

Profile of Innovision Consulting:  
**Inclusive Financial Solutions (IFS)**

# About Innovision

Innovision is an international advisory and management consulting firm. We are working on transforming the world's trade, investment, finance, and socio-economic systems. We offer research, technical assistance, and project management services to support governments, private sector actors, multilateral organizations, and civil society in designing, implementing, and evaluating inclusive and systemic solutions. Our work spans across regions, fostering South-South and South-North cooperation to identify and overcome barriers to an inclusive market, equitable trade, and shared prosperity.

22 Countries

500+ Projects

160+ Clients

1.5mn~ Beneficiary households

## Services



Research



Technical Assistance  
and Project Management



Training and Capacity  
Development



Monitoring and  
Evaluation

## Portfolios

Data Analytics &  
Emerging  
Frontiers

Economic Growth

Gender and Basic  
Services

Inclusive Financial  
Solutions

Industrial  
Productivity and  
Worker's  
Wellbeing

Monitoring and  
Evaluation

## Offices

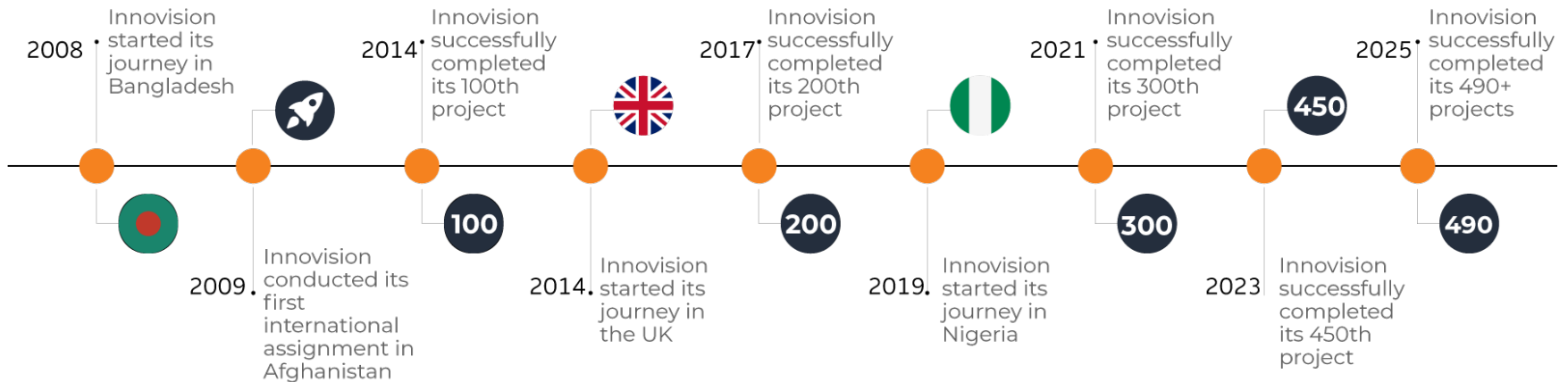
Bangladesh

United Kingdom

Nigeria

# Our Journey

Innovision Consulting commenced its operations in Bangladesh in 2008, propelled by a vision to establish a globally impactful company rooted in Bangladesh. Its inaugural assignment was a multi-year market system development initiative in collaboration with the DFID and SDC-funded Katalyst project, which played a pivotal role in shaping Bangladesh's seed market landscape. In 2009, Innovision embarked on its first international assignment in Afghanistan, marking its expanding footprint beyond national borders. Subsequently, the company was formally registered in the UK in 2014 and in Nigeria in 2019. As of 2025, Innovision proudly celebrates 17 years of impactful service and achievement, having successfully completed 500+ projects in 22 countries around the world.



