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| **Name of firm** | MSC |
| **Office location** | Lucknow, India |
| **Name** | Manoj Kumar Sharma |
| **Date of birth****Nationality**  | 8th September, 1965   Indian |
| **Education**  | Advanced SME Management Course, University of Linkoping, Sweden (2003) (On a scholarship from the Ministry of Small Scale Industries, Government of India, and the Government of Sweden)Master of Science (Environment Management), Sikkim Manipal University, India (2000–2002)British Chevening Scholar, Environment Management, University of Bradford, UK (1999) Postgraduate Certificate in Energy, Dr. Ambedkar Institute of Productivity and Industrial Engineering, India, (1998–1990)(An autonomous institute of the Ministry of Industries, Government of India)Bachelor of Engineering, MMM Engineering College, India (1983–1987)  |
| **Membership of professional associations** | Expert Committee on Micro and Small Enterprise Cluster constituted by the Indian Institute of Technology for the Department of Science and Technology (2004)Expert Committee on Growth of Micro and Small Enterprise Clusters constituted by United Nations Industrial Development Organization, New Delhi (2001–03)Life Member, Indian Environmental Association, Mumbai, 2002Life Member of the Association of British Scholars, New Delhi (1999) |
| **Other training** | MSC toolkits:Certified trainer: Governance, Micro and Small Enterprise Lending, Loan Portfolio Audit, Market Research, Process Mapping, Strategic Business Planning; Advanced Accounting, Delinquency Management, Equity Valuation, Internal Audit & Controls, Pilot-Testing  |
| **Countries of work** **experience** | Afghanistan, Bangladesh, Fiji, Ghana, India, Indonesia, Kenya, Myanmar, Nepal, Papua New Guinea, the Philippines, Qatar, Solomon Islands, South Africa, Sri Lanka, Tanzania, Timor-Leste, Tunisia, and Vietnam. |
| **Languages** | Hindi (native), English (proficient) |

**Employment record**

2018-to date Director Asia and Anglophone Africa, MSC

2013–2018 Managing Director, Asia, MSC

2009–2013 Director, MSC India

2007–2009 Deputy Director, MSC India

2005–2007 Sr. Financial Systems Specialist, MSC India

1999–2005 Assistant General Manager, SIDBI, India

1995–1999 Manager, SIDBI, India

1990–1995 Deputy Director, National Productivity Council (NPC), India

**Relevant work experience**

**India: Support NITI Aayog to establish Centre for Advancement of Digital Financial Inclusion (CADFI)**

Project Director. CADFI is a global center of excellence hosted in NITI Aayog that aims to accelerate progress in digital financial inclusion both in India and across the globe. CADFI will be the go-to place for knowledge, technology, training, and advisory services to present India’s digital financial inclusion journey as a global public good. CADFI will leverage India’s expertise in using technology and policy innovations to advance access to financial services to all the segments of the society. MSC team supported NITI Aayog in the ideation phase and designed the high level blueprint for CADFI. The blueprint included the operating model and selected SOPs. MSC team will continue the support in the incubation year of CADFI and will help NITI Aayog in strategy as well as implementation tracks of project. Responsible for the ideation and overall review of the assignment. Specific tasks included: providing oversight and guidance for the project and creating roadmap for further initiatives. **(BTCA, 2019)**

**Bangladesh and Vietnam: Utilize technology for meaningful financial inclusion by supporting FinTechs: i3 program**

Project Director and Quality Control. The i3 program covers Bangladesh, China, Malaysia, and Vietnam with an objective to utilize digital technology and uncover deep insights into low- and moderate-income (LMI) people’s needs, aspirations and behaviors in order to build and deliver financial services for the mass market. The program supports FinTechs or technologies enabled solutions in these countries and support them towards offering customized products for the LMI segment. Responsible for project oversight and monitoring. This three-year FinTech support project made a direct impact to at least 400,000 underserved LMI clients across Bangladesh and Vietnam. **(Multiple clients, funded by the MetLife Foundation, 2018-ongoing)**

**India: Pathways to Enhancing Financial Inclusion in aspirational districts program**

Project Director. The Government of India, through its policy think-tank—*Niti Aayog*, designed an Aspirational Districts program which envisaged fast-tracking development of socio-economic indicators in the 117 laggard districts of India. Of the 117 districts, 27 districts spread over 8 states are under the direct responsibility of Niti Aayog. The Aspirational District program tracked various indicators under various social and economic categories, such as Health and Nutrition, Education, Financial Inclusion and Skill Development, Infrastructure, and Agriculture and Water Resources. *Niti Aayog*, through funding from the Bill & Melinda Gates Foundations, engaged MSC to drive financial inclusion component of the program in 27 districts under its direct control. Responsible for management of the project and achievement of milestones and targets. Specific tasks included the following: develop a strategy and action plan for each district based on a detailed field diagnostic; provide oversight and control. The project also involved setting up pilots that aimed to address specific barriers in the uptake and use of financial services. **(Bill & Melinda Gates Foundation, 2018-ongoing)**

