PEOPLE | IDEAS | PARTNERSHIPS | OPPORTUNITY

BUILDING THE RAILS OF INCLUSION

Digital Public Infrastructure, Financial Inclusion & the Future of Fintech-Driven Economic Development Across Africa

Exode Nawamonadio

Obama Foundation Africa Leader | 2025–2026
Regional Manager – Ecosystem Development,
Digital Public Infrastructure & Financial Inclusion | GIMAC

OBAMA FOUNDATION

Africa Alumni Community Call
10 September 2026

A MORE CONNECTED INCLUSIVE PROSPEROUS AFRICA.



Connecting **people.** | Connecting **institutions.** | Connecting **markets.**

Together for a Brighter Africa

INCLUSIVE FINANCE | DIGITAL ECONOMY | REGIONAL INTEGRATION | SHARED OPPORTUNITY



"What's the one thing you can do such that by doing it, everything else becomes easier or unnecessary?"

— Gary Keller & Jay Papasan
The ONE Thing

What is The ONE Thing?

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A MORE CONNECTED AFRICA. A BRIGHTER TOMORROW.

What is the one thing we could build that would make thousands of other innovations easier to build, easier to access and easier to scale?

Same innovation. Greater possibilities.

WITHOUT SHARED RAILS

Many innovations. Many institutions. Many systems.

Bank · Wallet · Government · FinTech · Business · People

GOOD SOLUTIONS. FRAGMENTED IMPACT.

THE ONE THING: CONNECT THEM.

People · Businesses · Finance · Government · Innovation

DIGITAL PUBLIC INFRASTRUCTURE

IDENTITY | PAYMENTS | DATA

CONNECTED PEOPLE. STRONGER ECONOMIES. BRIGHTER TOMORROWS.

THE RAILS DO NOT REPLACE INNOVATION.
THEY MAKE INNOVATION EASIER TO CONNECT, SCALE AND SHARE.

Inspired by The ONE Thing
Gary Keller & Jay Papasan

PEOPLE | PARTNERSHIPS | POSSIBILITY | A STRONGER AFRICA

1.

PEOPLE AT THE CENTER

THREE PEOPLE. THREE PROBLEMS.

What Does Fragmentation Actually Look Like?

PEOPLE.
INSTITUTIONS.
MARKETS.
OPPORTUNITIES.

A MORE CONNECTED INCLUSIVE PROSPEROUS AFRICA.

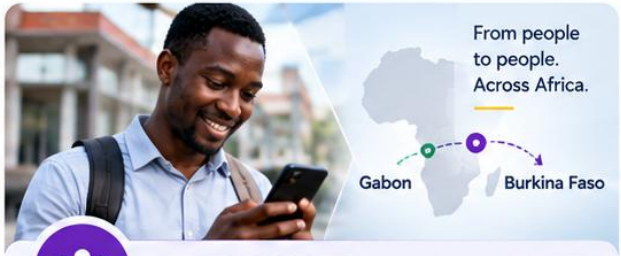


THE ENTREPRENEUR
CAMEROON

She has customers using different banks and mobile-money providers, including customers beyond Cameroon.

> **Why should the way my customer pays determine whether I can sell to them?**

Mobile Money | Banks | Cards | QR Payments



THE CUSTOMER
GABON

He wants to send money to family or a business partner in Burkina Faso.

> **Why should sending money across Africa still be complicated?**

Family support | Business payments | Remittances | Across borders



THE GOVERNMENT
CENTRAL AFRICA

A Treasury wants citizens and businesses to pay taxes, customs duties and public services digitally through different financial institutions.

> **Why should digital revenue still require fragmented collection and reconciliation processes?**

Tax payments | Customs duties | Public services | Reconciliation

Different users. Same underlying problem: fragmentation.

INCLUSIVE PAYMENTS.
STRONGER ECONOMIES.
BRIGHTER AFRICA.

PEOPLE
MARKETS
OPPORTUNITIES
WITHOUT BORDERS

THEY ARE ALREADY DIGITAL.
So Why Is There Still Friction?

PEOPLE.
INSTITUTIONS.
MARKETS.
OPPORTUNITIES.

A MORE CONNECTED INCLUSIVE PROSPEROUS AFRICA.

Customers have wallets.
Millions of people are using mobile money and digital wallets across Africa.



Merchants accept digital payments.
Businesses are increasingly accepting cards, mobile money and QR payments.



Banks have mobile applications.
Banks are offering digital banking services to their customers.



Governments are digitizing.
Public services, tax payments and government collections are moving online.



FinTechs are innovating.
New solutions are expanding access, choices and use cases.



AND YET...

THE SYSTEMS ARE NOT ALWAYS CONNECTED.



Multiple digital solutions...



...but fragmented connections.

- Different systems
- Different rules
- Different institutions
- Different countries

Digitalization ≠ Interoperability

Access ≠ Inclusion

National connectivity ≠ Regional integration

Africa does not have an innovation problem.
We have a connection problem.



INCLUSIVE PAYMENTS.
STRONGER ECONOMIES.
BRIGHTER AFRICA.

PEOPLE
MARKETS
OPPORTUNITIES
WITHOUT BORDERS

UNDERSTANDING THE CHALLENGE

THREE LAYERS OF FRAGMENTATION

Behind a Simple Payment Lies a Complex Ecosystem

DIFFERENT SYSTEMS.
DIFFERENT RULES.
A MORE FRAGMENTED AFRICA.

SAME PEOPLE.
BIGGER POSSIBILITIES
WHEN CONNECTED.

01 INSTRUMENT FRAGMENTATION

Different payment instruments. Different rails.

Card ≠ Wallet ≠ Account transfer ≠ QR

Different instruments may operate through different infrastructures, standards and schemes.



Different instruments.
Different rails.

02 INSTITUTIONAL FRAGMENTATION

Different players. Different systems.

Banks ≠ MFIs ≠ MNOs ≠ FinTechs ≠ Government

Different institutions operate with different systems, incentives, business models, regulations and standards.



03 GEOGRAPHIC FRAGMENTATION

Different countries. Different ecosystems.

Country A ≠ Country B ≠ Region C

A service that works domestically may stop at the border due to different regulations, infrastructures and connections.



National success does not automatically mean regional reach.

What if we could connect all three?

INCLUSIVE PAYMENTS.
STRONGER ECONOMIES.
BRIGHTER AFRICA.

CONNECTED PEOPLE.
INTEGRATED AFRICA.

