



National Financial Inclusion Coordination Structures

Country Examples

Mexico



Background: Financial inclusion requires high-level coordination among a wide array of Mexican financial authorities and private sector representatives who are committed to designing and implementing a financial inclusion strategy and thereby improving the quality of life of Mexico's low-income population. To meet this coordination challenge, a [Presidential decree](#), issued on September 30, 2011, created the National Council for Financial Inclusion (CONAIF). The objective of the Council is to organize the different entities working on financial inclusion in the country.

Relevant members: Central Bank of Mexico; CNBV: National Banking and Securities Commission; CONDUSEF: National Commission for the Protection of Users of Financial Services; CONSAR: National Commission for the Pension System; CNSF: National Insurance and Surety Commission; Deposit Insurance Agency; Ministry of Finance; and representatives from the private sector. Additional *working groups* can be created by the Council as needed.

Operationalization: The day to day functioning of the Council is assumed by an *Executive Secretary* housed at the National Banking and Securities Commission.

Sources: [Financial Inclusion Strategies Reference Framework](#) and [CONAIF website](#).

Colombia



Background: For the implementation of its National Financial Inclusion Strategy (NFIS) launched in March 2014, a national coordinating mechanism was formed, comprising of three levels of committees: the *Financial Inclusion Committee*, responsible for policy definition, regulatory reforms, and approving the action plan of [Banca de las Oportunidades](#) (BdO); the *Consultative Council*, responsible for coordinating with the private sector; and the *Operations Committee*, responsible for supervising the work program of BdO. Banca de las Oportunidades, as the program created by the National Government of Colombia to promote access to credit and other financial services to the unbanked Colombian, is responsible for the implementation of the NFIS, particularly with regards to subsidy programs.

Relevant members: The Financial Inclusion Committee is comprised of the Ministry of Finance, the Ministry of Commerce, the Ministry of Agriculture, BdO, the Financial Superintendency (Superfinanciera), the state-run central bank (Banco de la República), the Financial Regulation Unit (URF), and the Department of Social Prosperity. The Consultative Council is formed mainly by the financial sector industry associations. The Operations Committee is composed of representatives from of the Ministry of Finance, the Ministry of Commerce, the Ministry of Agriculture, the Department of Social Prosperity, and Bancóldex (state-owned commercial bank).

Sources: [Presentation on NFIS](#) and [Banca de las Oportunidades website](#).

India

Central Level	State Level	District Level
 <p>Shri Arun Jaitley Mission Head (Minister of Finance, Corporate Affairs and Defence)</p> <p style="text-align: center;"> </p> <p>Steering Committee</p>		
<p style="text-align: center;">Chairman Dr. Gurdial Singh Sandhu (Secretary - FS)</p> <p style="text-align: center;">Members DG (RBI), DG (NIC), CEO (IBA), CMD (BSNL), CMDs of Banks, Chairman NABARD, CEO (NPCI)</p>		
<p style="text-align: center;"> </p> <p>Shri. Anurag Jain Mission Director (Joint Secretary - Financial Services)</p> <p style="text-align: center;"> </p>	<p style="text-align: center;">State Implementation Committee</p>	<p style="text-align: center;">District Implementation Committee</p>
	<p style="text-align: center;">State Mission Director Principal Secretary (Finance)</p> <p style="text-align: center;">Heads of Major Banks, Regional Heads of RBI and NABARD, Insurance Companies etc.</p>	<p style="text-align: center;">District Mission Leader District Collector (DC)</p> <p style="text-align: center;">Senior most officers of banks in the district and NABARD, NRLM members, Insurance Companies, officers of district administration and Local Bodies</p>
<p style="text-align: center;"> </p> <p>Dr. Alok Pande Add. Mission Director (Director - Financial Services)</p>	<p style="text-align: center;"> </p> <p>SLBC Convenor Bank General Manager</p>	<p style="text-align: center;"> </p> <p>Lead District Manager (LDM)</p>

