

“Modern Markets” Policy for Transition or Unstable Economies

New marketplace technologies could create stabilizing economic infrastructure for even the most troubled nations. The key is creating concessions that incentivize companies to fund and run inclusive, state-of-the-art online markets in which anyone can sell anything if legal.



SUMMARY

This briefing from [MM4A Non-profit](#) outlines a potential policy which should swiftly create universal infrastructure for micro-economic activity across any region. The infrastructure comprises seamless markets for many hundreds of economic sectors (eg childcare, deliveries, freshly caught fish) and ancillary functions to fully support local buyers or sellers in any sector.

We call this utility **POEMs (Public Official E-Markets)**. Initiation requires a concession inviting multinational consortia to define terms on which they would fund, build, and run the intended market platform. Their return: a percentage mark-up built into the price paid in each transaction.

The concession is issued by an "Initiating Authority", ideally a legitimate national government, but it could be an international organization with oversight functions for the region. It specifies:

- **Scope of POEMs in the region:** This should include; universal access, freedom for any resident or local business to use POEMs as they wish, universal coverage, a [focus on small transactions](#), financial functions including holding payments in escrow, open data on market activity trends, "Opportunity Feeds" (proactive identification of upskilling and earnings opportunities for each user), analysis and tools for investors, all regulations enforced.
- **Official benefits to be uniquely bestowed on POEMs:** These could include (a) public spending, including welfare and foreign aid, flowing to communities through the platform (b) interface into public databases such as lists of authorized truck drivers (c) ability to refer cases into the courts in cases of buyer/seller disputes (d) official promotion (e) legally enforceable independence from government.

- **Public service obligations placed on a winning consortium:** Transparency of operation; [decentralization](#); accountability; the right of any user to wipe their data; market operators cannot buy, sell, invest through, or take any position in any market they oversee; no external sources of revenue for the joint venture operating POEMs; the platform may have to use its functionality for non-revenue functions such as verifiable. but secret, voting in elections.
- **How the concession will be awarded:** To ensure legitimacy for the winning consortium, this should be an objectively applied rule. The potential operators who commit to the lowest percentage markup on each transaction as their return is an obvious possibility.

The concession needs to create a business opportunity to attract bidders; its duration will be pivotal. A charge of perhaps 2% added to the seller's price in each transaction will not immediately justify the huge costs of setting up POEMs in a territory currently in turmoil. But if the concession, including the official benefits, lasts 20 years? A consortium might be betting their platform could stabilize the economy over 10 years then start growing it, as they collected 2% of what could be a significant slice of GDP for another decade.

In addition to funding the POEMs platform itself, the winning consortium may have to provide communications infrastructure, and kiosks (or local people providing communal cellphone access) to ensure universal access. There is a more detailed overview of the proposed concession rules [here](#).

Target sectors

Specifically, the policy focuses on fostering small transactions because they, (a) have the lowest barriers to entry for buyer or seller, driving economic inclusivity (b) drive most efficient use of resources (c) are the least attractive to commercial platform operators.

Ultimately POEMs should expand into whatever sectors there are buyers or sellers wanting to use the platform. Sectors will be varied, but the concession must specify markets work [seamlessly](#).

| Some Sample Market Sectors in a Transition Nation | | |
|---|----------------------|---------------------------|
| Qualified inspectors | Computer rental | Micro-loans between users |
| Doulas | Home renovations | Literacy tutors |
| Translation | Mediation | Mobile refrigeration |
| Money changing | Agricultural workers | Security patrols |
| Fencing | Beauty treatments | Machinery repairs |
| Furniture sales | Irrigation equipment | Money changing |
| Carers/public health workers | Mobile power sources | Transportation |
| Water collection/handling | Freight transfers | Overnight accommodation |
| Stud animal rental | Outreach workers | Vehicle/bike rental |
| Notaries/mediators | Storage space | Solar panel installation |
| Road builders | Butchers | Book rental |
| Cleaners | Rental of workspaces | Café equipment |

On-the-ground agents could be crucial in driving usage. The model is established; for instance, in Alibaba's [Rural Tabao](#) service centres in 30,00 Chinese villages. For POEMs, each agent would require a device on which they could meet their community's trading needs, as an intermediary adding their mark-up perhaps. Funding for those devices might be a condition of the concession.