AfricaNenda
ACCELERATING INCLUSIVE PAYMENT SYSTEMS

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

AFRICA IS BUILDING THE RAILS

The State of Instant Payments in Africa

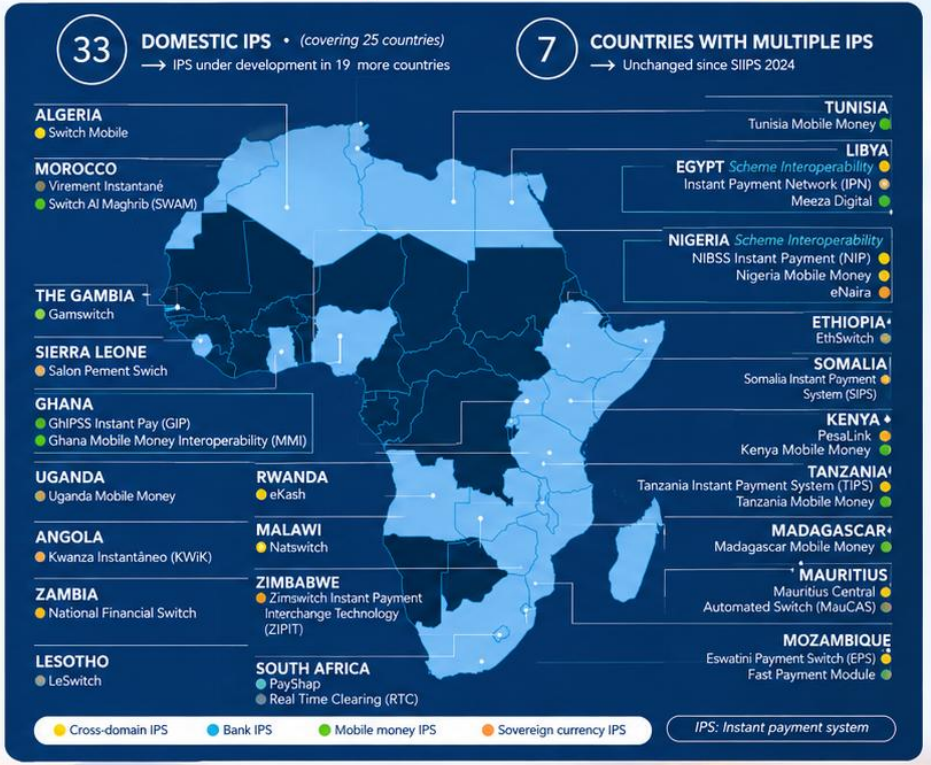
36 IPS — Live across Africa

33 — Domestic

3 — Regional

7 — Countries with multiple IPS

- According to AfricaNenda's State of Inclusive Instant Payments in Africa (SIIPS) 2025 report, Africa's IPS landscape is **expanding quickly**, with 36 IPS live across Africa (33 domestic & 3 regional) as of June 2025.
- However, **access and expansion has not yet translated into consistently inclusive, high-quality systems.** According to SIIPS, of the 36 IPS, 15 are classified as basic, 10 as progressed, 10 remain unranked and only Nigeria's NIP has reached mature status.
- Even among progressed systems, many IPS still face **gaps in interoperability, technical and operational capabilities, use-case coverage, affordability, recourse, non-bank participation, governance and consumer outcomes.**
- The result is **uneven system quality** across the continent, leading to inconsistent user experiences and limiting trust, adoption and the broader economic value that IPS can generate.



More infrastructure is progress.
But more infrastructure can also create new fragmentation if systems cannot interoperate.

Africa has built more rails.
The next challenge is making the rails work together.

INCLUSIVE PAYMENTS. STRONGER ECONOMIES. BRIGHTER AFRICA.

Source: AfricaNenda, SIIPS 2025. Data as of June 2025.

THINK RAILS, NOT APPS

DIGITAL PUBLIC INFRASTRUCTURE

Shared rails for inclusive, innovative and connected economies.

> Just as roads enable people and businesses to move, digital public infrastructure enables societies to participate in the digital economy.

PEOPLE. OPPORTUNITY. A MORE CONNECTED AFRICA.

DIFFERENT SERVICES. A SHARED FOUNDATION. A BRIGHTER AFRICA.

IDENTITY

Can I prove who I am?

- Digital identity
- eKYC
- Trust and inclusion

PAYMENTS

Can value move?

- Instant payments
- Transfers and collections
- From people to governments and across borders

DATA

Can trusted information move?

- Secure data exchange
- Consent and privacy
- Better services and innovation

ALL THREE REST UPON

- **Governance** — Clear rules and oversight
- **Standards** — Common languages and compatibility
- **Cybersecurity** — Security and resilience
- **Safeguards** — Protection of rights and inclusion
- **Institutions** — Collaboration across public and private sectors



WHY PAYMENTS MATTER

A PAYMENT IS NEVER JUST A PAYMENT

Payments power people, businesses, governments and economies.

SAME PAYMENTS. BRIGHTER OPPORTUNITIES FOR AFRICA.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

PERSON → PERSON
Transfers and remittances



- Support families
- Enable remittances
- Increase financial resilience

PERSON → BUSINESS
Merchant payments



- Grow sales for merchants
- Enable digital commerce
- Support informal businesses

BUSINESS → BUSINESS
Suppliers and trade



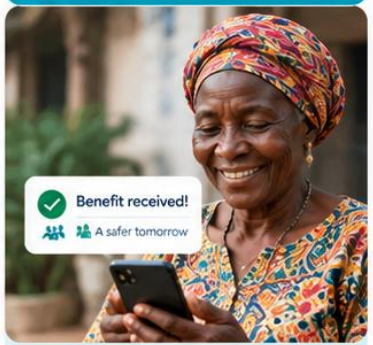
- Pay suppliers
- Enable trade and value chains
- Improve cash flow

PEOPLE / BUSINESSES → GOVERNMENT
Taxes, customs and public services



- Easier and faster payments
- Better traceability
- More efficient reconciliation
- Stronger public services

GOVERNMENT → PEOPLE
Transfers and benefits



- Social transfers
- Subsidies and support programs
- Emergency relief
- More inclusive societies

Payments connect economic relationships.

INCLUSIVE PAYMENTS. STRONGER ECONOMIES. BRIGHTER AFRICA.

PEOPLE
BUSINESSES
GOVERNMENTS
THRIVING TOGETHER.

WHAT INTEROPERABILITY CHANGES

From Closed Networks to Connected Ecosystems

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.

BEFORE — CLOSED NETWORKS

Silos limit people, businesses and economies.

- Bank A ✕ Bank A
- Wallet B ✕ Wallet B
- FinTech C ✕ FinTech C

- Different networks.
- Different rules.
- Limited reach.

AFTER — CONNECTED ECOSYSTEM

Interoperability enables seamless, inclusive and scalable payments.



- More choice for users
- Bigger markets for businesses
- Greater efficiency for governments

The user should **experience** the transaction.

The infrastructure should **manage** the complexity.

PAYMENTS THAT CONNECT PEOPLE. POWER AFRICA.

INCLUSIVE ECONOMIES. STRONGER SOCIETIES. BRIGHTER AFRICA.

