

PROFESSIONAL SUMMARY

- Experienced Access to Finance professional with experience in developing innovative solutions to age old issues across business lines and functions in a multitude of product lines namely Micro and SME Finance, Financial Inclusion, Digital Financial Services, Deposit Mobilization, Credit Guarantee Schemes, Sustainable Energy Finance, Financial Products Development, Risk Management, Market Segmentation, Affordable Housing Finance, Financial Infrastructure and Financial Sector Policy Assessment.
- Specialized in expeditious implementation of global good practices by adapting them to ground realities and norms.
- Leveraged financial services and project management knowledge, experience and skills earned working for many years at numerous multinational and multilateral financial services organizations.
- Designed international development projects using Theory of Change Analysis, Problem Tree Analysis and Logical Frameworks including planning Monitoring & Evaluation strategies based on market assessments, scoping and feasibility studies.

EDUCATION

Master of Business Administration, June 1996

University of Wisconsin, USA.

Emphasis: Venture Capital Management (Entrepreneurship)

Bachelor of Science, June 1993

University of Wisconsin, USA.

Major: Quantitative Economics

Minor: Political Science

CERTIFICATION

Project Management Professional, Project Management Institute, License #2077059 (September 2017 – September 2020)

Credit Risk Management Professional, American Express Bank, New York, USA, June 1999

SKILLS

- Excellent written and verbal communication skills
- Relationship building and management
- Ability to work across business sectors and skills sets
- Conceptualizing and implementing innovative programs
- Coordinating, managing projects across multiple countries
- Strong financial analysis and modeling skills

AREAS OF EXPERTISE

- Micro and SME Financial Services
- Financial Inclusion/Digital Financial Services
- Financial Products Development
- Credit Risk Management
- Credit Guarantee Scheme
- Project Management
- Strategic/Business Planning & Analysis
- Impact Assessment/Monitoring & Evaluation
- Theory of Change & Logical Frameworks Development
- Training & Skills Development

CONSULTING EXPERIENCE (Freelance & iNFInITi Business Development Group)

- **Results Measurement/Project Planning: Consultant**, for a World Bank assignment to develop a completion report on the three-year project to improve the Enabling Environment for Long Term Finance based on overall *results measurement* analysis and assessment of the program highlighting achievements of the program. **November 2019 to June 2020 (Continuing)**
- **Financial Inclusion: Consultant**, for a FSD Kenya assignment managed by A2F Consulting LLC to design a credit guarantee fund for the establishment of a Credit Guarantee Fund in Kenya. **November 2019 to February 2020**
- **Results Measurement/Project Planning: Consultant**, for a World Bank assignment to Developing completion report on the four-year Mozambique Financial Inclusion Support Framework (FISF) program based on overall *results measurement* analysis and assessment of the program highlighting achievements on the four-year Mozambique FISF. **September 2018 to December 2019**
- **Financial Inclusion: Consultant (Credit Guarantee Schemes Financial Expert)**, for a Development Bank of Jamaica assignment, funded by the World Bank, to develop a comprehensive business plan and financial model proposing enhancements to the Credit Enhancement Facility (CEF). The assignment involves the development of enhanced operational manuals, marketing strategy and integration of a management information system (MIS) for more efficient operations and management of the CEF. **May 2018 to October 2019**