1) Overview of the Proposed Policy

Our starting point for [this policy](#) is: **everyone in the world is entitled to trade their skills and other assets in the best possible marketplace.** This briefing focuses on how that policy aim could be delivered, and what it might achieve, in territories with any combination of:

- Ineffectual, illegitimate, absent, or corrupt institutions.
- Bodies such as cartels dominant.
- Civil unrest, occupation, refugee influxes, or a war economy.
- Extreme drought, climate chaos, or other forms of devastation.
- Severe inflation, a [bloated](#) shadow economy, extreme poverty, or confiscation of assets.
- Low literacy and limited internet infrastructure.

Aims of the policy

- **Expanded economic activity:** Increased transactions at the community level with [new tools](#), data, and protections.
- **Funded modernization:** With a consortium incentivized to grow small transactions (because they get a cut of each, potentially for decades) they should have a case for installing digital infrastructure, interfaces into government databases (which may need updating or even creating), mass training, and public access points for the markets.
- **A new institution:** The independent consortium, boundaried by its public service obligations, can be part of the checks and balances preventing illegitimate attempts to subvert the micro-economy. Only multinationals are likely to have the resources required. Their relationship with users worldwide would be damaged by allowing illicit intervention in POEMs' operations by government or non-state actors.
- **Legitimized economy:** Provide a compelling alternative to unregulated, untaxed, purchases and hiring of workers. Allow auditing that exposes systemic corruption.
- **Attract investment:** This could be at micro level, funding education modules that enable higher wages for a specific worker for example. Or it can be macro, attracting tourism, manufacturing, and extraction.
- **Grow a class of local entrepreneurs:** As in a first world nation, the concession should mandate a [local franchisee](#) running each sector in POEMs.
- **Green growth:** Sustainable activity that [minimizes](#) climate impacts.
- **Support for other functions:** Auditable technology for voting, social introductions, multiple models of childcare, a developing welfare state, micro-banking, distribution of stimulus or aid, census administration, licencing, identify verification and other functions on the platform could be mandated in the initiating concession.
- **Speed other initiatives:** Projects to create jobs, reform institutions, or grow supplement incomes can be targeted, administered, and audited more cost effectively.

2) Differentiators for Policy in a Transition or Unstable Economy

In any jurisdiction there are three key [building-blocks](#) of a Modern Markets for All policy.

- **Initiating Authority**: This is the organization that creates and awards a concession to operate public official markets in the territory. Optimally, it would be the government.
- **The Concession**: This is the unique licence setting out the operators' entitlements and obligations and their duration for a specified period.
- **Operators**: Typically, this should be a consortium of international corporates who win the concession then fund, design, build, and operate the resulting platform.

Potential adaptations

In an unstable jurisdiction, each of the above pillars might need amending to ensure viability:

- **Initiating Authority**

This could be an international body such as The World Bank, perhaps making official acceptance of a “Modern Markets for All” policy a condition of aid. A regional authority such as [AfCTA](#) or [SICA](#) is another possibility.

Adjoining governments might be an initiator; a farsighted US State Department for instance, could in one scenario enable POEMs in partnership with Central American nations as part of a “Stable Neighbors” policy. Sanctions could be lifted if a targeted government allows a robust POEMs. Any external commissioner like this must have a transparent timetable for transferring POEMs' oversight to local institutions as they become trusted by their population.

Preventing widespread violence and state collapse is far cheaper than the use of military force after crises erupt.

USA Today: Sep. 10, 2019

An issue with non-government initiation is the possibility of more than one markets system being instigated for a territory, each with benefits bestowed by a different supranational body. To guard against dissipated activity, any concession for POEMs should mandate interfacing with any other platform serving the local economy under each user's control. Where there are multiple market systems, they at least can function together for users.

- **The Concession**

In any given territory, a concession period, in which operators have unique benefits, may need to extend perhaps to even 50 years on the basis it could take generations for economic stability to emerge. Operators could then sell bonds against the economic potential of the country once it had functional markets.

This creates a risk of unmerited rent-taking towards the end of a concession. But the rule that any user can migrate their data to other platforms ensures a balance. If charges become

excessive, undercutting rivals should soon spring up to serve a population that became digitally literate in response to opportunities provided through the official system of e-markets.

It may be that there is no business case for providing POEMs in a territory even with a lengthened concession. That may merit subsidies for operators. The most effective model: increasing operators' percentage mark-up on each transaction. So, if 2% is added to the price paid by a buyer to cover operators' costs, another 3% might come from philanthropy or development agencies. This could be tapered as activity deepens, and perhaps matched - in this case - by profit caps in case of overwhelming success.