NOT ALL INTEROPERABILITY IS BUILT THE SAME WAY

Three Payment Infrastructure Architectures

DIFFERENT ARCHITECTURES. GREATER POSSIBILITIES FOR AFRICA.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

MODEL 1 SPECIALIZED

Different infrastructures for different instruments.

- Card → Card infrastructure
- Mobile → Mobile infrastructure
- Transfer → Transfer infrastructure

- Different networks.
- Different standards.
- Limited interoperability.
- Fragmented user experience.

MODEL 2 INTEGRAL

One shared infrastructure for multiple instruments.

Card · Mobile · Transfer · QR

Shared interoperability infrastructure

Multiple instruments. One platform.

- Common infrastructure.
- Shared standards.
- Broader reach.
- More consistent user experience.

MODEL 3 INTERCONNECTED ECOSYSTEMS

Multiple national or regional infrastructures connected together.

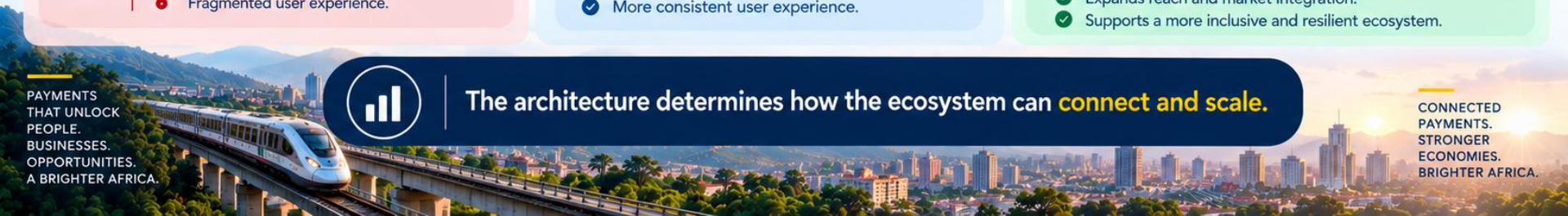
National IPS (Country A) · Regional IPS (Region B) · National IPS (Country C)

Interconnection layer

Standards | Governance | Settlement | Security

National IPS (Country D) · Regional IPS (Region E) · National IPS (Country F)

- Connects multiple infrastructures.
- Enables regional and cross-border payments.
- Expands reach and market integration.
- Supports a more inclusive and resilient ecosystem.



PAYMENTS THAT UNLOCK PEOPLE. BUSINESSES. OPPORTUNITIES. A BRIGHTER AFRICA.

The architecture determines how the ecosystem can connect and scale.

CONNECTED PAYMENTS. STRONGER ECONOMIES. BRIGHTER AFRICA.

A REAL-LIFE EXAMPLE

LET'S FOLLOW ONE PAYMENT

A Customer in Cameroon Wants to Send Money to Gabon

DIFFERENT PEOPLE. CONNECTED OPPORTUNITIES.

A MORE INTEGRATED AFRICA.

CAMEROON

Customer
(Individual or business)

Bank
(Mobile app, branch, online)

OR

Wallet
(Mobile money)

What connects them?

?

- Interoperability
- Standards
- Clearing & Settlement
- Regulation
- Trusted Institutions

GABON

Bank
(Mobile app, branch, online)

OR

Wallet
(Mobile money)

Recipient
(Individual or business)

Payments connect people across borders.

PEOPLE. MARKETS. OPPORTUNITIES. A MORE CONNECTED AFRICA.

SAME PAYMENTS. BIGGER OPPORTUNITIES.

A REGIONAL INTEROPERABILITY LAYER

GIMACPAY: CONNECTING THE CEMAC ECOSYSTEM

One regional platform. More people. More opportunities.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE
CONNECTED.
CENTRAL AFRICA.

Banks
Accounts, transfers, cards, digital banking

MFIs
Financial inclusion and last-mile access

Mobile Money Operators
Wallets, agent networks, person-to-person payments

Payment Institutions
Payment services, aggregators, PSPs



FinTechs
Innovative solutions, value-added services

Public Treasuries
Collections, disbursements, government payments

Merchants
Payments and digital commerce

Six countries. **Multiple institutions.** Shared regional infrastructure.

PAYMENTS
CONNECT
PEOPLE.
THEY BUILD
OPPORTUNITIES.

SAME
PAYMENTS.
BRIGHTER
OPPORTUNITIES
FOR CENTRAL AFRICA.

CAMEROON → GABON

Regional Interoperability in Practice

Same people. More possibilities.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A STRONGER CENTRAL AFRICA THROUGH PAYMENTS.

CAMEROON

A SENDER IN YAOUNDÉ



Customer
(Individual or business)

Bank
(Mobile app, branch, online)

OR

Wallet
(Mobile money)

GIMACPAY

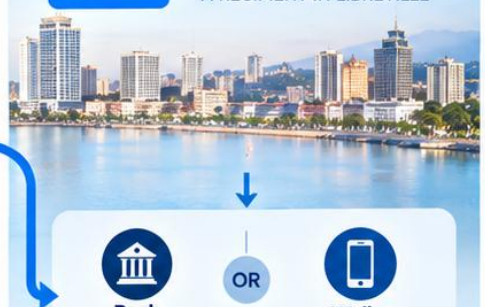
REGIONAL INTEROPERABILITY

- Routing & Switching
- Standards & Rules
- Clearing & Settlement
- Security & Governance

ONE REGION. SEAMLESS PAYMENTS.

GABON

A RECIPIENT IN LIBREVILLE



Bank
(Mobile app, branch, online)

OR

Wallet
(Mobile money)

Recipient
(Individual or business)

- Different country ✓
- Different institution ✓
- Potentially different payment instrument ✓

Same region.
More opportunities.

The customer experiences one transfer.
The infrastructure manages the complexity.

CONNECTING PEOPLE.
ENABLING OPPORTUNITIES.
BUILDING A BRIGHTER CENTRAL AFRICA.

SAME PAYMENTS.
BIGGER POSSIBILITIES.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A STRONGER
CENTRAL AFRICA
THROUGH
PAYMENTS.

What Happens When the Instruments Themselves Are Fragmented?

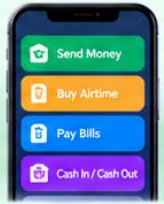
Different instruments. Different infrastructures. Different rails.

CARD
Card infrastructure



- Card networks
- Issuing & acquiring systems
- Switches and processors
- Scheme rules and standards

MOBILE MONEY
Mobile infrastructure



- Mobile money platforms
- Agent networks
- Wallet systems
- Operator-specific rules

ACCOUNT TRANSFER
Transfer infrastructure



- Core banking systems
- Interbank transfer platforms
- Clearing & settlement systems
- Banking standards (e.g. ISO 20022)

QR
Merchant infrastructure



- Merchant platforms
- QR standards (e.g. EMVCo)
- Acquiring systems
- Merchant settlement

Different instruments can mean different rails.

