

# Anuj K. Jain

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## Summary

Senior leadership professional with 30 years' experience in international development work in Asia, Africa, the Americas, and parts of the Middle East. Major experience in leading cross-functional, global teams to develop and implement economic and social development focused programming. In Asia, engaged in program portfolio management and raised \$250 million plus in funds for CARE programmes across 16 countries. Proven track record in bringing about fundamental change and improvement in strategy, processes and institutional sustainability – both as a leader and an expert advisor. Demonstrated capacity for designing and facilitating transformative education programs to train community development leaders from across the globe.

## Skills

- Thought leadership to inspire change
- Systems scale program designing
- Economic, financial inclusion, social entrepreneurship program designing and implementation
- Not-for profit institutional visioning, planning, management, and governance
- Forging collaboration across multisector stakeholders for social impact
- Program implementation, partnerships, and staff management
- Fundraising and donor relations
- Collaborative team leadership
- Adult education instruction:
  - leadership development and mentoring for social change
  - inclusive economies - financial inclusion, urban economies, market systems approach, social entrepreneurship and shared economy, community institutions
  - partnerships for social change
- Areas of interest and expertise:
  - addressing social/economic inequity
  - gender and diversity
  - systems approach for facilitating change

## Experience

### Facilitators for Social Change

#### Managing Partner

A start-up social enterprise, to facilitate social change, undertake international consulting assignments, with primary focus on financial inclusion, inclusive markets and economies, urban economy, social entrepreneurship, and multi sector partnerships for systemic change. Some examples are

- Documentation of Facilitating annual learning event for Oxfam in the Middle East region programs across 6 countries focussed on social enterprises, youth employment and economic participation.
- Assessment of Markets system development (MSD) program of Oxfam and local partners in Palestine (West Bank and Gaza), helping learn about usefulness and application of MSD approach in Palestine.
- Large scale projects design in partnership with SEEDS (India) for urban habitats and disaster preparedness in low-income communities, with Uthabiti (Kenya) for childcare ecosystem in cities, Savings for Health project (Uganda), expanding tea sector impact on tea estate worker communities (Chrysalis, Sri Lanka).

### Current

## **Coady International Institute**

**mid 2010 - end 2018**

### **Senior Coady Fellow/Senior Program Teaching Staff**

St. Francis Xavier University, Antigonish, Canada

Provided thought leadership in financial inclusion and economic development fields at the Coady International Institute, a premier educational, research and learning facilitation institution promoting community-based and citizen-led development approaches and leadership training. Specific duties included:

- Teaching, research, and senior level assignments in the areas of financial inclusion, value-chains and market system development, and inclusive urban economies.
- Adult education instruction for courses, including: Foundations in the Diploma in Development Leadership program, Community Based Microfinance, Markets System Development, Urban Economies, and Rethinking Partnerships in a Multi-stakeholder Environment. (Courses were offered at the Coady in Canada and other locations in Africa, South Asia, and Mexico)
- Design and execution of field research projects and learning partnerships, for facilitating ongoing learning with programme graduates and for keeping course curriculum current.
- Design and management of learning partnerships with organizations, such as Oxfam, CARE, TechnoServe, APMAS, UNWOMEN and UNDP, with the focus on: market facilitation, women and agriculture value-chains, the role of collectives, cooperatives' development, linking informal women's groups with formal economic actors, and currently, the support of strategy and capacity development in Oxfam's olive and fresh fruit and vegetable sectors programmes in Palestine through a market systems approach, private sector partnerships and social entrepreneurship incubation.
- Management of virtual learning networks of Coady graduates or 'communities of learning and practice' to support on-going learning and dialogue on latest global innovations and lessons.