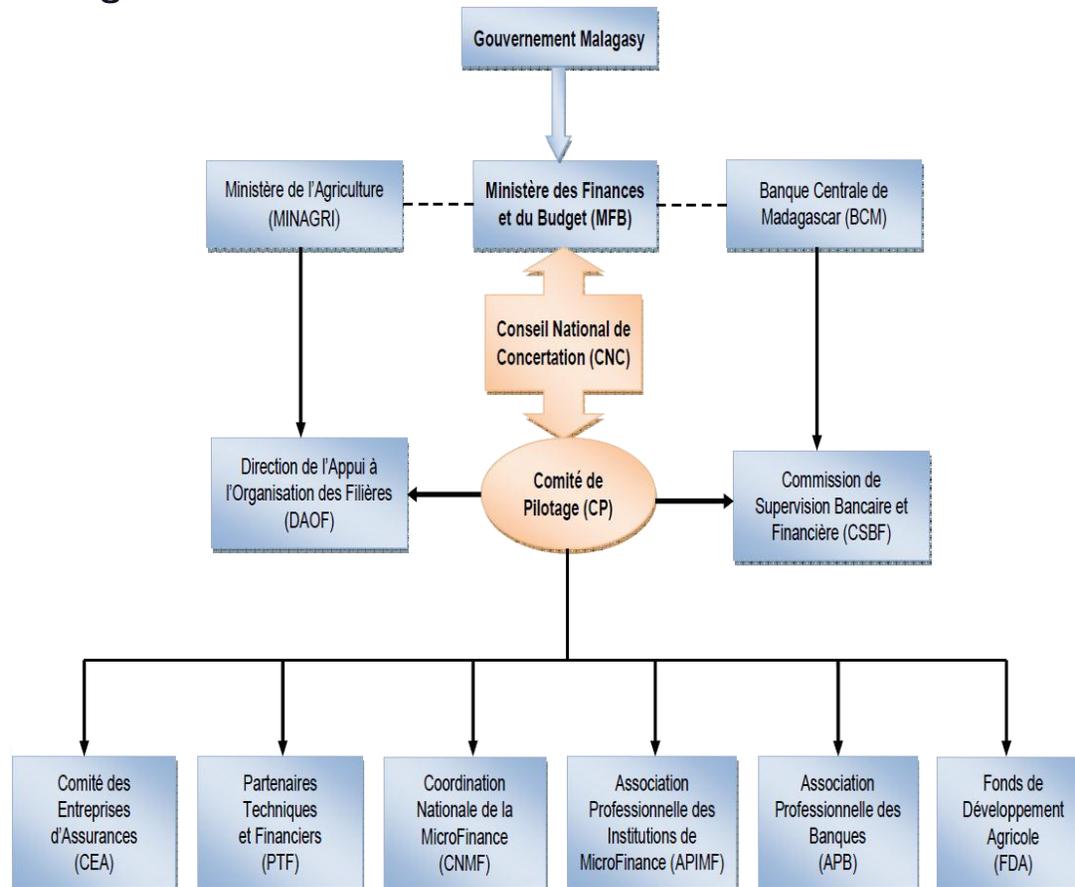
Background: One of the first actions of India's new Prime Minister was to launch an ambitious National Mission on Financial Inclusion ('Pradhan Mantri Jan Dhan Yojana'), which includes a commitment to access for all households to transactions accounts with a limited credit facility backed by a guarantee fund, as well as micro-insurance, pension, and other services, alongside an effort to promote financial literacy. The National Mission sets forth an administrative structure for monitoring at (i) the Central Level, (ii) the State Level, and (iii) the District Level.

Relevant members: At the Central Level, the administrative monitoring structure is composed of a *Mission Head*, headed by the Minister of Finance, Corporate Affairs and Defense, and including the Minister of Communications, the Minister of Rural Development, the Governor of the Reserve Bank of India (RBI), and others. In addition, a *Steering Committee* chaired by the Secretary for Financial Services, Government of India, and including as members high-level representatives from RBI, the National Informatics Centre (NIC), the Indian Banks' Association (IBA) and other banks, BSNL (an Indian state-owned telecommunications company), the National Bank for Agriculture and Rural Development (NABARD), and the National Payments Corporation of India (NPCI). Furthermore, was also appointed as *Mission Director* the Joint Secretary for Financial Services, working with the nodal officers of banks and other actors.

Operationalization: The Mission Head monitors the implementation of the National Mission on a quarterly basis, the Steering Committee on a monthly basis, and the Mission Director on a weekly/fortnightly basis.

Source: Pradhan Mantri Jan Dhan Yojana [Mission Document](#) and [Web Portal](#).