What if those rails could converge?

DIFFERENT
RAILS TODAY.
GREATER
OPPORTUNITIES
TOMORROW.

SAME PEOPLE.
SAME MARKETS.
A MORE
CONNECTED
CENTRAL AFRICA.

FROM MULTIPLE RAILS TO A SHARED ECOSYSTEM

More instruments. More participants. More opportunities.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A STRONGER CENTRAL AFRICA THROUGH PAYMENTS.

Banks
Commercial banks, development banks, digital banks

MFIs
Microfinance institutions and cooperatives

MNOs
Mobile network operators

Cards
(ATM, POS, Online)

Mobile Money
(Wallets, USSD, Apps)

Account Transfers
(Bank-to-Bank, IBAN)

GIMACPAY
INTEROPERABILITY
INCLUSION
OPPORTUNITY

QR / Merchant Payments
(QR, Merchant, Bill Pay)

Instant Payments
(P2P, P2B, P2G, B2B)

Remittances
(Inbound & Outbound)

FinTechs
Innovative solutions and value-added services

PSPs
Payment service providers, aggregators, and facilitators

Governments
Public treasuries, ministries and agencies (P2G, G2P)

DEFINITION

Integral Interoperability is the convergence of **multiple payment instruments, channels and participant categories** within **shared interoperable infrastructure** rather than isolated product-specific switching environments.

Greater access | **More efficiency** | **Stronger and safer ecosystems**

MULTIPLE RAILS. SHARED INFRASTRUCTURE.
ONE INTEROPERABLE ECOSYSTEM.

CONNECTING PEOPLE. ENABLING OPPORTUNITIES. BUILDING A BRIGHTER CENTRAL AFRICA.

SAME PAYMENTS. BIGGER OPPORTUNITIES.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

The Architecture Changes. Then the Ecosystem Changes.

From instruments to institutions. From institutions to countries. From connectivity to opportunity.

LAYER 1 INSTRUMENTS
Different payment instruments

- **Card** (ATM, POS, Online)
- **Wallet** (Mobile Money)
- **Account** (Bank Account)
- **Transfer** (P2P, P2B, P2G, B2B)
- **QR** (Merchant, Bill Pay)

LAYER 2 INSTITUTIONS
Different participants

- **Banks** — Commercial & development banks
- **MFIs** — Microfinance institutions
- **MNOs** — Mobile network operators
- **FinTechs** — Innovative payment solutions
- **Governments** — Public treasuries, ministries and agencies

LAYER 3 COUNTRIES
Regional integration

- Cameroon
- Gabon
- Republic of Congo
- Chad
- Central African Republic
- Equatorial Guinea

KEY DISTINCTION

Integral Interoperability describes the architecture.

Convergence describes what that architecture enables across the ecosystem.

CONVERGENT REGIONAL ECOSYSTEM

More connected people. Stronger markets. Greater opportunities.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE CONNECTED CENTRAL AFRICA.

USE CASE: GABON → BURKINA FASO

What Happens When the Payment Leaves CEMAC?

Connecting people beyond borders.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.

GABON
A SENDER IN LIBREVILLE

Moov Money Customer

Moov Africa
Mobile Money



CROSS-BORDER CONNECTIVITY
(ILLUSTRATIVE CURRENT MODEL)

GIMACPAY
CEMAC INTEROPERABLE ECOSYSTEM

Connecting multiple institutions and payment instruments across CEMAC

From local to regional connectivity

Cross-Border Aggregator
(Onafriq-type connectivity)

Routes payments between different regional infrastructures

Mobile Money
Recipient's mobile money account

BURKINA FASO
A RECIPIENT IN OUAGADOUGOU

Recipient
Funds received on mobile money



Aggregators are important bridges between ecosystems that are not yet directly interconnected.

Reach
Access new markets

Routing
Efficient transaction flows

Connectivity
Bridges different ecosystems

Time-to-market
Faster expansion opportunities

PAYMENTS CONNECT PEOPLE.
THEY BUILD OPPORTUNITIES.

SAME PEOPLE.
BIGGER POSSIBILITIES.

Illustrative current connectivity model. Only present this as a live corridor if you have confirmed the specific operational path.

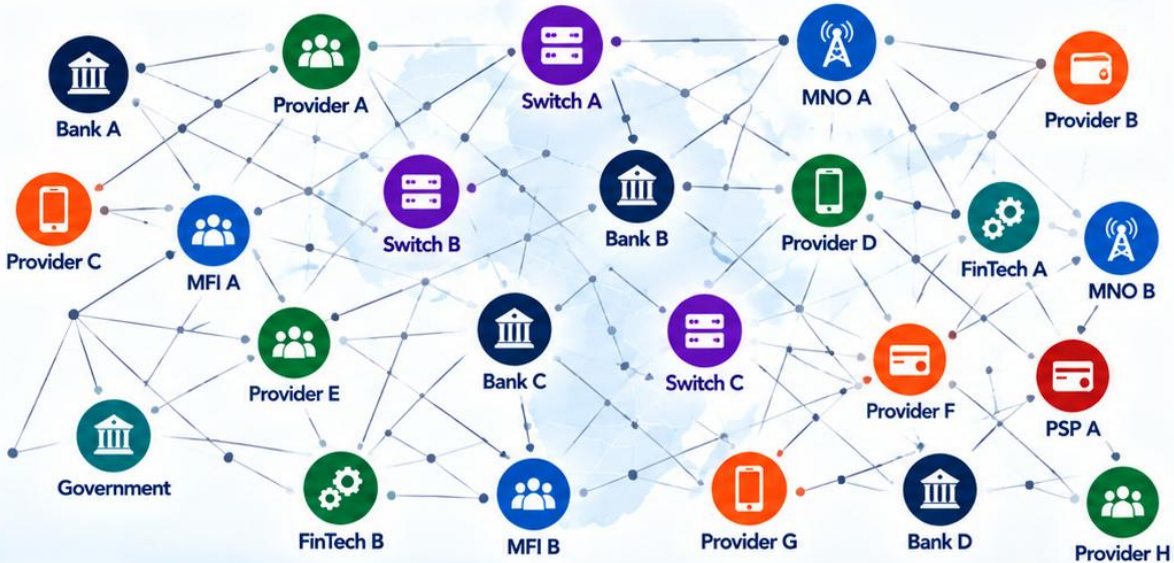
Can Africa Scale Through Thousands of Bilateral Connections?

More participants. More connections. More complexity.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A MORE CONNECTED AFRICA.

- Each new participant requires multiple bilateral integrations.
- Longer implementation times.
- Higher operational costs.
- Complexity increases exponentially as the ecosystem grows.