## **CARE UK – United Kingdom**

**mid 2005 – mid 2010**

### **Regional Manager (Asia)**

Bangkok, Thailand

Managed CARE UK's Asia region programme portfolio in 16 countries, overseeing a team of programme and financial officers at country and sub-regional levels, and with a multi-year grant value of over \$250 million. The portfolio included a wide variety of projects, including *local governance, micro-finance and micro-insurance, rural livelihoods, private sector partnership, health sector reform, girls' education, women's empowerment, disaster relief and humanitarian aid, disaster preparedness, urban governance, HIV/AIDS risks mitigation, and conflict and peace building.*

- Thought leadership for private sector partnership strategy of CARE International; co-designing private sector partnership framework.
- Program design and proposal development for UK/European bilateral donors - European Commission (EC) and the UK Department for International Development (DFID), foundations, and corporate partners both at the country and sub-regional levels.
- Programme oversight, contracts' compliance and donor relations management (over 35 multi-year contracts valued at \$180 million), and tsunami response oversight across Indonesia, Thailand, India, and Sri Lanka (£ 35 million from Disasters Emergency committee (DEC) UK).
- Representing CARE UK in international learning and policy forums and in the CARE International Confederation at the Asian regional and international levels.
- Playing an integral role in facilitating CARE International's shift from projects to 'programme approach' for achieving substantial and sustainable development outcomes through local partnerships.

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- Serving as an integral member of the Asia Regional Management Unit and Regional Leadership Team that oversaw management of CARE's operations in South Asia.
- Member of senior management team for CARE UK for strategic planning and for Urban and Private Sector Engagement programs in Asia.
- Design and coordination of large-scale multi-stakeholder, market-based and private sector partnership oriented programmes; examples include: the tea sector programme in Sri Lanka, the micro-insurance programme with Allianz in India, and the health sector reform programme in Bihar, India.
- Design and fundraising for larger programmes such as Bihar Health Sector Reform (India, DFID), Food Security for Ultra Poor (Bangladesh, EC), cross border migration of sex workers across Nepal, Bangladesh and India and HIV Aids risk mitigation (Lottery fund), Food Security (East Timor, EC), the Tea Sector program with private sector partnerships (Sri Lanka, EC), Banking for Change, a financial inclusion program in six countries across three continents, Peace Building project (Nepal), Girls' Education program (UP, India), and an online platform for raising loan funds ([www.lendwithcare.org](http://www.lendwithcare.org), UK).
- Establish private sector partnerships for social impact with Allianz (Germany) and Bajaj Allianz (India), Ethical Tea Partnership (ETP, UK) – tea buyers association in UK and Europe, and the Barclays Bank.
- Thought leadership: long-range strategic plans for CARE in India, Bangladesh, Sri Lanka, and Afghanistan.

**CARE Inc., USA**

**2002 – mid 2005**

**Senior Technical Advisor/ Acting Director**

**Economic Development Unit, Atlanta, USA**

Coordinated CARE's global policy and strategy for micro-finance and enterprise development sectors; provided technical assistance to country offices and built the capacity of field level, livelihood sector projects; provided knowledge management for the sector and cross-sector programs; coordinated with CARE International Confederation Members and provided representation in peer networks and donor forums. Specifically, duties included:

- Program design and proposal development: value-chain and markets and financial inclusion projects - raising funds, coordinating implementation, and managing the relationship with USAID (central grants).
- Multi-sector programming within CARE (HIV/ AIDS, Agriculture and Natural Resource Management).
- Expand micro-finance programmes and CARE supported MFIs globally - India, Philippines, Afghanistan, Zambia, Angola, Mozambique, Zimbabwe, Tanzania, Kenya, Bangladesh, Tajikistan, Cambodia, Kosovo, Ethiopia, Rwanda, Uganda, Ghana, Niger and Peru.
- Supporting MFI institutional transformations - capital and ownership structure, product designing, and financing from CARE's Central Loan Fund.
- Team member to establish MicroVest as the private sector micro-finance wholesale fund based in USA.
- Establishing communities of practice and guidelines for:
  - a) Making markets work for the poor/private sector partnership
  - b) Livelihoods and HIV, and
  - c) Community based microfinance (CBmF) as key thematic areas for learning and programming – from rights based and gender perspectives.
- Development of programming framework for livelihoods of HIV/AIDS affected communities in Sub-Saharan Africa.
- Coordination of CARE's knowledge management in the field of market and financial inclusion.
- Organizing technical workshops for micro-finance program design, the promotion of women owned microfinance projects, and supporting livelihoods of HIV/AIDS affected communities.