# Our Strengths



## **Trusted And accountable partner**

for nearly 500 assignments and 170+ clients



## **Managing Complex Projects**

with stakeholders across government agencies, private sector companies, and development partners



## **Strong technical expertise**

in designing, implementing and evaluating solutions for creating opportunities and improving services for the underserved people



## **Managed large-scale assignments**

in research and market assessments, and implementation, technical assistance as well as monitoring and evaluation



## **Strong and diversified consultant pool and a team of 70+ full-time researchers and consultants**

as well as 250 national and international consultants from diverse fields, and 470+ field staff, including supervisors and enumerators/mobilizers.



## **Fostering South-South and South-North cooperation since the first year of establishment**

across 22 countries, including Afghanistan, Cambodia, Ethiopia, India, Indonesia, Kenya, Myanmar, Mozambique, Nepal, Nigeria, the Philippines, Somalia, Sri Lanka, Tajikistan, Thailand, the UK, Vietnam, Yemen, and Zambia.



## **Consistent in delivering quality report**

To identify and overcome barriers to inclusive market, equitable trade and shared prosperity.

# Clients and Partners

For over 17 years, we've earned the trust of 170+ clients and partners by delivering with integrity, even in the most challenging and remote settings across Bangladesh and beyond. Our track record reflects not just capability but our unwavering commitment to deliver. A few of our valued partners are highlighted below.

## Government, Donor, and UN Agencies



## Private and Development Sector Organizations



# Thematic Areas

Market Systems  
Development

Extreme Poverty  
Eradication

Youth  
Empowerment

Behavior  
Change

Agriculture

Education  
and Skills

SME  
Development

WASH

Private Sector  
Development

Livelihood

Economic  
Development

Waste  
Management

Manufacturing  
Sector

Climate  
Change  
Adaptation

Gender  
Equality &  
Protection

Financial  
Services

Trade  
Facilitation

Women's  
Economic  
Empowerment

Aquaculture

Health and  
Nutrition

Child  
Protection

# Addressing SDG

Our works primarily focus on SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development. Through trade facilitation, financial inclusion, multistakeholder partnerships and SDG integration support, we impact millions of households on the issues of poverty (SDG 1), hunger (SDG 2), health and wellbeing (SDG 3), gender equality (SDG 5), clean water and sanitation (SDG 6), affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), inequality (SDG 10), sustainable cities and communities (SDG 11), responsible consumption and production (SDG 12), climate action (SDG 13), life below water (SDG 14), peace, justice and strong institutions (SDG 16), and partnerships for the goals (SDG 17).



# Signature Projects Delivered over the Years





# **Our Work on Inclusive Financial Solutions**



## Inclusive Financial Solutions

Innovision's portfolio for Inclusive Financial Solutions promotes equitable access to finance by addressing systemic barriers that limit financial inclusion for underserved populations, particularly **women, youth, rural entrepreneurs, and micro and small enterprises**. The portfolio drives innovation in financial product design, digital finance, green and climate-resilient finance, and institutional capacity-building. Through strategic collaborations with financial institutions, regulators, fintechs, development partners, and civil society, Innovision works to create inclusive, resilient, and sustainable financial ecosystems that empower individuals, strengthen local economies, and contribute to broader development goals.



# Problems We Have Seen

**Rural Finance:** Over 60% of Bangladesh's population lives in rural areas, yet only about **8%** of formal bank credit goes to rural communities, **indicating a huge rural financing gap.**

**MSME Finance:** Bangladesh's **~10 million** micro, small and medium enterprises (MSMEs) contribute **~25%** of GDP but face a **\$2.8 billion** financing gap (IFC), leaving many MSMEs without access to formal credit.

**Women-led SMEs:** Around **60%** of women-owned SMEs' credit demand is unmet; women entrepreneurs receive only **~3–4%** of total SME loans, reflecting a major gender gap in access to business finance.

**Sustainable & Green Finance:** "Green" lending accounted for only **5.84%** of total term loan disbursements in FY2023, far below targets, indicating limited financing for sustainable projects.

**Digital Finance:** Bangladesh has 230+ million mobile financial service accounts, but only about **36%** are active (used in the last 90 days) (Bangladesh Bank), showing low usage of digital accounts even as mobile money spreads.