Pro-POEMs tax policies could be promised where shadow economies are broad and deep enough to offer truly convenient, risk-free, daily purchasing. For example, if a middle-class family want food delivered, and can use a market in which no-one pays tax and there's no regulation, POEMs will remain unattractive if having to gather unrealistic taxation within the prices paid by buyers. Government may need to see the wider benefits of attracting activity from the gray economy with more precise taxes on micro-activity.

Simplified interfaces for first generation phones may need to be mandated where bandwidth or device availability is limited. Code that is inspectable by anyone anywhere becomes even more important in this scenario; international observers should be able to satisfy themselves the simplicity is not masking skewed markets. [M-Pesa](#) is one service that performs complex services on early-stage consumer devices.

Operators could be compelled to support temporary replacements for distrusted public facilities needed to support its markets. A corrupt judiciary? The POEMs concession might include an obligation to recruit, train and fund networks of online mediators with the system acting as case manager. If a currency is rollercoasting because of invalidated paper notes, money laundering, sanctions, or speculation, POEMs could eke out regulated parallel economy tokens as a digital replacement for regular people until national money stabilizes.

- **Operators**

The profit motive for operators is desirable. It engenders independence, staying power, and clarity of purpose. Consortium members should be big enough to act as a counterweight to attempts to skew or dissipate POEMs' markets. Shareholder pressure tends to transcend personalities; inept CEO's can be replaced more easily than autocratic politicians.

[A] UN panel concluded that the aid sector lacked transparency, was financially inefficient and was bad at measuring the impact of its work.

Guardian: Jan. 4, 2023

The emergence [in South Africa] of food delivery apps like Mr. D. Foods and Uber Eats has drawn thousands of motorbike riders – predominantly migrants – into poorly regulated and highly precarious work.

New York Times: Aug. 24, 2019

Assume, as an example; the winning consortium to deliver Modern Markets for a particular troubled nation consisted of [Microsoft](#), [Macquarie Bank](#) and [Cisco](#). And that setting up the servers, internet availability, local awareness, interfacing to government and other requirements of a [legal framework](#) cost the group \$25bn. It's unlikely they would then be pliant if wooed by corrupt local officials, warlords, or entrenched interests. Their global brands, need to retain user trust, and prospects for contracts in future countries would be at risk.

But some countries will be commercially unattractive. In these cases, a philanthropic or government organization could create and run the system. Again, that should be a stop-gap, aiming to establish the foundations and show a business case that prompts rival commercial consortia to bid against each other for a concession.

3) The Business Case: Why Would a Consortium Fund the Infrastructure?

Would a legal framework for electronic markets in a currently turbulent country create an attractive business case for hard-nosed international investors? Could they see investment opportunity within war-scarred communities, malfunctioning official bodies, and an illiterate population, even when supported on a path to a modern, inclusive economy?

A consortium would be betting on leapfrogging so called [Tier \(2\) markets](#) (platforms such as Uber that deliver convenience and cheapness for buyers) to go straight to Tier (1) economic infrastructure (broad, deep, cheap, neutral, markets serving sellers and buyers equally). Some African nations did this jump with telephony; not getting cabled for landlines, but going [straight](#) to cellphone networks.

An analogy with mining companies can be insightful. They evaluate buried seams of ore around the world, assessing the value of mineral deposits against costs of extraction. The latent economic potential of a nation is our ore for a POEMs implementation. Over the period of a concession, does this territory have the natural resources, locational advantages, tourism potential, possible economic specialisms, or educational possibilities to reach, say, GDP of \$250bn? And what percentage of that would be going through POEMs?

Then costs of "extraction" can be modelled; software, servers, internet infrastructure, interfacing into – or replacing - official databases, training, and equipping local agents. This is equivalent to the machinery, road building, and transport typically required to get underground ore to market.

Rival consortia who see opportunity in POEMs implementations around the world will rank nations, as mining conglomerates do, with buried seams around the globe. Their "machinery"; the software, will be refined in the first, easiest, implementations. Valuing the "ore" will become increasingly precise. Stimulus, peacekeepers, subsidies, or extended concessions will incentivize development; as rises in ore price or discoveries of enlarged seams, encourage mining.