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- Drafting investment policy guidelines for CARE to invest in for-profit pro-poor initiatives.
- Coordinating strategic partnerships with USAID, SEEP Network, Microcredit Summit, and William Davidson Institute.
- Promote village savings and credit model promotion through partnership with Plan International, Oxfam, Freedom from Hunger.
- Coordinate Technical Exchange Network for Livelihoods and HIV for USAID's Hope for African Children (HACI) programs on livelihoods in Africa, and profiling CARE's leadership in this field.

### **CARE Canada**

**mid 1999 -end 2001**

#### **Small Economic Activity Development (SEAD) Sector Coordinator**

Based in Lusaka, Zambia

Member of senior management team for CARE Zambia. Responsible for strategic planning, operational management, financial and administrative operations, and representational commitments. Supervised all economic development (micro-finance and enterprise development) sector.

- Coordination, restructuring and transformation of the Pulse project into an independent Micro-finance institution (MFI); a five-year project funded by DFID, UK.
- Supervise programs promoting women owned micro-finance service and livelihoods in the Lusaka slums and the Copperbelt (supported by DFID and the Dutch Government).
- Establishing a rural agro-dealer microenterprises network in remote areas in the Copperbelt (CIDA project) with private sector partnership.
- Designing and implementing one of the first self-help group microfinance initiative in Lusaka under PROSPECT urban community and community infrastructure program (DFID).
- Developing livelihood strategies for HIV affected and Orphan and Vulnerable Children (OVCs), through small grants (SCOPE-OVC program, USAID).
- Establishing micro-finance and markets development in a refugee camp in Mporokoso, Northern Zambia (UNHCR) for 24,000 Angolan refugees.

### **CARE India**

**1992 – mid 1999**

#### **New Projects Coordinator, Small Economic Activity Development Sector (1997-1999)**

#### **Training Coordinator, SEAD (1995-1996)**

#### **Regional Manager (1992-1994)**

New Delhi, India

Coordinated the design of large-scale microfinance and microenterprise programmes, and established CARE as a key player in the sector and policy advocacy arena. Also, managed pilot projects, programme evaluations, training of local NGO partners, and a programme lessons learning process.

#### **Projects Coordinator**

- Proposal development and fundraising – expanding financial inclusion program nationally through CREDIT, Credit and Saving for Household Enterprise (CASHE) and PLUS (urban livelihoods and governance) projects, funded by Department for International Development (DFID), UK.
- Led multi-stakeholder design process of CASHE financial inclusion project, reaching 400,000 women through self-help group approach, promoting innovations and policy influence; (\$18 million/DFID).

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- Oversaw technical support and capacity building NGO partners.
- Managed donor relations, government counterpart relations and reporting.

### **Training Coordinator**

- Delivered training to NGO partners and CARE staff for financial inclusion and partnership management.
- Coordination of technical assistance to five programs (40 staff) and the local NGO partner staff.
  - Self-help groups program design and management
  - Micro-enterprise development and value-chain program management for rural women
  - Partner (NGO) selection and partnership development for financial inclusion programs
  - Financially sustainable savings and credit program design process with local partners.
- Co-lead mid-term evaluation and impact assessment of CARE's pilot programs, measuring impact on women's financial and economic security, social empowerment and influence in local governance.
- Lead the team for CARE's technical support and advice to a large-scale United Nations Development Program (UNDP) microfinance project in Andhra Pradesh to significantly revise the design and implementation strategy.
- Development of field guides, manuals, and other training material on SHG programming.