**Financial Literacy:** Only **28%** of Bangladeshis are financially literate (national survey score: 45.6 out of 100), highlighting limited awareness and capability to use financial services effectively.

**Microinsurance:** Insurance safety nets for the poor are minimal; only **~6.5 million** people (under **10%** of the low-income population) have microinsurance coverage (PubMed Central). Overall insurance penetration is just **~0.5%** of GDP, among the lowest in the world.

## Areas of Impact through Innovative Solutions



**Rural Livelihood Strengthening**



**MSME Growth & Formalization**



**Women-Led Enterprise  
Empowerment**



**Sustainable & Green Finance  
Expansion**



**Digital Finance Inclusion**



**Financial Literacy & Behavioral  
Change**



**Microinsurance for Resilience**

## Our Highlight Assignments



### Technical assistance to Pubali Bank PLC

Innovision worked with Pubali Bank to align its lending practices with **Green Lending Principles**, bolstering its capacities and governance to emerge as a **leader in environmental sustainability** and climate change initiatives. Our strategy includes enhancing capacity, refining processes, establishing compliance frameworks, and implementing GLP-aligned loan tracking systems to support this endeavor.



### National Representative Study to understand the usages of various financial services and different thematic areas of digital financial Service in Bangladesh.

Innovision conducted a nationwide study to determine the **financial literacy index**. Subsequently, UNDP plans to implement national-level digital centers with a focus on **digital lending models**, drawing insights from the study's findings.



### Bangladesh Microinsurance Market Development Project (BMMDP)

The Bangladesh Microinsurance Market Development Project (BMMDP) evolved through three phases: Phase 1 (2017–2022) diagnosed systemic challenges in microinsurance and piloted crop/livestock schemes; Phase 2 (2022–2023) identified aquaculture as a key sector for climate-risk insurance, emphasizing bundled services; and Phase 3 (2024–2026) is testing a weather-indexed microinsurance product in high-risk districts, partnering with insurers and input suppliers to enhance farmer resilience and commercial viability.



### World Bank We-Fi Corporate Connect program

The project aimed to integrate women-led SMEs into corporate supply chains. Led by Innovision Consulting with SME Foundation and partners, the project focused on two core components: capacity building through targeted business training, and awareness building to foster linkages between WSMEs and corporate buyers. Key interventions included training programs, a supplier database and mobile platform, and strategic outreach to enable skill development and market access for women entrepreneurs.



### Financial tools to combat modern slavery in the informal garment sectors

The study aimed to understand the financial lives and modern slavery situation within Bangladesh's informal apparel sector, and to recommend financial products that could alleviate modern slavery.

**Our Evolving  
Focus: Concepts of  
Collaboration to  
Drive Next Phase  
of Impact**







Circular Economy

Investment in  
Bangladesh 2.0

Micro-polling for  
Informed  
Decisions

SME Cluster  
Development

Shipping and  
Logistics Sector  
Development

Blue  
Economy

# Strategic Focus Areas

Green Skills  
Development

Energy  
Efficiency

Sustainable Waste Management  
at the Municipalities of  
Bangladesh

Formalization of  
Informal Sectors

Trade  
Facilitation

## Our Approach to Strategic Collaboration in Emerging Focus Areas

### Co-Creation of Innovative Pilots

Partner with donors, banks, MFIs, and fintechs to design and test **tailored financial solutions, such** as climate-smart rural loans, bundled microinsurance, or gender-intelligent MSME finance models.

### Ecosystem-Based Partnership Mapping

Build alliances by identifying and aligning with actors across the ecosystem, such as **financial institutions, development partners, regulators, and local networks, to** address systemic barriers collaboratively.

### Private Sector Integration

Collaborate with corporates and FIs as **market enablers**, not just funders, leveraging their procurement, CSR, and ESG mandates to open access for WSMEs and green entrepreneurs.

### Evidence-Led Influence & Learning

Embed **impact tracking and learning** into all partnerships. Co-develop knowledge products and use evidence to influence policy, scale models, and build credibility.



