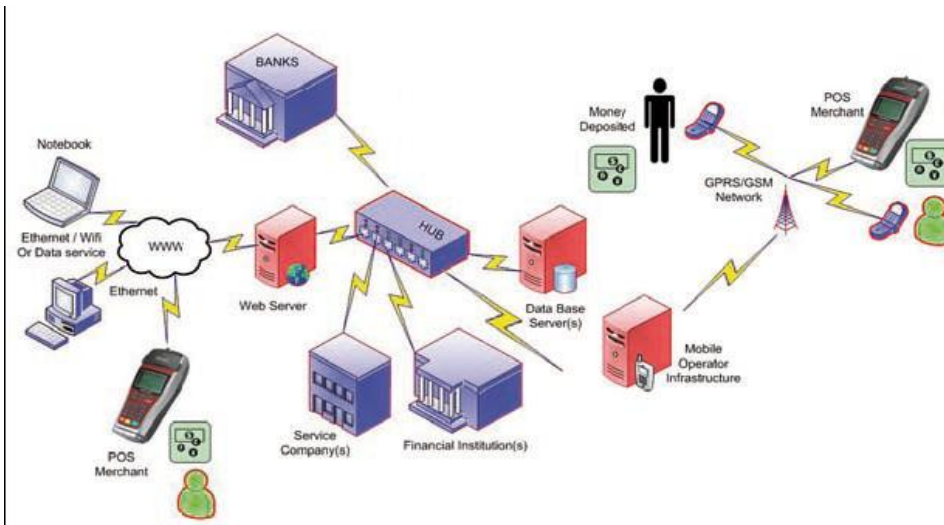
<sup>7</sup> There are however plans in Uganda to issue national ID cards in the country and most importantly to abolish fees that are required to obtain birth and death certificates, and then make registration compulsory.



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Figure 1: MAP International's HUB System



### THE FINANCIAL MODEL

MAP International's revenue is realized primarily through transactional and subscription fees. The revenue attainable from the different services is summarized in Table 1.

Table 1: Revenue Attainable from MAP Services

Service	Charges
Biometric data capture	US\$3 for each customer enrolment
ID bank card	US\$0.5 for every active card per month
ATM	
Withdrawal	US\$0.25 cents per transaction
Point of sale device	
Airtime top-up	2-7% of all sales
Merchant acquisition	2-3% of total purchase
Mobile banking	
Bill payments	3-10% of total bill payment

Revenues from ATM withdrawals are shared on a commission basis with the partners. In the case of Post Bank Uganda, the sharing formula is such that MAP International receives 65% per transaction. There are 24 ATMs deployed in different places that are fully operational. The average transaction volume is 73 per day per ATM. There is also an arrangement with the Wazalendo SACCO for a fixed monthly charge of US\$0.4 for the card. This according to Mr. Pius Tumwijukye, the SACCO's General Manager is quite cheap compared to about US\$5 that they would pay elsewhere. Thirty thousand cards have already been issued to members of the Army SACCO. MAP receives an enrolment fee for all the members of the Army SACCO and Post Bank Uganda customers. Uganda Telecom has 2 million customers and as of November 11<sup>th</sup>, there were over 130,000 subscribers to the M-Sente, UTL's Mobile Banking Platform which is MAP's platform. Agreements have been reached with leading gas



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companies in the country that among them own over 300 hundred stations. The point of sale terminals will be deployed at these stations. There are presently 200 point of sale terminals deployed across the country of which 75 are deployed at leading retail outlets. Information on the volume of transactions was not readily available from any source.

## MAP International's Partners in Uganda

MAP International started its business in Uganda in 2007. Ever since it started operations in Uganda, the government has been very supportive of its activities. *"There has been direct engagement of the Uganda Government from the initial stages which resulted in a tripartite agreement with Post Bank,"* commented Mr. Nsubuga in one of the interviews. MAP has also been active in directly contacting potential partners who would benefit from its state-of-art electronic payments solution and the range of products MAP offers.

Current partners that are directly doing business in various ways with MAP International in Uganda are:

- Post Bank Uganda Limited
- Uganda Telecom
- Wazalendo Saving and Credit Cooperative
- Total Uganda
- Simba Telecom
- Posta Uganda
- X-Tel Limited
- MOGAS
- NILECOM
- Zain Uganda Limited
- Orange Uganda Limited
- Warid Telecommunication

Details of what each of the major partners do and how they are involved with MAP International is described in what follows.