- **Results Measurement/Project Planning: Consultant**, for a World Bank assignment to draft a completion report on the four-year FSDRP 1 program based on overall assessment of the program highlighting achievements, and connecting the activities of the FSDRP 1 that will be leveraged to meet the goals of FSDRP 2. **October 2018 to June 2019**
- **Results Measurement/Project Planning: Consultant**, conducting a plausibility check for a project targeting small and medium enterprises (SMEs) as an important target group and promoters of Mexico's transition towards a low-carbon economy. This Energy Efficiency financing project funded by German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and the UK Department of Business, Energy and Industrial Strategy (BEIS), looks at encouraging SMEs invest in systems optimization that offers bottom line benefits for the SMEs in addition to higher energy savings potential resulting in more GHG reductions. A partial credit guarantee scheme provides additional comfort to the financial institutions to finance these projects. **August 2018 to September 2018**
- **Results Measurement/Project Planning: Consultant**, for a World Bank assignment to assist in the planning of the result measurement framework for the second phase of the South Africa Financial Sector Development and Reform Program. The assignment involves the development of the Theory of Change, Log Frame and Results Chain in addition to identification of the indicators and means of verification. **April 2018 to July 2018**
- **Financial Inclusion: Consultant (Credit Guarantee Schemes Financial Expert)**, for a World Bank assignment under their South Africa Financial Sector Development and Reform Program. Leading the development of the financial model including the funding model for the scheme, and quantifying different funding options for Small Enterprise Finance Agency (SEFA), the guarantee management company. Providing input into the development of a business plan for the proposed new scheme, outlining and substantiating proposed governance and institutional structure, key parameters including regulatory and oversight framework (reserves, reporting requirements etc.), the governance and institutional structure, a funding plan and guidelines and procedures for credit appraisal and risk management. **November 2017 to July 2018**
- **Financial Inclusion: Consultant**, for a joint International Finance Corporation and World Bank assignment under their A2F for Women in Bangladesh Project managed by A2F Consulting LLC. Designing and establishing a Credit Guarantee Scheme for Bangladesh Bank that can be implemented by them to help improve access to finance for women SMEs. The project involves reviewing and updating the existing SME policy of Bangladesh Bank for increasing A2F for SME sector with a special focus on women. **December 2017 to March 2018**
- **Financial Inclusion: Consultant, Credit Guarantee Scheme (Pilot)**, for an United Nations Capital Development Fund assignment to develop operational procedures and a detailed manual for a pilot credit guarantee scheme for women SME entrepreneurs being set up at the SME & Special Programmes Department of Bangladesh Bank to be tested through two financial institutions. Lessons learned and experience gathered will be used to establish a national credit guarantee institution. **September 2017 to October 2017**
- **Financial Inclusion: Consultant, Expert on Financial Market System and Financial Tools**, for DFID funded project assignment managed by Innovision Consulting Private Limited, to conduct a study on existing practices in cluster and value chain financing. Conducted numerous FGDs with SMEs from various clusters and financial institutions engaged in lending to SMEs, developed questionnaires, analysed findings, identified areas for further interventions and recommended potential products for solving cluster and values chain financing issues. **March 2017 to September 2017**
- **Financial Inclusion: Consultant**, for Swisscontact to conduct Agent Banking Market Assessment in Bangladesh based on interviews of banks, banking agents, the Central Bank and other stakeholders. The assignment also includes a review of the existing Agent Banking regulations to identify constraints and make recommendations to Central Bank for changes needed. <https://infiniti-bd.com/2017/08/06/could-agent-banking-be-the-silver-bullet-for-financial-inclusion-in-bangladesh/> **October 2016 to July 2017**
- **Impact Assessment: Consultant, Team Leader and Banking Specialist**, for an International Finance Corporation assignment, managed by iNFiNiTi Business Consultants Group, to conduct a SME Profiling & Impact Tracer Survey of SMEs across Bangladesh who were financed in 2010 by an IFC client bank and to assess the impact of financing on the development of SMEs. Survey included a control group that had not received financing. A case study will be developed and presented to the client banks and

IFC operations team. <https://infiniti-bd.com/2017/08/11/hardcore-overdraft-is-like-a-debt-addiction/> *September 2016 to July 2017*