Madagascar



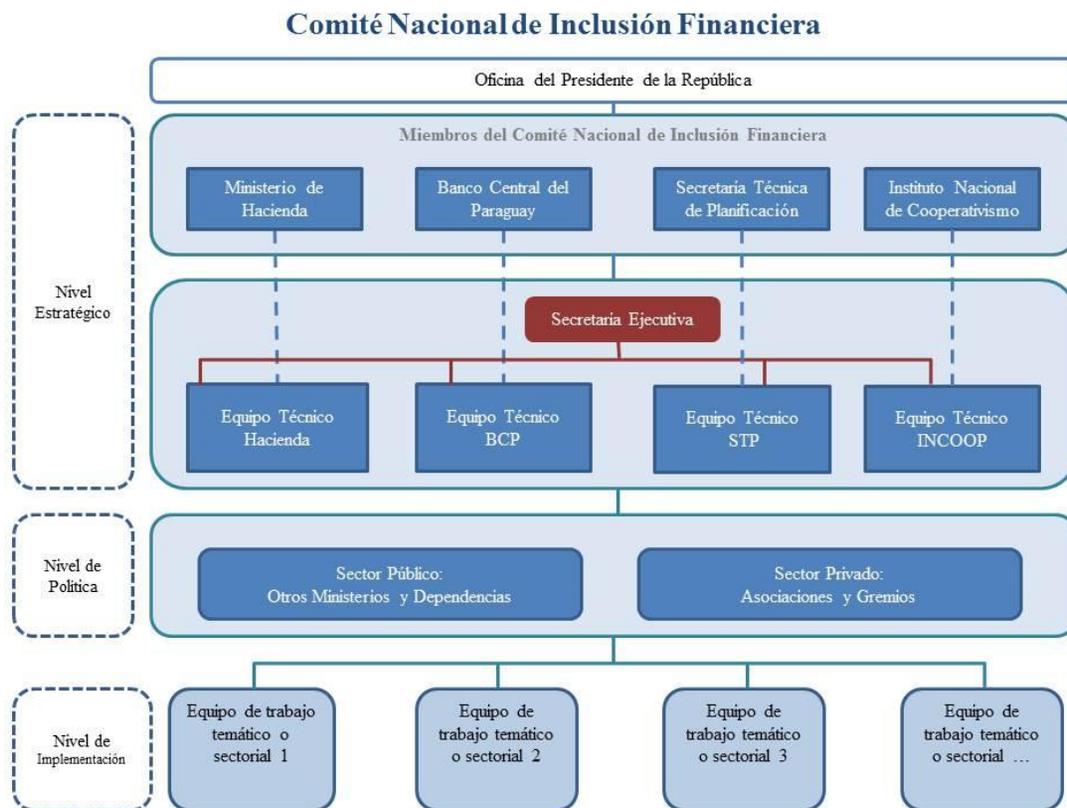
Background: Launched in 2012, Madagascar's National Strategy for Inclusive Finance (SNFI) follows the implementation of the National Strategy for Microfinance (2008-2012), with the goal of allowing greater access to a variety of financial products and services for the population. The SNFI introduces three structures for its coordination: (i) a *Steering Committee* ('Comité de Pilotage') who reports to (ii) a high-level *National Consultation Council* (Conseil National de Concertation), and (iii) an *Investment Committee* (Comité d'Investissement) who liaises with the donor community. An existing structure, the National Coordination of Microfinance (CNMF) performs the secretarial duties for the coordination structures.

Relevant members: The Steering Committee is chaired by the General Directorate of the Treasury, and includes as members the CNMF, the Committee of Banking and Financial Supervision, the Association of Microfinance Institutions, the Association of Banks, the Association of Insurance Companies, among others. The National Consultation Council is composed of similar actors, in addition to all ministries related to the SNFI. Finally, the Investment Committee is composed of the CNMF, the associations of banks and MFIs, the Agricultural Development Fund, and other technical representatives.

Operationalization: The implementation of the SNFI is under the responsibility of the Ministry of Finance and Budget, via the Treasury Department. The Steering Committee meets semiannually, while the National Consultation Council meets annually.

Sources: [Madagascar's National Strategy for Inclusive Finance](#) and [CNMF's website](#).

