

DR K G KARMAKAR

Date of Birth : 28 APRIL 1952

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SAGARIKA CO-OP HOUSING SOCIETY
JUHU TARA ROAD, MUMBAI 400049
E-MAIL : md@nabard.org**EDUCATION**

- ♦ Ph.D In Management – University of Bombay, 1990-1996 (Thesis on Rural Credit and Micro Finance)
- ♦ Masters Degree in Financial Management – University of Bombay, 1978-1982 (Thesis on Rural Finance)
- ♦ B.Sc. (Hons.) – University of Bombay, 1969-1973, Physics and Mathematics

EXPERIENCE

- Since May 2006 Managing Director, National Bank for Agriculture and Rural Development (NABARD), appointed by Government of India
- 1983-2006: Various posts from Manager to Executive Director, National Bank for Agriculture and Rural Development
- 1976-83: Various posts including Assistant Director in Reserve Bank of India
- 1975-76: Jr. Officer, State Bank of India

BOARD LEVEL POSITIONS HELD

- (i) Since 1983-84 in 29 different organizations (at present, am on as Board of Directors in 18 National level institutions.
- (ii) Managing Director in National Bank for Agriculture and Rural Development, Mumbai appointed by GOI (May 2006)
- (iii) Chairman, NABARD Consultancy Services (NABCONS), since August 2006
- (iv) Founder Director, Agricultural Insurance Company of India, New Delhi (2003-2006)

NATIONAL LEVEL REPORTS

- ♦ Chairman, High Powered Committee for Financial Restructuring of Handloom Weaving Industry – September 2006, August 2008 (revised)
- ♦ Member – Secretary, Working Group on Outreach of Institutional Finance and Cooperative Reforms “ XI Five Year Plan (2007-12), Planning Commission, December 2006
- ♦ Chairman, Task Force on Empowering Board of Directors of RRBs, RBI – January 2007
- ♦ Besides, major inputs given to Dr. C. Rangarajan as regards Technology Fund for Financial Inclusion and on Strategies for Financial Inclusion – May 2007.
- ♦ Member and Chairman, Sub Group III of Task Force on Irrigation, Planning Commission, Sept.2008.
- ♦ Member-Secretary, Negotiation Forum for RRBs, GOI, February 2009

PUBLICATIONS

Over Fifty papers on rural credit, micro credit, environmental issues and rural development published in reputed national/international refereed journals

BOOKS WRITTEN

- ♦ “Agriculture Project Management for Banks’ Popular Prakashan, Bombay – 1995 (Co-author S D Barde).
- ♦ ‘Rural Credit: Micro Finance and SHGs’, SAGE Publications, New Delhi - 1999.
- ♦ ‘The Silenced Drums: A Review of Tribal Economic Development’ – Northern Book Centre, New Delhi – 2002.
- ♦ The Tea Industry in India - A Survey “ - NABARD Occasional Papers, October 2005, Mumbai 2005 (Co-author - Dr. G.D. Banerjee).
- ♦ Micro finance in India: A Review – Sage Publications. New Delhi, 2008.