- **Financial Inclusion/Impact Assessment: Consultant**, for Swisscontact to develop a strategy paper based on assessment of the benefits of mobile banking based transactions and financial analysis on the Seasonal Loan Products (SLPs) introduced by three financial institutions (2 MFIs and 1 NBF) in the Making Markets Work for the Jamuna, Padma and Teesta Chars (M4C) project area in Bangladesh. <https://infiniti-bd.com/2016/08/10/the-chors-river-islands-of-bangladesh-a-real-challenge-for-the-financial-services-sector/>; <https://infiniti-bd.com/2017/04/24/financing-the-chors-river-islands-of-bangladesh/> *August 2016 to January 2017*
- **Financial Inclusion: Consultant, Team Leader and Banking Specialist** for an International Finance Corporation assignment managed by Athena Infonomics India Pvt. Ltd., entitled Market Potential Study: Mapping the Opportunity and Providing Recommendations for Facilitating Finance for Women Entrepreneurs in Bangladesh. (<https://www.smefinanceforum.org/post/study-on-mapping-the-market-potential-and-accelerating-finance-for-women-entrepreneurs-in>) *August 2015 to July 2016*
- **Business Planning & Strategy: Consultant, Team Leader for Development of Business Plan for the Textile Technology Business Center** for the PaCT program funded by the International Finance Corporation. Developed a business plan for the TTBC managed by the IFC in collaboration with the BGMEA. The goal was to ensure sustainability of the TTBC after the PaCT program ended. *November 2015 to June 2016*
- **Financial Inclusion & Strategy Development: Senior Short Term Expert and Team Leader, EU INSPIRED PROJECT: Technical Assistance to Support the Bangladeshi Bank Training Institutions**, developed a paper on the Role of the Policy Makers and Central Banks in Promoting SMEs' Access to Finance – The case of Bangladesh. Presented the paper recommendations at an all-day seminar to policy makers and other stakeholders. The Governor of Bangladesh Bank inaugurated the seminar. The participants were high-ranking officials from the Ministry of Finance, Ministry of Industries and the financial sector. *January 2015 to April 2015*
- **Financial Inclusion: Credit Guarantee Advisor, Business Finance for Poor in Bangladesh**, a five-year multi-pronged project managed by Nathan Inc. UK and funded by UKAid/DFID aimed at the financial inclusion of the unbanked in Bangladesh. Helped develop portfolio guarantee scheme targeted at micro and small enterprises with special focus on women led enterprises. Negotiated with financial sector clients on the terms and conditions for the scheme. Assisted in the development of MIS system automating the entire process from issuance of guarantee to disbursements against claims. Developed the modus operandi for the receipt of guarantee fees, due diligence of transactions on post fact basis and prior to making payments. *October 2013 to December 2014*
- **Business Planning & Strategy: Consultant, AVA Development Society and Bangladesh Agro Based Products Producers and Merchants Association**. Developed two projects from concept notes to final proposal for the EU funded Inspired SME Competitiveness Grant Scheme. One project was for an organic jackfruit processing plant (grant amount EUR 750,000) and the other (EUR 200,000) was for the development of the business intermediary organization (BIO). Currently involved with the implementation of both project as Advisor. *February 2013; August 2013 to December 2014*
- **Survey: Correspondent, Economist Intelligence Unit**. Conducted Cost of Living Surveys semi-annually for The Economist Intelligence Unit, the business intelligence arm of The Economist Group. *September 2003 to Continuing*

CORPORATE EXPERIENCE

Managing Partner, iNFInITi Business Consultants Group, Dhaka, Bangladesh (Apr 2013 to Present)

- Provide financial sector focused consultancies in the area of Access to Finance and Financial Inclusion.

Managing Director, iNFInITi HR Company Limited, Dhaka, Bangladesh (Mar 2013 to August 2018)

- A social enterprise offering skills development based job placement service for first line job seekers.

Senior Financial Markets Specialist, Access to Finance, International Finance Corporation, South Asia (January 2007 to February 2013)

- Managed advisory services clients in Bangladesh, Nepal, Bhutan and Northeast India for improving Access to Finance. Some additional details are given below.

Credit Manager, Credit Risk Management, Eastern Bank Limited, Dhaka, Bangladesh (January 2004 to January 2007)

- Assessed corporate banking and structured finance transactions for approval and managed SME credit officers.

Faculty Member, School of Business North South University, Dhaka, Bangladesh (Jan 2001 to January 2004)

- Taught undergraduate level courses in finance and management towards achieving a BBA degree.

Financial Analyst/Relationship Manager, American Express Bank Limited, Dhaka, Bangladesh (May 1998 to Dec 2000)

- Prepared credit proposals and performed annual credit reviews for working capital finance and asset based finance deals.

Assistant Manager, United Finance Limited, Dhaka, Bangladesh (Aug 1996 to Apr 1998)

- Lease finance marketing and product development for SME businesses.

Technical Advisor, Publications and Special Projects Helen Keller International, Dhaka, Bangladesh (Jun 1993 to Aug 1994)

- Edited and produced technical papers and reports for the Nutritional Surveillance Project and NGO Gardening and Nutritional Education Surveillance Project.

INNOVATIVE PROJECTS EXPERIENCE AT INTERNATIONAL FINANCE CORPORATION

Senior Financial Markets Specialist, Access to Finance, International Finance Corporation, South Asia

- **January 2007 to February 2013**
- Built capacity of bankers to provide access to finance to SMEs and built the skills of SMEs in running their businesses within the South Asia region through sector wide programs as well as customized solution for client banks. Leveraged experience with Bangladeshi banking practices and the issues faced by SMEs in accessing finance to design programs geared towards building comfort among bankers to lend to SMEs and SMEs to communicate with bankers.
- Developed strong relationships in the financial sector in multiple countries (Bangladesh, Nepal, Bhutan and Northeast India) in South Asia by providing advisory services on multiple product lines such as SME financial services, Risk Management, Financial Infrastructure, and Climate Change initiatives.
- Conducted due diligence of banks to assess readiness of all functional departments (credit scoring and behavioral scoring, risk management, credit administration, treasury, service delivery, retail and trade operations) to operate sustainable MSME banking business.
- Designed and implemented IFC advisory programs, conducted diagnostic and analysis of financial institutions (in Nepal and Bangladesh) to assess areas of improvement needed for developing their SME financial services portfolio.
- Coordinated and drafted the A2F Bangladesh, Nepal, Bhutan and Northeast India strategy for the second cycle of SEDF and subsequent alignment to IFC global strategy.