# Management and IFS Team



## Key Personnel



**Sadruddin Imran**  
Chairman and CEO

Sadruddin Imran is an entrepreneur and business leader, who founded Innovision Consulting. He has over 21 years of experience in various capacities across 16 countries. Imran led market and value chain assessments in different countries including Afghanistan, Bangladesh, Nigeria, Yemen and Zambia. He facilitated partnerships between the public and private sectors for development. He managed projects in fisheries, seed, livestock, fertilizer, furniture, and ICT4D sectors in Asia and Africa. He has established and successfully managed consulting, agribusiness, and manufacturing businesses around the globe. He holds an MBA and BBA from the Institute of Business Administration at the University of Dhaka and a project management diploma from AIT Thailand.



**Md. Rubaiyath Sarwar**  
Managing Director and Lead Consultant

With 20 years of experience, Md. Rubaiyath Sarwar is a seasoned expert in tackling poverty challenges through systemic solutions. He has led 11 long-term missions and executed 60+ short-term assignments focusing on agriculture and aquaculture, climate resilience, financial inclusion, income generation, livelihood and skills development, women's economic empowerment, and across Africa and Asia. He chairs the Value Chain Capacity Building Network for Asia and the Pacific and is renowned as an international trainer in market systems development and the Business Model Canvas application. He obtained an MBA from the Institute of Business Administration, University of Dhaka and an MSc from the North South University, Bangladesh.

## Country Representatives



**Kazi Shahed Hasan Ferdous**  
Bangladesh

Kazi Shahed Hasan Ferdous is a seasoned leader with over 35 years in corporate, development, and finance sectors in Bangladesh and the US. Currently serving as Bangladesh Country Director at Innovision, he previously led impactful projects on women's empowerment, grassroots institution building, and alternative finance as Country Director at Transform Trade, securing EU and FCDO funding. A National Export Trophy recipient, Shahed brings expertise in project strategy, financial oversight, and training models for socio-economic development. He holds an MBA from IBA, University of Dhaka.



**Kamalesh Halder**  
United Kingdom

Kamalesh Halder is a Director of Innovision Global Consulting Limited. He leads Innovision's global business development activities and international operations. He is also leading two professional and highly experienced techno marketing teams as MD and CEO in the healthcare sector in the UK and Bangladesh. He also taught at the Genetic Engineering and Biotechnology Department at Dhaka University for 8 years. Kamalesh Obtained MBA in Marketing from the Institute of Business Administration, University of Dhaka, and an MSc in Microbiology from the University of Dhaka.



**Iffat Mahmud**  
Nigeria

Iffat Mahmud specializes in private sector development, with more than 11 years of experience in Bangladesh and Nigeria. She has developed and implemented pro-poor business models in the agriculture and health sectors. Iffat managed projects commissioned and funded by the Alliance for Financial Inclusion British International Investment, World Bank Group, among others. She is also an entrepreneur and has launched a successful e-commerce business in Nigeria. She obtained her postgraduate degree on Poverty and Social Studies from Erasmus University of Rotterdam, Netherlands.

## Portfolio Director



**Tasmiah Tabassum Rahman**  
Portfolio Director

Tasmiah T Rahman is an economist with 18 years of experience in skills development, market systems, gender inclusion, and policy advocacy. She led BRAC's Skills Development Programme for seven years, managing \$12 million in national programs and building a \$250 million fundraising pipeline. Previously, she headed Swisscontact's Monitoring Results Measurement unit. Tasmiah has implemented over 20 large-scale projects in Bangladesh and Nepal, supported 7,000+ entrepreneurs, and helped design gender-inclusive systems for 100+ training institutes. She serves on the board of the Informal Sector Industry Skills Council and has contributed to global research with Yale's Y-Rise. She holds degrees from LSE and BRAC University.