In some territories the costs of "extraction" will be enormous. In a worst-case scenario, a consortium might need to price in building extensive infrastructure to enable POEMs, even kickstarting market activity with perhaps an initial \$50 equivalent deposited in each new user's account to drive take-up. There may still be a business case if underlying conditions are strong and concession duration long.

4) What Could this Policy Deliver for a Transition or Unstable Economy?

The new service would probably gain traction initially in urban areas with transient populations. In rural districts, personal networks when, for example, a farmworker is needed will likely remain dominant; transport difficulties may limit the catchment area for alternatives. However, as it spreads POEMs could start to enable:

- **Data-driven stimulus:** If an international body plans to pump \$50m into improving agriculture, POEMs can effectively target individuals to be offered Farm Advisor training, then allow local official bodies, or public agents for POEMs, to book them as required subject to whatever guidelines the funder imposes. Outcomes can be tracked hour-by-hour. POEMs will capture transportation status for any area, allowing roadbuilding crews to be allocated where needed. If hourly rental of tractors has high utilization in any area, it's likely investing in more of them will boost the economy. Even \$1,000 of stimulus can go effectively hunting for these needs using POEMs' intervention tools. This kind of low-level intervention can be enormously [impactful](#), POEMs should be able to increase precision of stimulus.
- **Ethnic interactions:** In a region fraught with tribalism, POEMs could – cautiously – be used to foster mingling. For example, a philanthropy might set an intervention to subsidise home tutoring of buyers in one ethnic group by qualified sellers in another. If an accompanying security person is required on first bookings, POEMs will instantly ensure that secondary booking in each case. Like all POEMs interventions this potentially bold initiative could start small; in non-sensitive sectors in already intermingled areas perhaps. Data from that pilot informs any further roll out.
- **Relief supplies:** POEMs could pull together people and assets to ship food to the interior, break it into lots, then distribute it evenly between households. Corruption would be hard in such a granular market with each link in the supply chain independent and each vendor having to sign off on delivery from the previous supplier in a chain as part of each transaction.
- **Boost to entrepreneurship:** Micro-businesses in informal settlements [transact trillions](#) annually. POEMs should make it much easier for them to start, get certified, connect with customers, align with market needs, transact without risk, and legitimize. It instantly plugs, for example, a maker of empanadas in a Rio favela to delivery people around the city.
- **Voting:** Robust verification of identity is key to POEMs. In a transition economy that task may fall to local agents trained to vet paperwork and take photos. Identity may not be revealed by POEMs if an individual is at risk from the governing regime. But assuming it is shared with the counterparty in each trade, that amounts to continuous on-going authentication that the person in the photographs has the skills listed, and has built the track record stated. This hard-to-replicate constantly re-established proof of identity could be coupled with POEMs' voting tools to facilitate fair elections among at least some of an electorate, with international observers able to focus on the riskier non-users.
- **Unimpeachable metrics:** Measures of economic activity become as granular as each transaction within POEMs. Again, it won't be impossible to corrupt these indicators, but it would be enormously hard work compared to now. Accurate, detailed, data would be an immense step forward for many nations.
- **Crisis response:** Malaria spraying, rebuilding of roads after floods, digging latrines. These functions can be co-ordinated far more effectively and cheaply using POEMs' [response tools](#).
- **Illegality exposed:** If POEMs can attract significant activity out of shadow economies, it shrinks gray activity; leaving only those who won't migrate to a more convenient, better

informed, low overhead, ; platform because their business is illegal. Leaving the cowboys exposed could for instance isolate supply chains for builders operating without permits.

- **Sanctions relief**: If a jurisdiction is under international sanctions, POEMs can minimize suffering for the general population by releasing controlled tranches of its own alternative currency backed by the Initiating Authority. It would be disbursed to each individual, not institutions. Usage might be limited to very local purchases or specified sectors. If the system also offered an exchange where that currency could be bought internationally, it could open up investment in upskilling and other economic growth initiatives. Meanwhile government and corporate revenues remain under pressure from sanctions.
- **International assistance**: POEMs can be a portal for volunteers in the region, perhaps with filtering criteria. POEMs' data may show shortages of dentists, water engineers, and roofers in a particular town. It can arrange transport, billets and possible stipends after volunteers have proved qualifications and perhaps put a sum in bond with POEMs to show determination to complete a given term.