SME MARKET SEGMENTATION DATABASE

Launched SME Market Segmentation database, a sustainable model for collecting and disseminating benchmark information on SME businesses developed in collaboration with the central bank of Bangladesh. Information gap is a major reason for financial institutions not having the comfort in providing financial services to SMEs. This initiative was truly cutting edge and was the first of its kind anywhere in the world aimed at addressing the information gap that exists globally vis-à-vis SMEs. The database was geared towards satisfying fully the needs of multiple stakeholders, namely the regulators, banks, multilateral organizations as well as industries.

RISK MANAGEMENT

Set up an innovative Risk Management Practice Group on the social media, LinkedIn, in an effort to reduce the cost of disseminating global best practice in risk management as well as fostering an environment of experience sharing among bankers in Bangladesh.

FINANCIAL PRODUCT DEVELOPMENT

Helped a financial institution to develop an innovative (seasonal cash flow based repayment) lending product, 'Mousumi', for agro-machinery manufacturers. This was done by building capacity of bankers on agri-business that created the comfort to finance a cluster that was previously deemed 'unbankable' by the same institution.

SUSTAINABLE ENERGY FINANCE

Actively involved in projects that have built capacity of bankers in conducting walk through energy audits to generate pipeline for sustainable energy finance (SEF). These projects have been designed to create a business case for SEF by focusing on repayment of the financing through cash flow savings from investments. Energy auditors have been developed to conduct investment grade audits that can be used by companies and financial institutions to make investment and financing decisions.

NEPAL BANKERS AWARENESS PROGRAM

Organized SME Banking experience sharing among bankers in Bangladesh and bank officers, managing directors and directors of three leading banks in Nepal to encourage growth of SME finance in the region.

MONITORING AND EVALUATION

Led the IFC Theory of Change implementation for Access to Finance projects for the SEDF program.

Have a strong understanding of Problem Tree Analysis.

Well versed in Logical Framework methodology necessary for good project design.

AFFORDABLE HOUSING FINANCE

Developed and introduced project aimed at assisting financial institutions create affordable housing finance programs for the lower and middle-income households. The target market was outside Dhaka and Chittagong where there were already numerous financial institutions catering to households. Outside the metros, the market was untested and significant amount work was put in to demonstrate how this was a viable business opportunity for the institutions. The most important part of this project was to help the institution with mind set changes vis-à-vis financing low income households. This brought about through exposure to other institutions in the region doing just that.

DEPOSIT MOBILIZATION

Piloted a deposit mobilization project with a local bank in Bangladesh catering to RMG workers who are mainly female. The project was based on a study conducted to understand the money usage habits and requirements of the RMG workers. A pre-paid debit card based solution was devised in order to provide an affordable solution to the RMG factories and their workers for salary disbursements. Value added products are planned for implementation in accordance with the requirements of the customers.

FINANCIAL INFRASTRUCTURE

Actively involved the Credit Information Bureau for Microfinance Institutions (CIB MFI) project feasibility study and negotiations between the Microfinance Regulatory Authority (MRA) and the MFIs on the ownership and operations of the CIB.

Designed and started implementation of an automated Secured Transactions Registry (STR) project to be hosted by the Registrar of Joint Stock Companies and Firms (RJSC). This was a complex project that will leverage World Bank funds, IFC STR and project management expertise and leverage IFC relationships in incorporating best practice STR laws into the Companies Act being reviewed by the Government of Bangladesh. Successful implementation of this project would have allowed SMEs to access finance using moveable assets collateral more easily rather than having to rely on mortgage of property and building which a large portion of SMEs lack.

IFC CERTIFIED TRAINER

IFC Certified Trainer for Scaling up SME Banking Business to assist banks with strategy and business models, identifying new market opportunities, managing SME customers, product and services strategies, sales and delivery channel management, information technology optimization, MIS reporting and human resource planning and management for scaling up SME banking business.