EXAMPLE BILATERAL CONNECTIONS

Bank A	↔	Provider B
Switch A	↔	Provider C
Switch B	↔	Provider D
Provider A	↔	Provider E
MNO A	↔	Bank C
FinTech A	↔	PSP A
MFI A	↔	MNO B
Government	↔	Provider F
Provider G	↔	Bank D
Provider H	↔	Switch C
...		

More participants = exponentially more integration complexity.

CONNECTED PAYMENTS. STRONGER PEOPLE. BRIGHTER AFRICA.

SAME PAYMENTS. BIGGER POSSIBILITIES.

TODAY: AGGREGATORS BRIDGE ECOSYSTEMS

Connecting Where Infrastructure Is Not Yet Directly Connected

Different ecosystems. A shared opportunity.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A MORE CONNECTED CENTRAL AFRICA. A BRIGHTER AFRICA.

GABON
A SENDER IN LIBREVILLE

Customer
Using Mobile Money

Moov Africa · airtel money

Regional / domestic infrastructure
(Mobile money networks, banks, etc.)

CROSS-BORDER AGGREGATOR
e.g. Onafriq-type connectivity

Connectivity · Routing · Integration · Cross-border reach

Links different payment ecosystems across countries and regions

BURKINA FASO
A RECIPIENT IN OUAGADOUGOU

Recipient
Receiving funds on mobile money

Moov Africa · telecel

Destination network
(Mobile money, banks, etc.)

AGGREGATORS HELP PROVIDE

- **Reach** — Access to new markets and users
- **Routing** — Efficient transaction flows across ecosystems
- **Network integrations** — Connection with multiple institutions and systems
- **Cross-border connectivity** — Enabling payments between different regions and countries
- **Time-to-market** — Faster expansion opportunities

Aggregators are important bridges across today's fragmented ecosystems.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

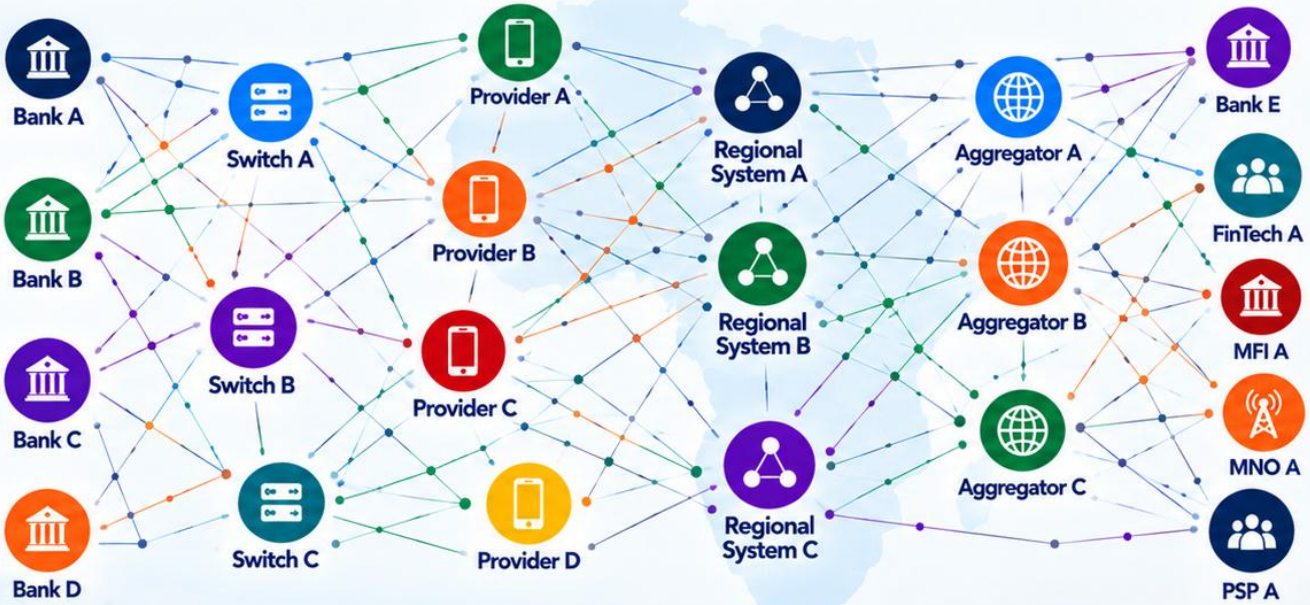
SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

Illustrative current connectivity model. Only present this as a live corridor if you have confirmed the specific operational path.

How Many Bridges Do We Need?

A growing number of participants. An increasingly complex web of bilateral connections.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.



Can continental interoperability scale through ever-growing bilateral integrations?

What if we connected ecosystems instead?

- More participants
- More connections
- Higher complexity
- Longer time-to-market
- Higher operational costs

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

FROM CONNECTING INSTITLTIONS TO CONNECTING ECOSYSTEMS

ECOSYSTEM ↔ ECOSYSTEM

A new approach for scalable, inclusive and resilient payments.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE
CONNECTED
AFRICA.
A BRIGHTER
TOMORROW.

CEMAC

Economic and Monetary Community of Central Africa

Cameroon · Central African Republic · Chad · Equatorial Guinea · Gabon · Congo

GIMACPAY

Interoperable Payment Infrastructure for Central Africa

INTER-REGIONAL INTEROPERABILITY

Connecting regions.
Expanding opportunities.

UEMOA

West African Economic and Monetary Union

Senegal · Côte d'Ivoire · Burkina Faso · Mali · Niger · Togo · Benin · Guinea-Bissau

PI-SPI

Pan-African Payment & Settlement Infrastructure

STRATEGIC VISION / FUTURE ARCHITECTURE

Illustrative cross-regional payment journey

Gabon Customer
Sends money (using mobile money)

→ **GIMACPAY**
CEMAC regional infrastructure

→ **GIMACPAY ↔ PI-SPI**
Inter-regional interoperability

→ **PI-SPI**
UEMOA regional infrastructure

→ **Burkina Faso** Recipient
Receives money (on mobile money)

POTENTIAL BENEFITS

- Fewer duplicated integrations
- Broader participant reach
- More consistent interoperability
- Potential reduction in cross-border friction

PAYMENTS
CONNECT
PEOPLE.
THEY BUILD
OPPORTUNITIES.

From participant-to-participant connectivity to ecosystem-to-ecosystem interoperability.

SAME PEOPLE.
SAME PAYMENTS.
A MORE
INTEGRATED
AFRICA.

TOMORROW: GIMACPAY ↔ PI-SPI

From Regional Interoperability to Inter-Regional Interoperability

Building bridges between regions for a more connected Africa.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A MORE CONNECTED AFRICA. A BRIGHTER TOMORROW.