POEMs would not offer a tech-utopia or a single solution to complex problems. It is stabilizing, equalizing, infrastructure freely available to each person, with whatever level of simplification and support they need. A successful implementation would magnify the impact of policies like improved education, stimulus for families, agricultural reform, land rights, or fair elections.

Inward investment

If POEMs is successfully implemented, then widely adopted, in any region it should bring new resources into the legitimate economy, make procuring them as convenient as possible, reduce bureaucracy, reward reliable traders, and deliver a stream of data on demand, supply, and pricing in any sector or locality. This should attract external investment into the jurisdiction.

But the key differentiator from a non-POEMs economy for outsiders might be the way the platform can organize ongoing, rigorous, inspection regimes. Once a first pool of qualified, validated, assessors of any activity is in the system, in a market for "abattoir inspectors" for example, they can be assigned to premises not by a potentially corruptible official but via a randomizer module in POEMs. Instead of predictable cycles of visits by known personnel, each inspector may be working hours of their choosing, able to turn up unexpectedly for a check at any slaughterhouse at any time.

The randomizer may book inspections by rotating pairs or randomized teams of experts. Each then files an uncoordinated report on POEMs using their individual logins; if grading of premises is not aligned between those inspectors, further visits by more senior people could be triggered without inspectors or the business knowing the system was resolving potential differences of opinion on a recent visit. If corruption among the inspectorate remained a problem, funding for a new tier of highly paid, provenly independent and reliable, re-vetting staff should reward those who stay pure.

If identities need to be masked to protect inspectors, while their qualifications are constantly confirmed, POEMs can of course oblige. The inspection authority might tell POEMs to always schedule assessments outside each inspector's home district to minimize affiliation with the inspected. This would not be an expensive, short-lived, anti-corruption drive; just business as usual for an economy that used POEMs to marshal resources, including inspection slots.

With this underpinning in place, POEMs might attract extra international funds in multiple ways:

- **Climate mitigation:** Carbon credits verified by POEMs could be created, for example, when a patch of forest is to be preserved. Villagers could be trained, then paid, for anti-logging patrols knowing a randomized inspection could occur, unannounced, anytime.

If the market for legitimate logging equipment and workers could be attracted into POEMs with its maximized opportunities, plentiful data, and low overheads, illegal logging would be increasingly disadvantaged and exposed. If renting a chainsaw through POEMs requires proof of its registration on an official database of forestry equipment, and that tool earns its owner more on POEMs, anyone transacting, ferrying, or using unregistered saws could be akin to an unlicensed gun holder, constantly forced onto the defensive.

Likewise, cattle or crops may be bought and sold many times from farm to fork, but if it is always through POEMs because that is so efficient for anyone with no need to evade authority, the asset's supply chain credentials can be checked at the point of any sale against a list of banned suppliers using, for instance, deforested land. Having a rogue supplier in the chain could diminish the value of the product for any processor selling internationally to climate conscious consumers.

- **Commercial investment:** This can be specific to one opportunity, or regional. For a local entrepreneur hoping to start, perhaps, a Tilapia farm, POEMs can instantly model availability and costs of staff, transport, rental or purchase of processing machinery, and required buildings for his chosen site. It can instantly show current patterns of demand, supply, and local pricing of the end product.

POEMs might be mandated to include functionality that will insert that verified data into pro-forma and offer it to any investor anywhere who may bundle up such proposals to invest millions with a few clicks. If the entrepreneur wants to harness POEMs' business administration tools, it can divert an agreed proportion of revenue to each investor while compiling and auditing business accounts.

At regional level, a property developer might want to fund recruitment, training, and deployment of community safety teams around a city center. That would likely drive up the attractiveness and value of commercial premises with suburbanites less afraid to come downtown for work. The developer may be the other side of the globe, she can view verified patterns of safety patrols, outgoings of the operation, and inspection reports, instantly.

- **International aid:** Funding dispersed in multi-million tranches typically gets channelled through government officials at present, often with extensive illicit siphoning. But a funder might deposit \$100m in POEMs to create an intervention in the local economy that, as one example, allocates a maximum 15 hours paid work a week in community service tasks, allocated by local government or NGO's, to anyone who is not getting any other work after listing skills and availability in POEMs.

Each person doing this "Guaranteed Work Entitlement" would be stepping onto the first rungs of POEMs' ladder for upskilling. Prove their reliability by maybe helping rebuild a community center over 10 weeks and they attract another parcel of dollars that will enable training, arranged by POEMs, in entry level construction skills. And so on.