### POST BANK UGANDA LIMITED

Post Bank Uganda is a fully-owned government bank. It started working with MAP Switch in 2007. The bank was in the process of expanding its branch network and customer base as well as establishing mobile and electronic banking. They examined a number of service providers and the government recommended MAP Switch. The bank entered into an agreement with MAP Switch in which the latter would provide ATMs, point of sale devices and the entire e-banking infrastructure. The first ATMs were installed at the end of 2007 and began working in January 2008. MAP Switch also provides the software, switching and debit cards.

By the end of October 2010, 110,000 customers had applied for MAP Switch debit cards (these cards will be useable at all VISA outlets-once MAP's electronic payment systems is certified by VISA). Out of the total number of cards produced, 97,000 had been passed on to



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customers. There are close to 75,000 cards transacting. MAP Switch had also deployed ATMs in 24 locations out of the 30 Post Bank branches. The ATM installation sites are decided upon and prepared by Post Bank. MAP Switch also does the routine maintenance of the ATMs.

. Following clearance by the Bank of Uganda, MAPSwitch finalized setting up the Mobile Banking infrastructure for PostBank Uganda and it is now operational.<sup>10</sup> The Bank's clients can now access banking services via four channels, the banking hall, POS, Mobile Phone and ATMs. The Mobile Banking Service is currently using USSD with Short Codes secured from UTL an Internet service provider (ISP) in Uganda. Arrangements are being made to secure Short Codes from the other ISPs to make the service available to all the Bank's clients. The revenue sharing arrangement between MAP Switch and Post Bank Uganda is entirely on a commission basis. The commission is currently shared at 65% and 35% with Map Switch taking 65% per transaction. The transaction on an ATM and point of sale costs USHS 500 (US\$0.25) per transaction. Customers have the alternative of moving to the bank branches in case technology breaks down.

### **Benefits**

- The bank did not have enough money to invest in ATMs and e-banking and the arrangement with MAP Switch gave them the ability to have electronic banking in place. It then provided flexibility since the bank did not have to look for big chunks of money to invest in this particular venture. The switch was set and ATMs were delivered and customers are able to access services all the time.
- This has enabled the bank to be able to compete with other high-end banks in Uganda in terms of offering 24-hour services and it is now moving to mobile banking.
- It also provides convenience to customers. Mr. Kisitu pointed out that this had attracted a number of customers to the bank since. *"We now have everything a customer would need from a bank,"* he observes during the interview.
- The mobile phone banking will enable balance enquiry, bill payment, and transfer of money between accounts. One can thus manage an account without necessarily traveling to a branch and this may also encourage more people to join the formal banking system.
- The ATMs have also saved customers' time since they do not have to join long queues to know their balance or withdraw money.
- It is no longer necessary for the bank to set up new branches. The only focus is signing up new customers regardless of where they live as they can have access to their accounts.
- Saves money (as travel time, travel costs and related wage loss are eliminated). For instance, when a salary is paid into a MAP customer's account, he or she will receive a message via the mobile phone to that effect.

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<sup>10</sup> The interbank switching technology has not been fully adopted yet in Uganda. At present it is only possible between Standard Chartered bank and Barclays bank.



### **UGANDA TELECOMMUNICATIONS LIMITED**

The Uganda Telecommunications Limited is the largest fixed line operator and the second largest mobile phone operator in Uganda. It is also one of the largest Internet service providers. MAP Switch first entered into contract with Uganda Telecommunication Limited (UTL) in August 2009. UTL's mobile banking was launched in December 2009. MAP Switch had been a UTL telecommunications customer and that is how UTL first got to know about MAP Switch. MAP Switch approached UTL and it was selected as a technology partner. MAP Switch provides the software and technology for the UTL mobile money services. Uganda Telecom has 2 million mobile phone customers. Mobile money usage statistics from Uganda Telecom were not available. The benefit to UTL of working with MAP Switch is proximity. *"The advantage is that they have a local office which is a much better situation for a critical product such as this,"* observed Mr. Menghistab Tesafi, who is the Chief Technical Officer of UTL.

