

CONSULTANT TERMS OF REFERENCE

A. International Consultants

1. MFI Development Specialist/Team Leader (6.5 person months, intermittent)

1. The MFI development specialist/team leader (MDS/TL) will have a postgraduate degree in banking or finance and at least 10 years of recognized professional experience in microfinance, focusing on MFI transformation, establishment, and institutional development and project management. Experience in Southeast Asia, especially knowledge of Viet Nam's microfinance sector, is preferable.

2. Working with the PMU, the MDS/TL will:

- i. draft, consult, and finalize the design, including scope of activities and detailed implementation plan, of an institutional review to take stock and assess training needs of existing microfinance programs in transition under Decrees 28/165 and Circular 02. Then prepare and implement the institutional review, including overseeing the arrangements for and leading a stakeholder workshop to present the review's outcomes;
- ii. draft, consult, and finalize the selection criteria, terms and conditions under which MFIs may gain access to the JFPR supplementary matching funds; application guidelines; and approving procedures including procedures for the evaluation and acceptance or rejection of applications for SBV endorsement and ADB approval, and grant implementation agreement (GIA) between the PMU and each PIU;
- iii. guide and oversee the MFI applications for JFPR support, evaluation and selection of pilot MFIs, including conducting due diligence, site visits, appraisals of financial and operating conditions and development plans, and recommendations for SBV endorsement and ADB approval.
- iv. guide and assist the pilot MFIs in implementing their transformation in accordance with their respective GIA, including the preparation of institutional development plans; assessment and installation of corporate governance mechanisms, accounting and MIS/IT systems, and internal controls; assessment, introduction and implementation of operational policies and manuals; preparation of lending plans that focus on microfinance best practices, sustainable growth and outreach to the poor; operational expansion and introduction and pilot test of innovative pro-poor products and delivery models; and compliance with SBV regulations under Decrees 28/165 and Circular 02;
- v. assist in the operation of the PMU and PIUs in participating MFIs, including in the preparation of draft terms of reference (TOR) for their members;
- vi. provide day-to-day mentoring support to the PMU in relation to project management, including on-the-job training in relevant aspects of MFI operations and supervision, as necessary; and
- vii. guide and manage the inputs of the other consultants, take lead responsibility for the preparation and submission to ADB via the PMU of the Inception, Quarterly

Progress, Mid-term, Draft Final and Final Reports, incorporating as appropriate comments and contributions from the EA/PMU and other consultants.

2. Microfinance Training Coordinator (4 person months, intermittent)

3. The microfinance training coordinator (MTC) will have a postgraduate degree in banking or finance or a development-related subject and at least 7 years recognized professional experience in the areas of training, microfinance, and project management. Prior microfinance training experience is required. Experience in Southeast Asia, especially knowledge of Viet Nam's microfinance sector, is preferable.

4. Working with the MDS/TL and the PMU, the MTC will:

- i. plan, prepare, and deliver a series of three awareness-raising workshops for Government officials, practitioners, NGOs, donors, mass organizations and other stakeholders to promote new microfinance models, microfinance best practices, and to publicize experiences in terms of performance, operational and financial sustainability, and outreach to the poor gained by successful pilot MFIs that have received the JFPR support for transformation;
- ii. review SBV microfinance supervision manuals, including on-site and off-site monitoring and reporting requirements, and prepare improvement recommendations. Then plan, prepare and deliver a series of three supervision workshops for SBV staff to enhance their supervisory capacity, including enhanced supervision manuals and guidelines, and the conduct of supervision inspections and reporting;
- iii. assess and consolidate training needs of MFI practitioners (boards, management, and staff) on MFI governance, accounting, information systems, credit policies and procedures, risk assessment tools, and regulatory and reporting requirements, etc. Develop a training plan and coordinate to engage local microfinance training entities in delivering practical training courses tailored to the training needs identified, and to enhance the training capacity of existing local training entities for sustainability;
- iv. ensure that training modules and training curriculums are standardized and consistent with microfinance best practices, sustainable operation, and outreach to the poor, and that training materials developed under the project are widely accessible on the ADB and SBV websites and in the form of printouts readily available for interested parties;
- v. provide individual training and day-to-day support catered to meet specific training requirements of the pilot MFIs, including on-the-job mentoring of board members, managers, and staff in all aspects of microfinance operation, as necessary;
- vi. prepare progress reports of above mentioned activities and provide inputs to assist the MDS/TL in preparing the Inception, Quarterly Progress, Mid-term, Draft Final and Final Reports.