CORE SKILLS

- ◆ I have thirty-four years of professional experience as an Executive in various Banking and Financial Institutions including over 23 years in NABARD specialising in Agriculture/Rural Credit, Finance/Refinance Operations, and Computerisation/Systems Studies. As Executive Director for over 4 years, I have held operational responsibility for Resource Mobilisation, Corporate Planning, Development Planning, Micro-Finance and Self-Help Groups (SHGs), Personnel Management, Training, Bank Supervision, Institutional Development, Project Management and States Projects Department relating to Rural Infrastructure Development Fund and Premises Department. I am also Chairman of NABCONS, the consultancy wing of NABARD. During my tenure as Executive Director of NABARD, the major Regional Offices under my charge were Gujarat, Tamil Nadu, Andhra Pradesh, Rajasthan, Madhya Pradesh and Orissa
- ◆ I served as the team leader in two official delegation to Israel (1999) and Germany (2001) for high tech agriculture and the co-operative banking reforms respectively. I have also led India's micro finance revolution having operationalised over 4 Million Self Help Groups in India by 2008. Was a Member of high-level delegation to China in 1995, which visited ABCI, Beijing.
- ◆ I have been posted in various Regional Offices /Head Offices of Banks in India and have worked in various capacities from 1975 onwards. I have been involved in teaching project appraisal techniques to bank officials for over 4 ½ years. I have been closely associated with planning/policy formulation and developmental issues for short term and long-term credit operations as also appraisal and monitoring of rural infrastructure projects. I have undertaken various sectoral studies on non-farm sector, rural handicrafts and agricultural projects and have been instrumental for creation of the computerised system for Bombay Bankers Clearing House, DICGC claims/settlement /SAMIS rural credit monitoring system. I am also an excellent trainer and have functioned as Principal/senior Faculty Member for training bank officers in credit appraisal, business planning and banking operations for over four years.
- ◆ Have inspected over 30 commercial banks in India including foreign banks while in RBI, DBOD. Have introduced Basle-I norms to coop. banks in 1996 (except CRAR). Have also introduced elements of risk-based supervision based on CAMELSC norms and rating system of supervised banks. Rating system of inspection reports introduced as quality control mechanism.
- ◆ I have introduced computerised inspection techniques, off-site supervision and revised on-site inspection procedures as Member-Secretary, Expert Group on Supervision, 1996 and as Chief General Manager, Department of Supervision (1996-1998). I did the re-engineering of the Department of Supervision in 1998 to meet supervision challenges. I have been on the Board of Supervision since 2002. Tightening up of frauds in coop banks and RRBs initiated.
- ◆ Completed prestigious HO Building by March 2000, saving Bank Rs.11.25 crores. Also building constructed within planned costs.

INNOVATIONS

- i. SAMIS rural credit computerized monitoring system (1989)
- ii. Compendium of Frauds in rural financial institutions (1997)
- iii. Rating system of inspection reports of Banks for Quality Control (1998)
- iv. Early warning system for supervised co-operative/rural banks (1998)
- v. Off-site Supervision and On-site Supervision of Banks- Reengineering of supervision (1998)
- vi. Creation of Swarojgar Credit Card for rural self-employed people (2004)
- vii. Tribal Development Fund for Orchard development and income generation (2006)
- viii. 5 year Agriculture Development Plan at district level suggested to Planning Commission (2006)
- ix. Comprehensive 5 year plan for Rural Infrastructure at District level suggested to Planning Commission (2007)
- x. Village Development Programme with about 1000 villages involved in planned development (2007)
- xi. Financing of SHG Federations for Micro enterprises and Capacity Building (2007)

- xii. Visited 7 States to review implementation of Debt Waiver/Debt Relief Scheme, 2008 at field level.

HONOURS

- Invited to speak on “ Leadership Issues in India” at the prestigious Human Resource Planning Society – 30th Annual Global Conference (April 15-18 2007) held at Ft. Lauderdale, Florida (all expenses paid by HRPS,USA including executive class airfare)
- Inaugurated NIBM programme on “ Leadership Development for Corporate Excellence” and lead speaker for the programme of IBM, Pune and Kellogs School of Management, Northwestern University, USA - Nov. 2007.
- Invited to speak on “ Financial Inclusion” at the UN, New York at Blue Book launch ceremony on Building Inclusive Financial Sectors for Development, 20 July 2006 (executive class air fare paid by UN)
- Invited by UNCTAD, Geneva to attend Expert meeting on Financing Commodity based Trade and Development (15-17 Nov. 2004) (executive airfare paid by UNCTAD)
- Invited by Stanford University for 6th Annual Conference on Indian Economic Policy by Stanford Center for International Development (3-5 June 2005), Stanford, California, USA (all expenses including executive class airfare paid)
- Have provided leadership to NABARD that has continued to be highly profitable, productive and innovative in various integrated and development efforts as Executive Director (Feb. 2002 to April 2006) and as MD from May 2006 onwards.
- As Chairman, NABARD Consultancy Services have led the organization to enhanced profitability and business levels. As Chairman, Micro finance Development and Equity Fund (Rs.200 crs.) have been able to fund innovative organizations, initiatives, processes, products relating to micro credit.