**Asia: Digital microfinance project II**

Project Director: MetLife Foundation commissioned MSC to provide technical assistance to deploy DFS enabled products in leading financial institutions in Bangladesh and Vietnam. MSC worked with Coop Bank in Vietnam and with Shakti Foundation in Bangladesh as partner institutions. The objective of the engagement was to provide technical support to the institution in the digital transformation of their financial services. Responsible for managing the project. Specific tasks include the following: provide strategic guidance to the team at crucial points in the project lifecycle and technical advice on digital transformation, product, and process design, including FSP-bank partnership. Also, ensured quality control on deliverables and client relationship management. The project helped pilot digitally enabled microfinance models in the two countries. **(Digital Microfinance Project - II (DMF - II), MetLife Foundation, 2017-2018)**

**Bangladesh: Study on mobile financial services for MSEs in Bangladesh**

Project Director. The overall objectives of this assignment were to promote innovative finance and financial services for micro and small enterprises (MSEs) in Bangladesh. Responsible for inputs used to understand the use of mobile financial services (MFS) by MSEs, and to guide the teams to identify key opportunities and challenges towards addressing the needs of the MSEs by the MFS providers. In addition, responsible to identify demand-side requirements with respect to person-to-business (P2B) payments, business-to-person (B2P) payments, person-to-government (P2G) payments, government-to-person (G2P) payments and loan repayment of MSE borrowers. Specific tasks included the following: review the project plan, research tools, and reports. The comprehensive report provided policy and regulatory inputs to the ongoing National Financial Inclusion Strategy (NFIS) document. **(UKaid and Business Finance for the Poor in Bangladesh (BFP-B), 2017-2018)**

**India: Study on the FinTech sector with respect to low- and middle-income customer segments in India**

Project Director. The objective of this assignment was to understand the financial needs and behavior of the low- and middle-income (LMI) segment, how FinTechs can cater to them, and the ecosystem that supports FinTechs. The study provided inputs to set up an incubation or solution lab for FinTechs to cater to this segment. Responsible to develop the overall project framework, recommend the ecosystem-level support that FinTechs required to cater to the LMI segment, and develop the design document for the solution lab to be set up by JPMC. Specific tasks included the following: guide the team in developing a research plan that included research tools and qualitative interview guides; recommend the design for the solution lab to be set up by JPMC; highlight the role to be played by other ecosystem players to enable FinTechs to cater to the LMI segment. **(JP Morgan & Chase, 2017-2018)**

**India: Design of the world’s first “Financial Inclusion Lab” dedicated to supporting FinTech start-ups that cater to the low- and middle-income (LMI) segments in India**

Project Director. The objective of this assignment was to conceptualize the design of a financial inclusion lab for early-stage FinTech start-ups that focus on the LMI segments. Responsible for stakeholder discussions and providing oversight to design the financial inclusion lab and a five-year program. **(Funded by J.P. Morgan Chase Foundation, 2018–ongoing)**

**India: Digital Financial Inclusion in India (DFII) project phase 2**

Project Director. The Digital Financial Inclusion in India (DFII) project, funded by the Bill & Melinda Gates Foundation focused on the following aspects:

1. Provide design and implementation support or advice to the government on the digitization of direct benefit transfers;
2. Conduct research and provide dissemination support to NPCI to make the payment infrastructure work for the poor and enhancing its outreach and usability;
3. Conduct international replication of learnings from the ‘India experience’ to enable other countries to adopt relevant aspects even as they tailor it to their specific needs.