3. Impact Evaluation Specialist (2 person months, intermittent)

5. The impact evaluation specialist (IES) will have strong background in impact evaluation of development projects using statistical and econometric analysis of household survey data. The IES should have sufficient understanding of microfinance operations. Experience with Viet Nam's household survey data and familiarity with economic/statistical institutions is preferable.

6. Working with the PMU and under ADB supervision, the IES will:

- i. formulate the evaluation framework and estimation methodology for assessing the project contribution to the poor's improved access to finance and quality of microfinance products and services being offered;
- ii. design a client baseline survey at the project start and a follow-up survey at project completion (24 months later), including preparing survey questionnaires and designing the survey sample of about 2,000 clients of pilot MFIs and control;
- iii. develop terms of reference for the local survey team, and oversee/supervise the implementation of the surveys, including orienting the survey team to ensure the proper use of the survey questionnaires and proper input of survey data;
- iv. analyze the client survey data and other necessary supportive data using appropriate evaluation framework and estimation methods formulated under (i); and
- v. write a project impact evaluation report for publication in ADB and in peer-reviewed journals, as appropriate.

B. Domestic Consultants

1. Microfinance Specialist (9 person months, intermittent)

7. The domestic microfinance specialist (DMS) will have a degree in banking or finance or a related discipline and at least 4 years professional experience in retail microfinance.

8. Reporting to the MDS/TL and working with the PMU, the DMS will:

- i. assist the MDS/TL with all aspects of the terms of reference as required;
- ii. collect and analyze required data and information, and make these available in English and in an organized, readable form;
- iii. assist in the preparation of guidelines, mandates, manuals, procedures, as required;
- iv. assist in the provision of day-to-day support to the pilot MFIs in implementing their transformation, operational expansion, and introduction and pilot test of innovative products and services as specified in their GIA with the PMU;
- v. assist in the provision of day-to-day support to the PMU in relation to project management, including on-the-job mentoring for SBV staff in all relevant aspects of MFI operation and supervision, as necessary;

- vi. undertake other tasks necessary for the efficient implementation of the JFPR, including translation and interpretation, as may reasonably be required; and
- vii. contribute as required to the Inception, Quarterly Progress, Mid-term, Draft Final and Final Reports.

2. Microfinance Training Specialist (6 person months, intermittent)

9. The domestic microfinance training specialist (DTS) will have a degree in banking or finance or a related discipline and at least 4 years professional experience in microfinance. Prior training experience is required.

10. Reporting to the MTC and working with the PMU, the DTS will:

- i. assist the MTC with all aspects of the terms of reference as required;
- ii. collect and analyze required data and information, and make these available in English and in an organized, readable form;
- iii. assist in planning, preparing, and delivering all required training workshops; in coordinating with local microfinance training entities; and in ensuring training material quality and availability, as required;
- iv. assist in the provision of individual training and day-to-day support catered to meet specific training requirements of the pilot MFIs, including on-the-job mentoring of board members, managers, and staff in all aspects of microfinance operations;
- v. undertake other tasks necessary for the efficient implementation of the JFPR, including translation and interpretation, as may reasonably be required; and
- vi. contribute as required to the Inception, Quarterly Progress, Mid-term, Draft Final and Final Reports.