

# IPPB Program – Phase II

## **Insights, Impact, and Challenges**

Project team: Maansi Sharda, Harihar Dubey, Ankit Kumar, Rizwan Hazari  
*(supported by others based on specific requirements)*

Project Duration: July 2023 to November 2026

## Project overview

- **Objective:** The project aims to collaborate with IPPB to enhance access to financial services for 260 million low-and-middle-income (LMI) customers in India, with a focus on including at least 40% of women. Building on previous efforts from Phase 1, where MSC helped IPPB address operational challenges and develop strategies for reaching underserved segments, this initiative will customize products and services to meet the specific needs of these customers.
- **Problem statement:** The project addresses the persistent barriers to financial inclusion faced by LMI populations, particularly women, such as lack of localized access to formal financial services, their usage and opportunity cost for underserved communities.
- **Innovative practices/ unique approaches introduced**
  - *FinTech partnership program—Fincluvation: a program to solve specific IPPB problems through available/customized FinTech solutions*
  - *Futuristic capacity building for IPPB staff: workshop for IPPB Senior Management on artificial intelligence (AI), its potential in banking, and its various use cases for IPPB. The next one is planned around mining IPPB data for tailored financial products.*
  - *Continuous client involvement – fortnightly update calls and monthly detailed meetings with senior management at IPPB*
- **Thematic areas:** a) Strengthening distribution, b) Building trust and confidence, c) Digital Public Infrastructure, and d) Gender equality

## Stakeholders and Geographies

- Key stakeholders: [India Post Payments Bank](#), [Department of Post](#), [Bill & Melinda Gates Foundation](#), [Minister –Ministry of Communication and MicroSave Consulting](#)
- The project is being implemented across all states of India, leveraging IPPB's extensive network of over 155,000 postal agents. The focus of the project will be rural areas where IPPB has more than 90% presence.

# Project Outcomes Achieved (incl WIP)



100\*  
million  
Total customers

\* Additional 40-50 million  
other bank customers



47  
million  
Women customers



1.1  
million  
Merchants



280  
million  
Average monthly  
digital transaction



INR 1,500  
Average account  
balance

## Improvement in access to existing services:

- Enhanced doorstep banking services (DSB) for cash transactions.

*Impact: All customers, especially 10 million disabled/ elderly customers, will be able to get assisted banking*

- Integrated mobile banking app (IPPB PSP app (DakPay) and IPPB mobile banking).

*Impact: All customers, especially 30 million Post Office Savings Account (PoSA) linked customers, to pay for DoP services directly through this app.*

## New product development:

- Launched bundled savings account – Premium *Khata*; multiple variants, including a dedicated women’s savings account is planned

*Impact: 35 million premium khata; expected to add 10 million women accounts by 2025.*

- Multilingual chatbot for basic financial needs and customer complaint resolution.

*Impact: all customers, especially 90 million residing in rural areas.*

## Increase in digital usage:

- Launch of electronic National Automated Clearing House (eNACH) for setting up recurring payments through the IPPB account.

*Impact: all customers, especially 30 million, who have downloaded the IPPB mobile banking app*

- Option to receive credit through the self and assisted credit lead generation platform

*Impact: all customers, 140,000 number of loan leads generated till date*

# Key Learnings and Insights

## Things that worked

- IPPB revived more than **830,000 dormant** and inactive accounts by analyzing inactivity, account balances, and government benefit eligibility to target specific customer segments for re-engagement
- Launch of a premium savings account leading to increased revenue for the bank (2<sup>nd</sup> highest revenue stream) and a 100% active customer base of **35 million customers** (47% women)
- An independent training and communication channel for postal agents - *Sandesh App* solution selected from Fincluvation. It allows 2-way structured communication from the central level, with all hierarchies, until postal agents. The solution has transitioned from proof-of-concept (PoC) to full integration.

## Challenges

- Frequent changes in senior leadership and other key stakeholders (CEO, COO, DDG (DoP), and minister) leading to a change in direction/ priorities for the bank
- Limited bandwidth and technical capacity of IPPB team due to ongoing integration of IPPB with DoP systems
- Limited control on the last mile (GDS)
- Bureaucratic and slow decision-making process

## What could have been done differently?

- Onboarding of a robust agent management system (AMS), instead of a quick fix, to effectively recruit, enroll, and manage the independent distribution network
- Shared responsibilities and line of control for the last-mile (GDS)

# Opportunities for collaboration

There are three future-looking areas where we can support IPPB

01

## **Empanelment with FinTechs (Fincluvation 2.0)**

With the constant need to stay updated and match the expectations of customers, IPPB needs to innovate and partner with new players. MSC is designing an empanelment process for IPPB with FinTech partners and service providers by implementing an API gateway as part of the Fincluvation 2.0 initiative to move beyond the traditional RFP process.

02

## **Data Analytics and Predictive Modeling**

MSC is assisting IPPB to implement data analytics to design tailored products for diverse customer segments. This initiative focuses on customer segmentation, personalized offerings, and predictive analysis to anticipate future demands and assess risks based on customer behavior.

03

## **Premium savings accounts variants**

IPPB plans to launch multiple variants of its premium account. MSC is aligning various partners, including health insurance providers, wellness organizations, cyber fraud insurance, telemedicine providers, OTT players, e-commerce companies, and others to design the bundled offering beyond a basic financial account.

## Team Information

**Maansi Sharda** (*program lead*) is a senior manager in MSC's Digital Financial Services domain, which specializes in banking services, including payments and distribution. She is a financial inclusion (FI) and digital payments consultant with more than 14 years of experience gained through projects with banks, startups, agent network organizations, technology giants, retail organizations issuing mobile payments, and DFS partners.



**Harihar Dubey** is a seasoned banking and payments professional with over 15 years of experience in product management and channel development, focusing on financial inclusion. He specializes in payment digitization, advising merchants, and facilitating digital payment solutions in collaboration with banks and aggregators.



**Ankit Kumar** holds a master's degree in Rural Management and has over five years of experience, including two years in financial inclusion consulting within India's Digital Financial Services sector. He specializes in optimizing financial services, supporting women-led businesses, and providing technical assistance to banks and FinTechs.



**Rizwan Hazari** holds a Master's degree in Management and has over five years of experience in digital financial services within the banking sector. He specializes in product development, banking application development, third-party integrations, and strategic consulting for banking and fintech companies.



**Thank You**