**Mohammad Nazmul Ahsan**  
Portfolio Director

Mohammad Nazmul Ahsan is an ICT and project management specialist with over 18 years of experience in ICT, SME development, and private sector growth. Known for his calm, solutions-oriented approach, he excels in integrating advanced technologies and enterprise systems for impactful results. Nazmul has led large-scale projects involving multi-stakeholder collaboration with organizations like the World Bank Group, Swisscontact, UN Women, Samsung, Unilever, and government agencies in Bangladesh. With a background in Computer Science, he is recognized for building strong cross-sector partnerships and driving innovation and sustainable growth.



**Imran Rumon**  
Portfolio Director

Md Al Imran Rumon is a business development expert with 9 years of experience across consulting firms, UN agencies, and development organizations. As Head of Business Development and Communications at Innovision Consulting, he leads proposal development, strategic partnerships, and communication efforts, with a 45% bid success rate. He has worked with ministries, private sector players, and development partners. In a previous role, he led teams to achieve 11-fold growth in 5 years, delivering 170+ training and capacity-building projects. A business graduate and ex-cadet, Rumon combines strong strategic thinking, public speaking skills, and decision-making acumen to lead high-impact initiatives.

## Key Personnel



**Tahmeed Rifa**  
Acting Portfolio Manager

Tahmeed Rifa is a development researcher and consultant with expertise in international trade, sustainable finance, microinsurance, green housing, and inclusive financial solutions. He holds a Master's in Economics from Peking University and has worked with leading organizations like Swisscontact, The World Bank, IFC, and the British International Investment (BII). His work focuses on designing financial products, conducting market system analyses, and driving evidence-based policy. Tahmeed is also a contributor to Youth Policy Forum and a part-time lecturer at Daffodil International University. He is also the author of *একাত্তর*, a Bengali economics blog promoting public understanding of economic issues.



**N. M. Shahriar**  
Associate

Early-career development professional with over four years of experience in project management, capacity building, and stakeholder engagement across multi-sectoral development initiatives. Has worked with leading international organizations including the ILO, UNDP, World Bank Group, Alliance for Financial Inclusion (AFI), British International Investment (BII), DAI, and WorldFish. Skilled in training design, curriculum development, and results-based monitoring, evaluation, and learning (MEL) for development and financial inclusion projects. Demonstrates a strong ability to coordinate multi-stakeholder partnerships, facilitate field implementation, and produce analytical reports for multiple donor agencies.



**Yeasir Arafat**  
Associate

Yeasir is an expert in Economics, Finance, and Policy with 7 years of experience in climate finance, financial risk assessment, sustainable investment, and international financial architecture (IFA) reforms. He specializes in structuring climate-aligned financial instruments, advising financial institutions on ESG and sustainable finance strategies, and conducting macroeconomic analysis of climate policies. Yeasir has contributed to TCFD-aligned finance roadmaps, ESG integration in banking and investments, and policy-driven solutions to mobilize capital for climate resilience. His expertise spans blended finance, de-risking, and innovative instruments for emerging markets, with a regional focus on Africa and South Asia. A DAAD Scholar, he conducted Just Transition research with Potsdam Institute for Climate Impact Research (PIK) and AIT. Yeasir holds a Master's in Environmental Science & Management and a Bachelor's in Economics from North South University.

## Key Personnel



**Fatema Johora**  
Practice Area Lead  
(Sustainable and Green  
Finance)

Fatema brings 8 years of corporate banking and 5 years in development sectors focusing on finance, education, and healthcare. Managing portfolios exceeding USD 19 million with Eastern Bank Ltd., BRAC Bank Ltd., and CitiBank N.A., she has hands-on experience in project management and stakeholder coordination. Notably, she collaborated with IFC on green initiatives for corporate clients like Walton and Energypac. With Innovision, Fatema spearheaded assignments including national financial services studies with UNDP and projects addressing women's SMEs growth with the World Bank. She serves on the Board of Trustees for the Footsteps Foundation and champions UN SDGs initiatives. Fatema holds a BBA from North South University, Bangladesh.