As a Project Director, specific tasks included the following: hold a discussion with the central government, three to four state governments, and the wider partner ecosystem. The central government included the Prime Minister's Office, NITI *Aayog*, Chief Economic Adviser, DBT Mission, India Post, and the Ministries of Petroleum & Natural Gas, Rural Development, Consumer Affairs, Food & Public Distribution, Chemicals & Fertilizers, and Finance. Responsible to guide the team on DBT-readiness assessments; establish a standard framework and processes with scope for regional differences; provide real-time inputs through independent, concurrent monitoring and evaluation; conceptualize and hand-hold pilots on innovative ideas, DBT policy support, and create and disseminate knowledge. **(Funded by the Bill & Melinda Gates Foundation, 2017 – ongoing)**

**India: Digital Financial Inclusion in India (DFII) project phase 1**

Project Manager. The DFII project aimed to address some of the major barriers in the way of enhancing digital financial inclusion in India. These included not only regulatory barriers but also constraints, such as the lack of commercial incentives and the dearth of on-the-ground technical expertise**.** The project was designed with three following key objectives: enhance access to digitized G2P payments; provide technical support to banks, ANMs, and MNOs; engage in policy advocacy. Responsible to manage the project progress; engage in relationship management with project stakeholders like banks, government agencies, and MNOs; provide quality assurance on the project deliverables**. (Funded by the Bill & Melinda Gates Foundation, 2013–2017)**

**India: Support for the implementation of G2P payments and direct benefit transfers under welfare schemes**

Project Manager. The central and state governments in India, under various social welfare and poverty reduction program, disburse over USD 70 billion worth of monetary and non-monetary benefits and subsidies each year. Despite constant innovation and use of technology, the delivery mechanisms for benefit transfers suffer from bottlenecks, such as lack of coordination among stakeholders, procedural delays, and inefficiencies. An estimated USD 16.6 billion did not reach the targeted recipients. The central government had been aggressively exploring the option of direct transfer of benefits in the form of e-money directly to the beneficiaries, utilizing the bank infrastructure, the UIDAI’s *Aadhaar* identification system, and the cash-in cash-out (CICO) networks. An ambitious program for the transfer of benefits under several schemes, directly into the *Aadhaar*-linked accounts of the eligible beneficiaries, had been launched for pilot-test in 31 districts. Responsible to manage the project involving a team of consultants to review and assess the pilot programs and provide strategic and operational inputs to UIDAI and stakeholders; coordinate with stakeholders in the district offices for planning and execution; deploy staff at pilot locations according to the needs of the assignment and skill sets of staff. Specific tasks included the following: develop case studies to understand the factors that make the *Aadhaar*-enabled direct benefit transfer achieve significant success; document processes, benefits, and challenges of the project; design the outcome metrics—both qualitative and quantitative—to measure and monitor the progress. The team also involved in various other tasks, such as engage in interaction with bank staff, agents, government officials, and customers; suggest a bigger role for banking agents in communication, awareness creation, enrolment, and seeding of *Aadhaar* number in a bank account. In addition, engaged in cash-in and cash-out activities. **(Funded by the Bill & Melinda Gates Foundation, 2013–2017)**

**Bangladesh: Facilitate the adoption of digital financial services in a microfinance institution**

Project Lead. The project objective was to facilitate the adoption of digital financial service channels in the delivery of microfinance products and services, including savings and credit in a major Bangladeshi microfinance institution. Responsible for overall project management and implementation. Specific tasks included the following: liaise with the donor and the microfinance institution; engage in project planning and coordination; conduct internal assessments; facilitate market research to assess customer needs. In addition, the team was also responsible to assess mobile financial service providers as potential partners; conduct strategic business planning; pilot design and facilitate implementation; product and process modifications; monitor and supervise through pilot reviews; assess pilot results; provide handholding support through the pilot implementation phase. By the end of the pilot period, it was expected that BURO Bangladesh would migrate to digital channels for service delivery throughout the organization, resulting in cost advantages and increased convenience to customers. **(BURO Bangladesh, funded by MetLife Foundation, 2015–2016)**

**Bangladesh: Increase access to mobile financial services (MFS) to women**

Project Director. The objective of this project was to increase the uptake of mobile financial services (MFS) among women in Bangladesh. This project also envisaged improving financial inclusion among women by promoting the use of MFS among women users. This project intended to obtain an extensive in-depth understanding of the needs and requirements of a women user while accessing MFS. The project also covered the need for women MFS agents, who represented the supply side of MFS. Responsible to design the overall project plan and review the deliverables. Specific tasks included guiding the teams to conceptualize a product that would be tested with a few MFS providers and help in conducting a dissemination workshop that saw participation from all stakeholders in Bangladesh MFS industry. **(IFC, 2016)**

**India: Estimate Targeted Public Distribution System (TPDS) savings due to automation: a project under the Digital Financial Inclusion in India (DFII) project**

Project Manager. The Ministry of Food and Civil Supply in India provided subsidized food-grains to more than 750 million people in the country. On the basis of its coverage, it was the largest subsidy program in the world and had a budgetary outlay of almost USD 20 billion per annum. The government wanted to move the benefits program from in-kind to cash transfer. MSC designed a pilot in two districts and conducted three rounds of research monitoring the pilot and giving real-time feedback to the mining ministry. Responsible for the overall management and supervising the team of consultants. On the basis of findings, the government decided to move to an intermediate step of digitizing the food delivery chain but to defer the move towards cash transfer. The project for the digitization of food-grain distribution chain enabled savings of between 10%
-20% in different states in India. **(The Bill & Melinda Gates Foundation, 2013-2017)**