We have a page demonstrating how these interventions can be set up [here](#). The value in a transition economy is that stimulus or foreign aid flows direct into communities, possibly in return for work, targeted where needed, with only POEMs' minimal transaction mark-up as

overhead. Tracking of spend to the last cent could be made publicly available, not least to show taxpayers in the donor nation the impact on workers as their funds were dispersed.

- **Micro-tourism:** Attracting jet-setting foreigners may not require development of resorts, roads, and airports. Organization by local entrepreneurs or officials might identify a locality as appealing to, perhaps, windsurfers. Local individuals or businesses might buy boards and rigs for rental to visitors. They, along with local accommodation, provision of meals, transfers, and tuition could be assembled effortlessly into personalized packages for adventurous surfers around the world. A small pilot would test demand with promotion through one or two embassies overseas.

This possibility illustrates another perennial advantage of POEMs; the ability to trial a concept at small scale with negligible costs. That generates data that can be used to justify expansion and, possibly, attract investment in any physical infrastructure required such as a 4X4 taxi service to an isolated surf beach.

5) Risks of the Policy

Who will the losers be when a jurisdiction has a Modern Markets for All policy? Purely commercial marketplace providers, such as [Shopee](#), will likely object. But they are mostly multinational, POEMs would specifically serve the region, with local people in the driving seat if franchising is mandated in the concession. A concession would give local businesses and people more choice in marketplaces. Ultimately, the big, barely regulated, for-profit platforms may need to be faced down if they object to their customers having other options provided by their government or an international body.

That still leaves some obvious possible problems on the path to success:

| Risk to implementation | | Mitigation |
|------------------------|-------------------------------|--|
| 1. | Lack of computer usage | Digital infrastructure and training by someone in each community might need to be funded within the concession. POEMs can of course, allocate and pay trainers while imposing inspection to enforce standards. |
| 2. | Lack of identity verification | POEMs can start with a first group of people whose identify is known, because they have an existing bank account linked to a photograph perhaps. That group can then validate others. POEMs tracks the trading records of users and, when a diversity of interactions are successfully completed, assumes their identity has also been established. They can then validate others, knowing they will lose their valuable track record of reliability in POEMs if they do so falsely. Thus, Dallah (who has a bank account), confirms the identity of Jafari who builds a track record, then validates Ekon and Zane. Ekon confirms Feechi whose identify is later questioned by users. POEMs informs everyone else endorsed by Ekon that they should submit |

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| | | <p>for re-vetting by another user as Ekon may not have been sufficiently diligent in his approval.</p> <p>Validators may need to be funded to do this work, being paid for the process of checking paperwork independently, regardless of their decision about a person. That could be specified in the concession.</p> |
| 3. | Cultural barriers | <p>The jurisdiction may have prohibitions on – for example – education of girls which the Initiating Authority does not share. POEMs can be mandated to facilitate “secret schooling”, protecting identities in those transactions and doing extra vetting of participants to maximize safety.</p> |
| 4. | Inadequate institutions or currency | <p>POEMs is reliant on some key stable institutions (money issuer, courts to resolve disputes between buyers and sellers, electricity supply). Where they are ineffective or corrupt, the concession might compel operators to create a transitional replacement until they, and their users, were confident in the main institution.</p> <p>Scope of these temporary bodies would need to be limited to underpinning POEMs. Market operators must not be allowed to, for instance, establish an alternative judiciary.</p> |
| 5. | Fear of economic colonialization by international operators | <p>The concession by which POEMs comes into being should demand each individual sector of the system is run by a local franchisee. That leaves the winning consortium to run core servers, security and other functions only. (It is unlikely local companies would have the resources to do this, or the ability to assert the standalone independence from government that is so desirable for a micro-economy platform.)</p> |
| 6. | Lack of trust in the Initiating Authority | <p>These issues come down to ensuring operators are robust enough to assert their independence. And that it’s transparently clear operators (and their franchisees, see above) can have no source of income from the project beyond a cut of the small transactions they enable.</p> |
| 7. | Hostility to POEMs from government | |
| 8. | External interference in POEMs | |
| | | <p>Operators may need to launch advertising showing how they withstand external pressure. If fears of a back-door to the system are prevalent, community leaders could be invited to engage anyone they wanted to probe the software in search of vulnerabilities.</p> |