Paraguay



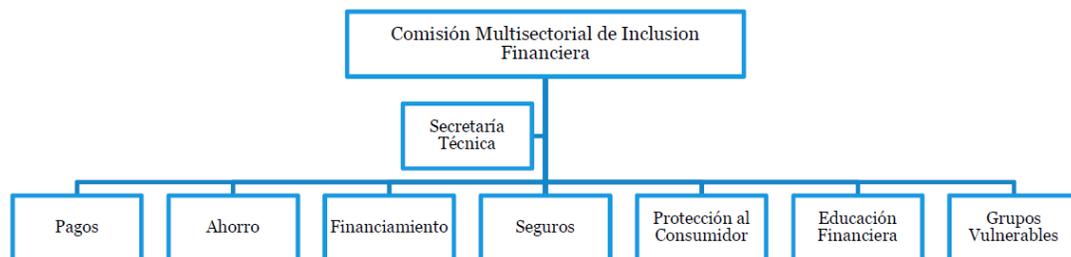
Background: Presidential Decree no. 1971 of July 2014 approved the elaboration and formulation of a National Strategy for Financial Inclusion and created the National Committee charged with its implementation.

Relevant members: The Strategic Level of the Committee is composed of (i) the *National Committee*, (ii) the *Executive Secretary*, and (iii) the *Technical Team*. The National Committee, who meets biannually, is presided by the Minister of Finance, and includes as members the Governor of the Banco Central del Paraguay (BCP), the Minister-Secretary of the Technical Secretariat for Planification, and the President of the National Institute for Cooperatives. In addition to the Strategic Level, the Policy and Implementation Levels comprise of thematic and/or sectorial working groups formed by representatives from both the public and the private sectors directly in charge of the promotion of financial inclusion.

Operationalization: The National Committee for Financial Inclusion carries out its functions with the resources and budget authorized for each one of the institutions represented, and no additional allocation of resources is permitted under Presidential Decree no. 1971. The same Decree urges that the relevant public and private institutions should lend their full cooperation and support to the National Committee, in order to ensure the success of the National Strategy for Financial Inclusion.

Source: [National Committee's Presidential Decree](#) and [Presentation from BCP](#).

Peru



Background: In March 2014, [Supreme Decree no. 029-2014-EF](#) created a Multisectoral Commission of permanent nature, called the “Multisectoral Commission for Financial Inclusion” under the Ministry of Finance. The Commission was created with the objective of designing and monitoring the implementation of the National Strategy for Financial Inclusion, as well as issuing technical reports on the implementation progress and results.

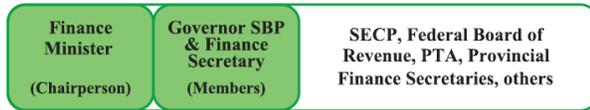
Relevant members: The *Commission* is composed of representatives from the Ministry of Economy and Finance (MEF), the Ministry of Development and Social Inclusion (MIDIS), the Superintendency of Banking, Insurance, and Private Pension Funds (SBS), the Central Bank (BCRP), and Banco de la Nación. [Supreme Decree no. 51-2015-EF](#) later added the Ministry of Education as an additional member. The presidency of the Commission lies within the MEF, as well as its *Technical Secretariat*. In addition, the Commission can create *thematic technical groups* for specific areas of work within the purpose and functions of the Commission. Members of these technical groups can come from both public and private entities.

Operationalization: As set forth in [Supreme Decree no. 191-2015-EF](#) which officially adopted the NFIS, the costs incurred through the participation in the Commission and its working groups should be borne by the institutional budget of each one of the participating entities, without incurring additional resources from the Treasury. The Technical Secretariat of the Commission is housed at the Department of Economics of the Ministry of Finance, within the General Directorate of Financial, Labor and Private Pension Markets.

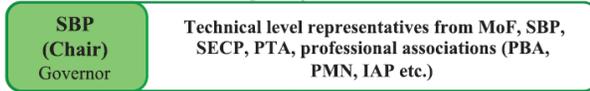
Source: [Multisectoral Commission’s Supreme Decree and Amendment](#).

Pakistan

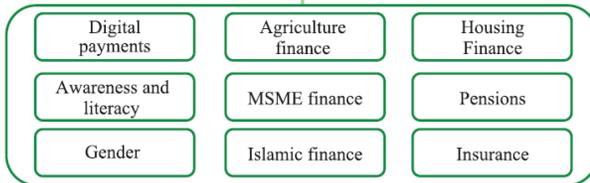
National Financial Inclusion Council



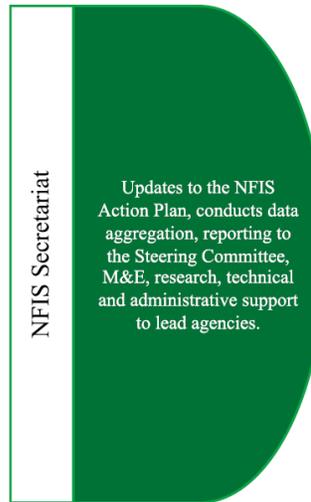
National Financial Inclusion Steering Committee



Technical Committees



*Non exhaustive, illustrative set of Technical Committees



Background: With the launch of Pakistan’s National Financial Inclusion Strategy in May 2015, a national coordinating structure was created, composed of three governing bodies: the *NFIS Council*, which functions as the guidance body for the NFIS; the *Steering Committee*, which holds the overall responsibility of implementing the NFIS; and the *NFIS Secretariat*. In addition, their work is supported by *Technical Committees*, formed according to each focus area of the NFIS.