**India: KYC harmonization study: a project under Digital Financial Inclusion in India (DFII) project**

Project Manager**.** KYC is a major cost for banks in a bank-led inclusion model. The ask in this project was to look at the costs of KYC and the data that was captured for KYC at the time of opening bank accounts and capture similar data sets for telecom KYC needed to procure a mobile SIM card. A case was to be made out for the harmonization of bank and telco KYC to enable those with SIM cards to open a bank account and vice versa. A detailed study was conducted and along with the cost to conduct KYC and the time it takes customers to open bank accounts. Responsible for the overall management and supervising the team of consultants. On the basis of this research and discussions with the research team, the Telecom Regulatory Authority (TRIA) of India released a circular allowing telecom KYC to be used for the opening of bank accounts. **(The Bill & Melinda Gates Foundation, 2013-2017)**

**India: Data and insights to support digital financial services (DFS) in India**

Project Manager. *Pradhan Mantri Jan Dhan Yojana* (PMJDY), the national financial inclusion program, was launched by the Prime Minister of India on 28th August, 2014. The national mission of financial inclusion adopted an integrated approach to bring about comprehensive access to formal financial channels for all households in the country. PMJDY provides access to various financial services, such as a basic savings bank account, need-based credit, remittance facility, insurance, and pension to the otherwise excluded sections. In collaboration with the Bill & Melinda Gates Foundation (BMGF), MSC was engaged for on-going assessment of Bank Mitrs or BMs or banking agents and PMJDY customers over a span of 18 months. The overall objective of this assessment was to track the reach, availability, and quality of BMs and gather informational data through customer interactions to generate policy-level insights for the Government of India and operational or implementation level insights for banks. (**The Bill & Melinda Gates Foundation, 2014-2016)**

**India: Assessment of Prime Ministers *Mudra Yojana* (PMMY): a project under the Digital Financial Inclusion in India (DFII) project**

Project Manager. MUDRA Bank, set up by the Government of India through a statutory enactment in 2015, to support micro-enterprises. On the basis of a specific request from the Prime Minister’s Office (PMO), MSC conducted an evaluation of the current performance of Prime Ministers *Mudra Yojana* (PMMY) against its vision. MSC was contracted to assess the outreach and targeting; effectiveness of delivery of PMMY scheme on the basis of MUDRA card, collateral or no collateral, processing fee, repayment period; ease of loan delivery. The team also engaged in the assessment of the application, sanction, disbursement, repayment, delinquency management, etc. It also gauged the achievement of scheme mandate: PMMY borrowers’ opinion on the sufficiency of loan, importance and dependency on PMMY credit, experience on shifting impact on borrowers, non-financial assistance; PMMY success stories in creating last-mile credit delivery system and challenges. Responsible for project conceptualization, oversight, and advisory support. The research and findings were presented to the PMO to contemplate changes to the scheme on the basis of the study report**. (The Bill & Melinda Gates Foundation, 2016)**

**Publications**

* **Sharma,** Manoj, [Full Report: PMJDY Wave III Assessment](http://bit.ly/1YZPLsJ), 2016
* **Sharma,** Manoj, Wright, Graham, [How a 1% DBT Commission Could Undermine India’s Financial Inclusion Efforts](http://bit.ly/1zJs28c), 2015
* **Sharma,** Manoj, Bakhshi, Pawan, [G2P Payments in India - How a 1% DBT Commission Could Undermine India’s Financial Inclusion Efforts](http://bit.ly/1FAR3BI), 2015
* **Wright,** Graham A.N., Pawan Bakhshi, and Manoj K. Sharma. “How a 1% DBT Commission Could Undermine India’s Financial Inclusion Efforts” Policy Brief # 12. MSC, 2015.
* **Chopra,** Puneet, Graham A.N. Wright, and Manoj K. Sharma. “Behind the Big Numbers: Improving the Reach and Quality of Agent Networks in India”. MSC*,* 2013.
* **Sharma,** Manoj K. “Agricultural Finance for Sustainable Development, Expanding Agricultural Market Opportunities & Promotion of Disadvantaged Small Farmers and MSMEs”. MSC*,* 2012.

**Certification**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications, my experience, and me. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.



**Manoj Kumar Sharma** Date: 18/12/2019