**Khondkar Morshed Millat**  
Practice Area Lead  
(Sustainable and Green  
Finance)

Mr. Millat is a former Director of the Sustainable Finance Department at Bangladesh Bank. Currently, along with Innovision he is also a faculty member at Bangladesh Institute of Bank Management (BIBM). With extensive experience, Millat has led projects on green/sustainable finance funded by the GCF and played a pivotal role in coordinating the implementation of SDGs. He has contributed to formulating key policies, including the Policy on Green Bond Financing, Low-Cost Funding Arrangement, Sustainability Rating Methodology, and Sustainable Finance Policy for Banks and Financial Institutions. Collaborating closely with various government agencies, Millat has been instrumental in advancing green finance and sustainability initiatives. He has conducted over 600 training sessions and round table discussions and has authored numerous publications.



**Dr. Mostafa Kamal**  
Practice Area Lead  
(Real Estate Finance)

Dr. Kamal is a housing finance and institutional development specialist with over 25 years of experience in research, policy analysis, and institutional reform in Bangladesh. He holds a Ph.D. in Institutional Framework for Housing Finance in Bangladesh from Preston University, Department of Business Administration, Wyoming State, USA, as well as an MBA in Finance from the London Institute of Technology & Research (LITR) and the International University of Missouri (UK). Dr. Kamal has led and contributed to numerous research studies, including a flagship report on affordable housing finance in Bangladesh under the World Bank-funded Financial Sector Support Project (FSSP), which involved in-depth institutional and regulatory assessments of housing finance markets. His expertise is further demonstrated through his role as team leader in the development of the National Housing Finance Strategy, where he coordinated stakeholder consultations and contributed to policy design.

## Key Personnel



**Modupe Ladipo**  
Practice Area Lead  
(Financial Inclusion)

Modupe Ladipo, a financial inclusion expert and top 10 'Women in Finance' nominee by the Guardian Newspaper in Nigeria, boasts 30 years of experience in financial services, consulting, and corporate development. She has dedicated her career to addressing financial challenges faced by women-owned businesses in Nigeria. As a member of Women Financing Women, she contributes to empowering women through diverse investment portfolios. Formerly Chair of Enhancing Financial Innovation & Access (EFInA), Modupe played a key role in pioneering financial inclusion in Nigeria, collaborating with regulators to develop policies aimed at bridging the gender gap in finance.



**Sanjoy Sanyal**  
Practice Area Lead  
(Sustainable Finance)

Sanjoy Sanyal is a climate finance and sustainable development expert with over 30 years of experience across Asia and Africa. He has advised governments, financial institutions, and development partners such as the World Bank, IFC, GIZ, KfW, AfDB, AFD, and BII on designing and implementing climate finance programmes, blended finance instruments, and taxonomy-aligned green credit lines. As Founder of Regain Paradise and Visiting Fellow at Cambridge Judge Business School, he specializes in capacity building, policy design, and innovation in renewable energy, sustainable consumption and production, and climate adaptation. Mr. Sanyal holds an MBA in Finance from IIM Calcutta and a B.Tech in Civil and Environmental Engineering from IIT Kharagpur.



**Denis Garand**  
Practice Area Lead  
(Microinsurance)

Denis Garand is a seasoned Microinsurance and Health Insurance Specialist with over 40 years of global experience in insurance, actuarial science, and regulatory reform. As President of Denis Garand and Associates, he has led consulting assignments in over 40 countries, working with organizations such as the World Bank, ILO, ADB, GIZ, and Swiss Development Cooperation. His expertise spans microinsurance, health and disability insurance, risk-based capital, and universal health coverage. Denis contributed to the BMMDP Phase II microinsurance feasibility study for Bangladesh's fisheries sector with Innovision Consulting. A Fellow of both the Canadian Institute of Actuaries and the Society of Actuaries, he is also a published author and serves on global insurance bodies including MICRO and the IAA-IAIS Working Group.

## Let's Connect to Collaborate

We believe,  
...equitable development demands more than intention—  
it calls for private sectors engagement, integrated solutions, and commitment to community-based solutions backed by strong institutes and policies.



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