Relevant members: The Council is chaired by the Minister of Finance, and has as members the State Bank of Pakistan (SBP) Governor and the Federal Finance Secretary, among others. The Steering Committee is chaired by the Governor of SBP with the participation of senior technical level representatives from various public and private institutions, including the Ministry of Finance, the Securities and Exchange Commission of Pakistan, the Pakistan Telecommunication Authority, and the Federal Board of Revenue.

Operationalization: The Secretariat – housed at SBP – is responsible for providing technical, administrative, and research support to the coordinating structure. The NFIS recommends that the Secretariat have a minimum of 2-3 full-time staff with relevant technical, research, and administrative expertise drawn from SBP or other implementing agencies.

Source: [Pakistan’s National Financial Inclusion Strategy](#).

Tanzania



Background: Upon launching its National Financial Inclusion Framework in December 2013, a national coordinating mechanism was formed, comprising of three levels of committees: the *National Council (NC)*, responsible for the overall strategic direction and oversight of the Financial Inclusion agenda; the *National Steering Committee (NSC)*, responsible for coordination and quality control of the activities under the strategy; and the *National Technical Committee (NTC)*, responsible for implementing and reporting on the Financial Inclusion initiatives in the country.

Relevant members: BOT: Central Bank of Tanzania; CDD: Cooperative Development Department; CMSA: Capital Markets Regulator; DIB: Deposit Insurance; IIT: Insurance Institute of Tanzania; MAFC: Ministry of Agriculture; MOAT; Mobile Operators Association; MOF: Ministry of Finance; MIT: Ministry of Industry and Trade; MLYE: Ministry of Labor; NIDA: National ID Authority; PMO: Prime Minister's Office; SSRA: Social Security Regulatory Authority; TAMFI: Association of MFIs; TBA: Banking Association; TCAS: Consumers' Association; TCRA: Communications Regulator; TIRA: Insurance Regulator.

Operationalization: The *National Secretariat* – housed at the Central Bank -- has a role of collecting and compiling Financial Inclusion information and distributing this information when required. It is responsible for organizing all meetings for the various teams and committees aimed at advancing the Financial Inclusion agenda for Tanzania.

Source: [Tanzania's National Financial Inclusion Framework](#).

Other Country Examples

	Background	Members	Operationalization
Brazil	The <i>National Partnership for Financial Inclusion</i> was launched in 2011 at the Central Bank of Brazil's Third Forum on Financial Inclusion, with the aim of creating an appropriate institutional environment in order to promote adequate financial inclusion for Brazilians.	The National Partnership for Financial Inclusion is a network of public and private actors engaged in financial inclusion. The full list of stakeholders is available here .	The National Partnership for Financial Inclusion is spearheaded by the Central Bank, which then forged one-on-one partnerships with other implementing partners, such as the Ministry of Agrarian Development, the Brazilian Micro and Small Business Support Service, and the Ministry of Justice.
Comoros	The institutional framework for implementation of the NFIS is based on the existing structure for the UNDP's "Programme d'Appui à la Finance Inclusive aux Comores" (PAFIC), and includes a <i>National Steering Committee</i> chaired by the Minister in charge of Finance, a <i>National Program Directorate</i> at the Ministry of Finance, and a <i>Technical Management Unit</i> .	The Steering Committee is composed of representatives from the Ministry of Finance and Budget, the General Planning Commission, the Central Bank, the Chamber of Commerce, the UNDP, the UNCDF, and others.	The Technical Management Unit is housed within the Ministry of Finance and its staff comprises of a high-level officer seconded from the Ministry, alongside a Technical Advisor/International Expert, a National Expert, an Administrative and Financial Assistant and support staff.
Fiji	Fiji's <i>National Financial Inclusion Taskforce</i> was formed in 2010 by the country's national bank the Reserve Bank of Fiji and the Pacific Financial Inclusion Program.	The Taskforce is made up of 11 members, including four private sector representatives, representatives from public sector entities, civil society groups and NGOs, as well as donor agencies.	The Taskforce is housed at the Reserve Bank of Fiji, and is composed of three working groups: a Financial Literacy working group; a Microfinance working group, and a Statistics working group.