CEMAC

Economic and Monetary Community of Central Africa

Cameroon · Central African Republic · Chad · Equatorial Guinea · Gabon · Congo

GIMACPAY

Interoperable Payment Infrastructure for Central Africa

INTER-REGIONAL INTEROPERABILITY

Connecting regions. Expanding opportunities.

UEMOA

West African Economic and Monetary Union

Senegal · Côte d'Ivoire · Burkina Faso · Mali · Niger · Togo · Benin · Guinea-Bissau

PI-SPI

Pan-African Payment & Settlement Infrastructure

STRATEGIC VISION / FUTURE ARCHITECTURE

Illustrative cross-regional payment journey

Gabon Customer — Sends money (using mobile money)

→ **GIMACPAY** — CEMAC regional infrastructure

→ **GIMACPAY ↔ PI-SPI** — Inter-regional interoperability

→ **PI-SPI** — UEMOA regional infrastructure

→ **Burkina Faso** Recipient — Receives money (on mobile money)

POTENTIAL BENEFITS

- Fewer duplicated integrations
- Broader participant reach
- More consistent interoperability
- Potential reduction in cross-border friction

From participant-to-participant connectivity to ecosystem-to-ecosystem interoperability.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

From Fragmentation to Connected Markets

A progressive journey towards a more inclusive, integrated and prosperous Africa.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE
CONNECTED
AFRICA.
A BRIGHTER
TOMORROW.

1 INSTRUMENT INTEROPERABILITY

Card ↔ Wallet ↔ Account



Different payment instruments working together.

2 INSTITUTIONAL INTEROPERABILITY

Bank ↔ MFI ↔ MNO ↔ FinTech



Different types of institutions connected.

3 NATIONAL INTEROPERABILITY

Domestic ecosystem



All participants connected within a country.

4 REGIONAL INTEROPERABILITY

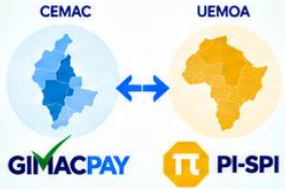
Multiple countries



Countries connected within a region (e.g. CEMAC, UEMOA).

5 INTER-REGIONAL INTEROPERABILITY

Regional ecosystem ↔ Regional ecosystem



Regional infrastructures connected across regions.

6 CONTINENTAL INTEROPERABILITY

NETWORK OF INTEROPERABLE ECOSYSTEMS



A connected Africa with interoperable regional ecosystems.

BIG PROPOSITION

The future is not necessarily one giant African switch.
It is an interoperable network of interoperable ecosystems.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

More inclusion | Larger markets | Greater innovation | Stronger resilience

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

THE HARDEST INTEROPERABILITY IS NOT BETWEEN SYSTEMS

IT IS BETWEEN INSTITUTIONS.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

TECHNICAL INTEROPERABILITY

Connecting systems through technology.

AP ↔ API	API ↔ API
Switch ↔ Switch	Switch ↔ Switch
Wallet ↔ Account	Wallet ↔ Account
Country system ↔ Country system	Country system ↔ Country system

Systems can be connected.
Standards can be aligned. Technology can work.



INSTITUTIONAL INTEROPERABILITY

Aligning people, mandates and incentives.

Government ↔ Private Sector	Government ↔ Private Sector
Regulator ↔ Innovator	Regulator ↔ Innovator
Bank ↔ FinTech	Bank ↔ FinTech
MNO ↔ Bank	MNO ↔ Bank
Country ↔ Country	Country ↔ Country
Institution ↔ Institution	Institution ↔ Institution

People, mandates, incentives and trust must also be connected.

Technology can connect systems.
Leadership must connect interests.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

FIVE LEADERSHIP TENSIONS

Building Shared Infrastructure Requires Shared Leadership.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

01

COMPETITION ↔ COOPERATION

How do competitors cooperate on infrastructure while competing on services?

02

NATIONAL ↔ REGIONAL

How do national priorities coexist with regional ambitions?

LEADERSHIP =
ALIGNING DIFFERENT INTERESTS AROUND
SHARED VALUE

CONNECTED PEOPLE.
STRONGER MARKETS.
A MORE INTEGRATED AFRICA.

03

INNOVATION ↔ PROTECTION

How do we innovate without sacrificing consumers?

04

SPEED ↔ INCLUSION

How do we scale without designing only for the easiest users?

05

PUBLIC ↔ PRIVATE

What should governments build?
What should markets build?
What must they build together?

PAYMENTS CONNECT PEOPLE.
THEY BUILD OPPORTUNITIES.

SAME PEOPLE.
SAME PAYMENTS.
A MORE INTEGRATED AFRICA.

More inclusive societies | More competitive economies | More trusted payments | A more integrated Africa

**DIFFERENT INTERESTS..
A SHARED TOMORROW.**

Five Lessons From Building Across Boundaries

People. Institutions. Markets. Countries. A more connected Africa.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

1 LISTEN BEFORE YOU DESIGN

Leadership begins with understanding how different people experience the same system.



Design with people, not just for them.

2 ALIGN BEFORE YOU CONNECT

Technical integration cannot compensate for misaligned incentives.



Shared purpose before shared infrastructure.

3 BUILD ACROSS SECTORS

Governments, businesses, civil society and innovators each hold part of the solution.



Cross-sector collaboration drives greater impact.

4 BUILD TRUST INTO THE SYSTEM

Governance, accountability, security and consumer protection are leadership choices, not afterthoughts.



Trust enables adoption, inclusion and long-term impact.

5 THINK BEYOND YOUR BOUNDARY

The challenges we face rarely respect institutional, generational or national borders.



Regional challenges require leadership without borders.

Leadership is making different actors move together without requiring them to become identical.

Different perspectives. Shared purpose. Collective action.

More inclusive societies | More competitive economies | More innovation | More trusted payments | A more integrated Africa

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

Our Leadership Model Must Evolve Too

Bigger impact. Stronger partnerships. A more connected Africa.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

INSTITUTIONAL LEADERSHIP

MY INSTITUTION

- My strategy
- My infrastructure
- My customers
- My advantage

Essential, but not sufficient for the Africa we want.

ECOSYSTEM LEADERSHIP

OUR SHARED PROBLEM

- Shared infrastructure
- Common standards
- Aligned incentives
- Collective safeguards

From individual ambition to collective impact.

REGIONAL LEADERSHIP

OUR SHARED MARKET

- Cross-border infrastructure
- Regional institutions
- Connected ecosystems
- Shared opportunity

A more integrated, inclusive and prosperous Africa.

FUTURE-PROOF LEADERSHIP IS ECOSYSTEM LEADERSHIP

PUBLIC SECTOR
Policy • Regulation • Public value

CIVIL SOCIETY
Trust • Inclusion • Accountability

SHARED LEADERSHIP
Not beneficiaries. Co-creators.
Not silos. Partnerships.
An ecosystem moving together.