### **WAZALENDO SACCO**

The Wazalendo is a saving and credit cooperative (SACCO) of the Ministry of Defense workers, the Uganda Peoples Defense Forces (UPDF) personnel and retired officers and their families. Presently, the SACCO has 50,000 members. Negotiations with the SACCO started in July 2009 after MAP Switch made presentations to the SACCO board. There are 30,000 cards that have been issued to members of the SACCO. According to Mr. Tumwujukye membership was growing because of anxiety by members about the fact that they were able to access services wherever they were. Another advantage that was pointed out is the saving in terms of cost. The Wazalendo members pay about US\$0.4 a month for the card for all charges as opposed to over US\$5 that they would pay monthly in bank and transaction charges.

The other partners are either gas companies (Total Uganda and MOGAS) or telecommunication companies and third party service providers (NILECOM, Zain Uganda Limited, Orange Uganda Limited, Warid Telecommunication, Simba Telecom, X-Tel Limited, NILECOM, Zain Uganda Limited, Orange Uganda Limited and Warid Telecommunication). The dealings with the other partners are relatively small and are mainly through point of sale terminals. The main benefits in these dealings include improved cash flow and financial transparency. It also opens new sources of revenue.

Given these services are fairly new to the market there are sometimes reservations about whether they can be successful. However, many of the services have been proven in other emerging markets. For example, some partners have had reservations in some areas especially the POS terminals as these have failed for some other organizations that implemented them before.



## Results

### ECONOMIC RESULTS

Alongside its partners, MAP is rapidly bringing users onto the various deployed platforms. The mobile banking platforms are growing at an exponential rate and it is expected that the agent (point of sale) banking program will also grow quickly as it is introduced in more places throughout the country. Transaction volumes keep rising as new products are brought on the platform and make them available in more channels. In total, about 140,000 cards have been processed. Twenty six ATMs have been deployed at different location in the country and 175 POS terminals have been deployed at SACCO locations and leading retail outlets in the country.

### SOCIAL RESULTS

The key benefits of MAP solutions touch government, financial institutions (FIs) as well as the individual customers;

- It has brought linkage banking to different FIs and their members, e.g. the Wazalendo SACCO
- It has brought transaction transparency there by reducing the threat of real and perceived fraud,
- Created an audit trail for transactions,
- Enabled fast access to customer accounts and funds,
- Encouraged customer savings and hence promoted availability of more funds for loan disbursement<sup>11</sup>,
- Increased the reach of financial institutions beyond traditional customer reach,
- Created new revenue sources for organizations/individuals that transact across the MAP network,
- Reduced long lines and waiting time, customers can directly access services/banking information easily via ATM, phone and POS.
- Enabling more efficient disbursement, repayment, internal accounting, transparency and additional financial services (savings, micro insurance for crops, livestock, and client medical) from MFIs in Uganda.
- All the above allow for an increased level of productivity of the users of the MAP services whether those clients work in farming, livestock, commerce, industry, NGOs or the government service sectors of Uganda.

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<sup>11</sup> This is particularly true in the case of the army SACCO. Initially, there was suspicion among the members that their contributions would be abused. This is because it was hard to access each member's account information. When the army SACCO entered into partnership with MAP and members were given cards, it is possible to check the account status. It is this transparency that has encouraged savings.



### ENVIRONMENTAL RESULTS

Branchless banking services (mobile and agent banking) should have a positive impact on the environment by saving the costs associated with a cash economy. People no longer have to travel long distances to bank branches and can do their financial transactions wherever they are. The monitoring and financial benefits of carbon credits due to such innovations as biogas stoves replacing wood and dung burning stoves, and solar generated LEDs replacing kerosene burning lamps will be enabled using the MAP mobile network.

## Key Challenges and Strategies

With regard to its operations and business development, MAP has been facing the following major challenges:

- There is no external funding. The company is fully privately funded and has to rely on future private capital inflows.
- Building partnerships with new private clients and working with different companies involved in different activities.
- Technology did not work well initially given the multiplicity of suppliers. Some promised but failed to deliver.
- The government bureaucracy at times got slow especially at the lower levels. They at times like to do one thing at a time. An example is that they have to go the Bank of Uganda each time they are introducing a product to obtain approval.
- MAP International's system requires that a customer is issued with identification. Gathering the necessary information from some of the potential clients has been a major challenge in a country where majority of the people lack basic records such as birth certificates that that would facilitate easier identification.
- There has also been a challenge with respect to adaptability of the MAP transaction system, which is virtual, as opposed to the more conventional cash-based transactions in Uganda. Whereas some success has been noted, this has come at a slow pace.
- The cost of doing business – including procuring of the ATM's has been enormous<sup>12</sup>.
- The high cost of telecommunication links.
- The weakness of electricity infrastructure also remains a major constraint.
- The high cost of connectivity and equipment. There is a complex communication infrastructure that has to be kept operational to maintain services to our clients and of course meeting the equipment requirements (enrolment stations, ATM, POS, switching platform) that drive the business.
- Lack of tax exemption on most of the investments makes it difficult to roll out the service, but changes in the exemption for MAP are being considered by the government..
- Competitive landscape is rapidly changing, with many operators entering the field of branchless banking and mobile money transfer.
- Other than these difficulties in the operating environment such as unreliable electric power supply, there are no actors that directly hinder the business.

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<sup>12</sup> The technology centre is based in South Africa and all the transactions have to be linked.



### STRATEGIES

- The process of technical integration has been completed and this has greatly increased reliability of technology
- MAP intends to extend services to other financial institutions, training institutions and corporate bodies that directly benefit from the electronic payment's solution. This includes schools, utility bodies, beverage companies, gas stations, and general supply networks. MAP would offer these institutions new ways of serving large corporate clients; enable them to collect payments instantly on delivery of goods via electronic banking transfers thereby increasing security and flexibility of those deliveries.
- There are ongoing efforts to lobby government to review both the timing and amount of taxes paid by the company and also to lobby for a tax holiday as has been accorded to many other investors.
- There are ongoing efforts to sensitize both the government and the public about the advantages associated using the branchless financial infrastructure.
- The government has over the past 20 or so years put in place a solid foundation for growth. Reforms were implemented and as a result, GDP grew at an average of 6.3% for 1992/93-2008/9. This period has also seen major changes in the drivers of the economy with the services sector playing a more dominant role than the agricultural sector.<sup>13</sup> This sustained growth of the economy is providing a good business environment for MAP's services.
- Government has also set up a special fund to cater for infrastructural developments
- A key growth strategy is the expansion of MAP's services to neighboring countries. To date MAP is in late stage negotiations to deploy its Mobile Banking Platform in both Rwanda, with Rwandatel and with Zamtel in Zambia. Both these companies are part of the parent company of UTL, LapGreen. Cross border trade and commerce will be a critical factor in the empowerment and improvement of the lives of people in these border areas.
- MAP is already in discussions with several regional Governments and plans to expand into several other countries in Africa in the near future.

### Opportunities

Africa has an unprecedented opportunity to harness technological innovation to transform the economies and lives of people across the region.

- The Seacom undersea fibre-optic cable that came on stream in 2009 has linked Southern and Eastern Africa with India and Europe, brought down connectivity costs on the continent and provided African retail carriers with equal and open access to inexpensive bandwidth, removing the international infrastructure bottlenecks and created a vital umbilical chord to the global information economy which MAP's business can benefit from.

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<sup>13</sup> Okidi et.al, 2005



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Uganda also has a young, vibrant and entrepreneurial population that is adopting technology with unbridled enthusiasm, creating exciting new usage models and applications. For example, there are now over seven million mobile phone subscribers in Uganda and this number is expected to grow rapidly year on year.

## **Conclusion**

This case study has pointed out how existing technology can be harnessed to impact on lives of millions of people in a short time period. It has also shown how to create a business model that successfully combines business and social objectives. MAP's work in Uganda demonstrates the importance of partnership and the need for business and governments to create a shared long-term vision and strategy for maximizing the economic opportunities and social benefits technology can deliver. The nurturing and encouragement of innovation, the creation of more competitive markets and the development of enabling business environments in the long-term will deliver economic growth, increase competitiveness and productivity, generate jobs, and help to develop a new generation of business leaders and entrepreneurs across Africa.

By helping to strengthen Uganda's financial infrastructure, markets can be made to function more effectively for the poor, the benefits of growth can be more widely distributed and economic development more easily sustained.



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## Growing Inclusive Markets

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The information presented in this case study has been reviewed and signed-off by the company to ensure its accuracy. The views expressed in the case study are the ones of the author and do not necessarily reflect those of the UN, UNDP or their Member States.

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