	Background	Members	Operationalization
Namibia	Under Namibia's General Financial Sector Strategy , a <i>Financial Inclusion Council</i> , chaired by the Prime Minister, was created as a platform for coordination of policy directions as well as to establish an institutional framework for monitoring and evaluation. In addition, there is an <i>Implementing Committee</i> chaired by the Central Bank's Governor and assisted by the Namibia Financial Institutions Supervisory Authority.	In addition to the Prime Minister's office, the Financial Inclusion Council includes all ministries that have financing programs aimed at vulnerable groups.	Assisting the Council is an Advisory Body made up of the Central Bank, the non-bank financial institutions, the non-bank financial institutions regulator, all development finance institutions, representatives of the banking industry and the private sector, and non-governmental organizations.
Nigeria	Nigeria's National Financial Inclusion Strategy mandated the creation of a <i>Financial Inclusion Secretariat</i> . Its activities are supervised by the <i>Financial Services Regulation Coordinating Committee</i> (FSRCC) which shall in turn provide updates to the <i>National Economic Council</i> (NEC).	FSRCC members include: Central Bank, Ministry of Finance, Deposit Insurance, Securities and Exchange Commission, National Pension Commission, Commissioner for Insurance, Stock Exchange, etc. NEC members include: the Vice President, Ministry of Finance, Central Bank, and State Governors.	The Central Bank of Nigeria set up the Financial Inclusion Secretariat, responsible for the day-today reporting, coordination and implementation work, under its Development Finance Department.
Papua New Guinea	The <i>Center for Excellence in Financial Inclusion</i> (CEFI) was created in April 2013 to be the coordinating entity for all initiatives related to financial inclusion by driving the National Strategy for Financial Inclusion in PNG. CEFI works closely with the Sub-committee on Financial Inclusion of the multi-stakeholder <i>Consultative Implementation and Monitoring Council</i> (CIMC) responsible for overseeing the implementation of the National Informal Economy Policy (NEC).	The CIMC Financial Inclusion Sub-Committee is chaired by the Governor of the Bank of Papua New Guinea (BPNG). The two founding members of the CEFI are BPNG and the Department of Planning and Monitoring, and its Board comprises of the Bankers Association, training and research institutions, representatives from the microfinance industry and the savings and loan societies, among others.	To drive the implementation of the National Strategy for Financial Inclusion CEFI counts on a number of national sub-groups: Consumer protection; Financial education and literacy; Electronic banking; Data and measurement; Inclusive insurance; and Government. CEFI is also the entity partnering with donors to implement specific initiatives, including financial education in school curriculums and electronic banking pilots.

	Background	Members	Operationalization
Philippines	All implementing agencies of the National Strategy for Financial Inclusion (NSFI) signed a Memorandum of Understanding in July 2015.	In addition to Bangko Sentral ng Pilipinas (BSP) and the Department of Finance, the memorandum was signed by the Departments of Education, Trade and Industry, Social Welfare and Development, and Budget and Management, along with the National Economic and Development Authority, Insurance Commission, Commission on Filipinos Overseas, Securities and Exchange Commission, Philippine Statistics Authority, Philippines Deposit Insurance Corporation and Cooperative Development Authority.	The BSP is to take the lead in monitoring the implementation of the NSFI, and provide the necessary Secretariat assistance.
Solomon Islands	The <i>National Financial Inclusion Taskforce</i> (NFIT) is a national committee was established by Cabinet in February 2011 with support from the Pacific Financial Inclusion Program .	Chaired by the Governor of the Central Bank of Solomon Islands (CBSI), the membership of the NFIT comprises of representatives of the Ministry of Finance, Ministry of Education, CBSI, NGOs, women's groups, the private sector, donors, and others.	The NFIT is spearheaded by the CBSI.
United Kingdom	The <i>Financial Inclusion Taskforce</i> was an independent body appointed between 2008 and 2011 to advise HM Treasury and to monitor and evaluate progress on its financial inclusion goals.	The Taskforce was comprised of 15 members drawn from across the financial services sector, the voluntary and community sector and academia. The full list of members is available here .	All Taskforce members served in a personal capacity, and on a voluntary basis.