PRIVATE SECTOR
Innovation • Investment • Scale

YOUTH & COMMUNITIES
Ideas • Lived experience • Co-creation

KEY MESSAGE

No single institution can solve a system-level problem alone.

Africa's digital integration requires leaders capable of leading beyond the boundaries of their own institutions.

Africa's digital integration requires leaders capable of leading **beyond the boundaries of their own institutions.**
FUTURE-PROOF LEADERSHIP IS ECOSYSTEM LEADERSHIP.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

Remember Our Three People?

Same people. A more connected future.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

ENTREPRENEUR — CAMEROON



Small Business Owner
Yaoundé, Cameroon
"A larger market for my business."

HER PROBLEM

"My customers use different providers and markets."

CONNECTED FUTURE

- More payment options
- More reachable customers
- Potentially broader market access
- More economic opportunity

CUSTOMER — GABON



Everyday Customer
Libreville, Gabon
"Easier and more affordable transfers to support my family."

HIS PROBLEM

"Why is sending money to Burkina Faso complicated?"

TODAY

Aggregator-enabled connectivity

TOMORROW

- Potential ecosystem-to-ecosystem connectivity
- Simpler regional reach

GOVERNMENT



Government Official
Ministry of Finance
"More efficient and transparent public finances."

ITS PROBLEM

"Why are digital collections and reconciliation fragmented?"

INTEROPERABLE PUBLIC PAYMENTS

Banks + Wallets + FinTechs

Shared payment infrastructure

Treasury

POTENTIAL

- Faster confirmation
- Better traceability
- More efficient reconciliation

The infrastructure matters because these people matter.

PAYMENTS CONNECT PEOPLE.
THEY BUILD OPPORTUNITIES.

SAME PEOPLE.
SAME PAYMENTS.
A MORE INTEGRATED AFRICA.

Connection Alone is Not Inclusion

The RAILS Test for Inclusive Digital Leadership

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

R — REACH

Who are we leaving outside?

- Rural communities?
- Women?
- Informal businesses?
- People without smartphones?



INCLUSION STARTS WITH REACH.

A — AFFORDABILITY

Can ordinary people afford to participate?

Infrastructure that exists but is too expensive is not inclusive.



AFFORDABLE ACCESS UNLOCKS OPPORTUNITY.

I — INTEROPERABILITY

Are we building bridges or new silos?

Can users transact regardless of provider, instrument or geography?



INTEROPERABILITY CONNECTS POSSIBILITIES.

L — LIBERTY & TRUST

Are people's money, data, choices and rights protected?

- Security
- Privacy
- Transparency
- Recourse
- Consumer protection



TRUST TURNS USAGE INTO IMPACT.

S — SHARED OPPORTUNITY

Who captures the value created?

- Consumers?
- MSMEs?
- FinTechs?
- Governments?
- Communities?



SHARED VALUE BUILDS STRONGER SOCIETIES.

Don't only ask: "Can we build it?"
Ask: "Who will benefit if we do?"

PAYMENTS CONNECT PEOPLE.
THEY BUILD OPPORTUNITIES.

SAME PEOPLE.
SAME PAYMENTS.
A MORE INTEGRATED AFRICA.

THE AFRICA WE CONNECT IS A LEADERSHIP CHOICE

The RAILS Are Not The Destination.

A pathway from infrastructure to inclusive and prosperous Africa.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

DIGITAL INFRASTRUCTURE
Foundations that connect people and systems.

INTEROPERABILITY
Systems that work together.

TRUST
Safe, reliable and people-centred systems.

USAGE
From access to active and regular use.

FINANCIAL INCLUSION
More people in the formal economy.

MARKET ACCESS
More customers, bigger markets.

MSME OPPORTUNITY
Stronger businesses, more jobs.

CROSS-BORDER COMMERCE
Seamless regional and global trade.

REGIONAL INTEGRATION
More connected people, markets and economies.

ECONOMIC OPPORTUNITY
A more prosperous, inclusive and resilient Africa.

From connection to opportunity. For a stronger Africa.

Infrastructure becomes development infrastructure only when it expands people's ability to participate in the economy.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

Build the Rails of Inclusion.

We began with three people and one problem: **fragmentation.**

CONNECT THE INSTRUMENTS. Card ↔ Wallet ↔ Account

CONNECT THE INSTITUTIONS. Bank ↔ MFI ↔ FinTech ↔ Government

CONNECT THE COUNTRIES. Cameroon ↔ Gabon

CONNECT THE REGIONS. CEMAC ↔ UEMOA ↔ Africa

CONNECT PEOPLE TO OPPORTUNITY. Individuals · MSMEs · Communities · Prosperous Africa

Technology provides access.

Interoperability creates connection.

Institutions create trust.

Leadership aligns interests.

Inclusive design transforms connection into opportunity.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

A MORE CONNECTED AFRICA. A BRIGHTER TOMORROW.



A MORE CONNECTED AFRICA. A BRIGHTER TOMORROW.

SAME PEOPLE. SAME PAYMENTS. A MORE INTEGRATED AFRICA.

BUILD THE RAILS. | **CONNECT THE SYSTEMS.** | **EXPAND THE OPPORTUNITY.**

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

PEOPLE. MARKETS. INTEGRATION. OPPORTUNITY.

DISCUSSION

What Are the RAILS of Inclusion in Your Sector?

Let's learn from each other. Different sectors. A more connected Africa.

PEOPLE.
MARKETS.
INTEGRATION.
OPPORTUNITY.

A MORE CONNECTED AFRICA.
A BRIGHTER TOMORROW.

Different perspectives. A more inclusive Africa.

01 FRAGMENTATION

Where do you see disconnected systems in the problem you are trying to solve?



02 COLLABORATION

Which institutions need to work together to solve it?



03 INTEROPERABILITY

What could become possible if those systems connected?



04 INCLUSION

How do we ensure that connection benefits those currently excluded?





YOUNG LEADERS.
BOLDER SOLUTIONS.
A BRIGHTER TOMORROW.

Different sectors. Different problems.
The same leadership challenge: connecting what fragmentation keeps apart.

PAYMENTS CONNECT PEOPLE. THEY BUILD OPPORTUNITIES.

Thank you

Exode Nawamonadio
Obama Foundation Africa Leader | 2025 – 2026

SAME PEOPLE.
SAME PAYMENTS.
A MORE INTEGRATED AFRICA.