### **Regional Manager** responsibilities included:

- Management of pilot projects promoting women's SHGs for accessing to finance, livelihoods for women's empowerment in Odisha and Uttar Pradesh (UP) with budgets over \$1 million (USAID funded). The projects became the basis for designing and replicating large scale national programs by CARE India.
- The redesign and management of a Women's Dairy project in Uttar Pradesh, using economic sub-sector analysis and planning tools.

### **Additional assignments** included:

- Planning and delivering an Asia Regional SEAD Sector Partnership Workshop for the program staff from eleven country offices and capacity building of the program staff.
- Design of **health-financing** strategies for an Integrated Nutrition and Health Project (a large USAID project) and capacity building of the project staff.

### **The Facilitator** (a start-up recruitment services enterprise)

**1990 to 1991**

New Delhi, India

Co-owned and managed a recruitment firm. The firm had the staff strength of six employees, with an approximate annual turnover of \$20,000. The vacancies advertised and filled mostly belonged to the mid-management and support staff categories, serving the clients in both corporate as well as the NGO sectors.

### **Society for Participatory Research in Asia (PRIA)**

**1987 to 1989**

#### **Program Associate**

New Delhi, India

Performed multiple roles in PRIA, a national level support organization for NGOs, engaged in the collation and dissemination of popular knowledge. PRIA staff prepare, organize and facilitate issue-based workshops and training programs for NGO functionaries to addresses their management and capacity building issues. PRIA also serves as a resource center for the voluntary sector.

#### **Women and Work** team responsibilities and duties included:

- Program design and capacity building initiatives for the NGOs to improve women's micro-enterprise programs, management capacities and marketing skills.

- Conducting a research study in partnership with Self Employed Women's Association (SEWA) to document experiences, lessons and sound practices of various artisan groups and their enterprises across the country. The research outcome resulted in the creation of audio-visual and printed learning material. The focus was on income improvement, identifying advocacy themes for improving policy environment and women's empowerment.

### **Management of NGOs** team responsibilities and duties included:

- Managing programs targeted for heads of NGOs, covering topics such as:
  - Exploring appropriate legal forms of organizations
  - Analyzing and improving management structures
  - Strategic planning and proposal writing
  - Financial, legal, taxation reporting requirements
- Financial management training programs, multi-project and multi-donor grant management.

### **Training** team responsibilities and duties included:

- Delivering the Training of Trainers (TOT) programs, a three-phase program covering adult learning principles and methodologies. The program focused on trainer's personality analysis and development as a role-model in a participatory training methodology within a social development context.
- Master Trainer program for adult educators, under National Literacy Mission (NLM). The program helped revise the curriculum and methodology of the national program by introducing more participatory and adult friendly approaches.

## **Education and Training**

### **Institute of Management Technology**

**1985-87**

#### **MBA: Finance and Marketing**

Ghaziabad, India

### **Sambalpur University**

**1982-84**

#### **Bachelor of Science, Honors: Physics**

Sambalpur, India

**Several short executive programs:** on strategic planning, program design, organizational diagnosis and development, entrepreneurship development, social development leadership, adult education approach to community development, gender and diversity inclusion, and social entrepreneurship.

## **Publications and Documents**

- Several studies/research reports on markets analysis, impacts of financial inclusion and micro-finance, including *Meso-level Impacts of Savings Groups in Kenya* (2013) and *Community based Micro-finance Models' Impacts in the Mekong region* (2017).
- *Lessons Paper on Livelihoods and HIV/ AIDS*, in the context of South Africa experiences, CARE USA, 2004.
- *Self-Help Group Savings and Credit Resource Book for Field Staff*, CARE India, 1998.
- Co-author, "Management of Voluntary Organizations", *Participatory Research in Asia (PRIA)*, 1989.

## **Voluntary Board Membership**

People's Archive of Rural Nova Scotia (PARNS), Treasurer

Antigonish Community Transport Services (ACTS), Vice Chair