ANNEXES

LES SERVICES MOBILES INTEROPERABLES - EXEMPLES de QR CODE CEMAC et CODE MARCHAND

GIMAC
LE PAIEMENT INTEROPÉRABLE

TAMSEY

SCANNER & PAYER
NOM DU MARCHAND
Code marchand
8 1 3 2 5 4 1 7

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMACPAY

MoMo

SCANNER & PAYER
LE GEANT CASINO 2
Code marchand
4 2 2 2 2 1 6

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMACPAY

airtel

SCANNER & PAYER
THALIA SHOP
Code marchand
T H A L I A 0 1

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMACPAY

MOOVING

SCANNER & PAYER
NOM DU MARCHAND
Code marchand
5 5 9 6 7 8

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMACPAY

SODEC

SCANNER & PAYER
NOM DU MARCHAND
Code marchand
4 2 2 2 2 1 6

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMACPAY

PVII

PAYEZ ICI
NOM DU MARCHAND
1 2 3 4 5 6

GIMACPAY
VOS PAIEMENTS MOBILES ACCEPTÉS ICI
GIMAC

OÙ UTILISER CES QR CODE ?



SUPERMARCHÉS
Payez vos achats rapidement en scannant le QR code au caisse.



RESTAURANTS & CAFÉS
Scannez et payez votre addition en toute simplicité.



BOUTIQUES & COMMERCES
Réglez vos achats en magasin avec votre porteleullie mobile.



TAXIS & TRANSPORT
Payez votre course en scannant le QR code affiché.



STATIONS-SERVICE
Scannez pour payer votre carburant en toute sécurité.



MARCHÉS & VENDEURS
Payez facilement auprés de tous vos commerçants.

SIMPLE
Scannez, payez, c'est terminé !

SÉCURISÉ
Vos transactions sont protégées.

INTEROPÉRABLE
Valable sur tous les réseaux et dans toute la CEMAC.

PRATIQUE
Disponible 24h/24 et 7j/7.

CEMAC
Ensemble pour un paiement simple et sans frontières.

AFRICAN PAYMENT INTEROPERABILITY ARCHITECTURE

Direct Settlement Model via PAPSS Accounts in Central Banks

1. CEMAC ECOSYSTEM

BANKS → BANK WALLET
- Commercial Banks
- Specialized Banks
- Microfinance Banks

EMFs / MFIs → EMF / MFI WALLET
- Microfinance Institutions
- Savings & Credit Cooperatives

MNOs / MMOs → MOBILE MONEY WALLET
- Mobile Network Operators
- Mobile Money Operators
- Payment Institutions

FINTECHS / PAYMENT SERVICE PROVIDERS → FINTECH WALLET
- Fintechs
- Payment Service Providers
- Aggregators

2. CEMAC REGIONAL PAYMENT SWITCH

GIMACPAY (CEMAC)
- Routing & Switching
- Clearing
- Message Standardization (ISO 20022)
- Security & Compliance
- Monitoring & Reporting

3. PAN-AFRICAN PAYMENT PLATFORM (PAPSS)

PAPSS Pan-African Payment & Settlement System
- Clearing & Interoperability Engine
- Multi-Currency Settlement Management
- Liquidity Management
- FX Management (Rates & Conversion)
- Rules, Standards & Governance
- Real-time Monitoring & Analytics

PAPSS MAINTAINS ACCOUNTS IN EACH CENTRAL BANK

ACCOUNT IN BEAC (XAF) (Held at BEAC)	ACCOUNT IN BANK OF GHANA (GHS) (Held at BoG)	ACCOUNT IN CBN (NGN) (Held at CBN)	ACCOUNT IN NBR (RWF) (Held at NBR)	ACCOUNT IN BCEAO (XOF) (Held at BCEAO)	ACCOUNT IN OTHER CEN. BANKS (Held at CB)
CREDIT / DEBIT	CREDIT / DEBIT	CREDIT / DEBIT	CREDIT / DEBIT	CREDIT / DEBIT	CREDIT / DEBIT

4. OTHER COUNTRIES / REGIONS SWITCHES

NIGERIA — NIBSS NIGERIA INTER-BANK SETTLEMENT SYSTEM	↔	PAPSS ACCOUNT IN CBN (NGN) (Held at CBN) — CREDIT / DEBIT
GHANA — GhiPSS GHANA INTERBANK PAYMENT & SETTLEMENT SYSTEM	↔	PAPSS ACCOUNT IN BO G (GHS) (Held at Bank of Ghana) — CREDIT / DEBIT
RWANDA — RWANDA NATIONAL SWITCH	↔	PAPSS ACCOUNT IN NBR (RWF) (Held at NBR) — CREDIT / DEBIT
UEMOA — PI-SPI PLATEFORME D'INTERCONNEXION DES SYSTEMES DE PAIEMENT DE L'UEMOA	↔	PAPSS ACCOUNT IN BCEAO (XOF) (Held at BCEAO) — CREDIT / DEBIT
OTHER REGIONS — OTHER COUNTRY SWITCHES (e.g. Kenya, Tanzania, South Africa, Egypt...)	↔	PAPSS ACCOUNT IN RESPECTIVE CENTRAL BANK (Held at respective CB) — CREDIT / DEBIT

INCOMING REMITTANCE
(to CEMAC from another country)

Foreign Switch (e.g. NIBSS) → PAPSS → PAPSS Account in BEAC (XAF) → GIMACPAY → Beneficiary Wallet / Bank

1. Debits sender institution
2. Credits PAPSS account in sender's central bank
3. Debits PAPSS account in recipient's central bank (e.g. BEAC)
4. Credits GIMACPAY account at BEAC
5. Credits beneficiary wallet / bank

OUTGOING REMITTANCE
(from CEMAC to another country)

Sender Wallet / Bank → GIMACPAY → PAPSS Account in BEAC (XAF) → PAPSS Account in Recipient CB (e.g. CBN) → Foreign Switch (e.g. NIBSS) → Beneficiary Wallet / Bank

1. Debits sender
2. Debits GIMACPAY account at BEAC
3. Debits PAPSS account in BEAC
4. Credits PAPSS account in recipient central bank (e.g. CBN)
5. Credits recipient switch
6. Credits beneficiary

Real-time message & settlement flow ↔ | Account relationship with Central Banks ⇢ | Liquidity & settlement movement ⇢

5. CENTRAL BANKS GOVERNANCE & COLLABORATION

- Central banks retain control of their settlement accounts and liquidity.
- PAPSS operates under agreements with each Central Bank.
- Settlement finality guaranteed by Central Bank money.
- Joint oversight on rules, limits, risk and compliance.
- Transparent reporting and monitoring framework.

KEY BENEFITS

- **ONE AFRICAN MARKET** — Seamless payments across countries and regions
- **EFFICIENCY** — Lower costs, faster settlement, better liquidity use
- **FINANCIAL INCLUSION** — More users, more value, more opportunities across Africa
- **SECURITY & COMPLIANCE** — Strong governance, risk management and AML/CFT compliance

TOGETHER FOR AN INTEGRATED, INCLUSIVE AND PROSPEROUS AFRICA