



THE END OF PROJECT EVALUATION REPORT

For the Project of Financial Linkage for Inclusion: Remote Ethnic Minority Women



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March 2018

Acknowledgement

The report "**the End of Project Evaluation for the Project of Financial Linkage for Inclusion: Remote Ethnic Minority Women**" has been prepared by Mrs Dinh Thi Anh Tuyet, the Team Leader and Mrs Nguyen Thi Khanh Hoa, the Social Specialist and other specialists from VietED Center.

We would like to thank all VSLA members, the local residents in the two project communes for their warm reception and kind help to the team in the field trip, the Chairperson of Women Union, the representatives from LienViet Post Bank, Electric Company Pay (ECPay) - e-wallet companies, and Vietnam State Bank who the evaluation team met. The special thanks go to managers and staff of Centre of Community Development (CCD) in Dien Bien for their arrangements for field trips. We are fully aware that without their support the evaluation in the communes would not have been possible.

This evaluation would not have been possible without funding of the CARE International in Vietnam and VISA. We would like to send heartfelt acknowledgements to these organizations. We want also thank Mr Le Xuan Hieu – Portfolio Manager, Ms. Vu Lan Huong – Women’s Economic Empowerment Specialist and other project officers of CARE International in Vietnam for their insightful comments on the data collection tools and the report and for logistic arrangements that they provided.

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Abbreviations

ATM	Automatic Teller Machine
CARE	Care International in Vietnam
CCD	Centre of Community Development
CPC	Communal People’s Committee
EMW	Ethnic Minority Women
ECPay	Electronic Company Pay
EMWE	Ethnic Minority Women’s Empowerment
FGD	Focus Group Discussion
FinLINK	Financial Linkage for Inclusion
Fintech	Financial Technology
HIV	Human Immunodeficiency Virus
IDI	Indepth Interview
LIG	Livelihood-Interest Group
LVPB	Lien Viet Post Bank
MFI	Microfinance Institutions
MPA	Methodology for of Participatory Assessment
OTP	One Time Password
PC	People’s Committee
PRA	Participatory Rural Assessment
REEIS	Relevance – Effectiveness – Efficiency – Impact and Sustainability Evaluation Framework
SBV	State Bank of Vietnam
SHG	Self-Help Group
VietED Center	Viet Rural Enterprise Development Center – Consultant Firm
VSLA	Village Savings and Loan Association
WU	Women’s Union

Contents

Acknowledgement	2
Abbreviations	3
List of tables	6
List of figures	6
Executive summary	7
1. Introduction	14
1.1. Financial Linkage for Inclusion project and Evaluation background	14
1.2. Objectives of Evaluation	14
2. Methodology	15
2.1. Approach	15
2.2. Methods of data collection	15
2.2.1. The key principles	15
2.2.2. Methods of data collection	16
2.2.3. Methods of Sampling	16
3. Difficulties and Limitations of the Evaluation	18
3.1. Relevance	20
3.2. Effectiveness	26
3.3. Efficiency	31
3.4. Impact	33
3.5. Sustainability	36
4. Conclusion	40
5. Recommendations	41
Typical Story: An Example of FinLink’s Impact	44
Appendices	46
Appendix 1: Project measurement metric	46
Appendix 2: TORs for final evaluation	50
Appendix 3: List of participants in the final evaluation	54
Appendix 4: The field trip schedule	61
Appendix 5: The tools for data collection	65
Annex 6: General Introduction of Vi Viet	99
Appendix 7: The Decision of Vietnam State Bank on establishment of the Fintech Steering Committee	100

List of tables

Table 1. The Sample Size	17
Table 2. Demographic Characteristics of Interviewees	17
Table 3. Applying the training contents to domestic financial management.....	27
Table 4. Household income of VSLA members	30
Table 5. Level of proficiency of the members in the VSLAs using Vi Viet (%)	39

List of figures

Figure 1. The Benefits of Joining VSLA	21
Figure 2. The meeting process of (non) e-wallet user groups.....	25
Figure 3. The major decision-makers (before 2015 compared to the present time).....	29
Figure 4. The person makes the final decision for expenses	34
Figure 5. Upgrade FinLINK Cooperation Model	43

Executive summary

In line with CARE Vietnam's program priorities, Financial Linkage for Inclusion – a project funded by VISA - focuses on empowering ethnic minority women in Dien Bien through financial inclusion. The programme was implemented from July 2015 until March 2018. This project aims *to increase Remote Ethnic Minority Women's access to formal financial products and services to increase their financial inclusion*. Under FinLINK, CARE International in Vietnam entered into a partnership with LienVietPost Bank to deploy the solution. It focuses on piloting a product is Vi Viet to support ethnic minority women VLSA members with access to formal financial services including savings and micro-loans.

The final evaluation aims to evaluate the implementation of the project in terms of the evaluation criteria REEIS framework: Relevance – Effectiveness – Efficiency – Impact – Sustainability. Further, the evaluation draws conclusions and offers lessons for any such future programme.

The consultant team used participatory approaches in the final evaluation. All stakeholders including Women Union, LVPB, e-wallet companies (ECPay), State Bank of Vietnam, CARE are and especially the directly benefited groups including the members of VSLAs, the leaders of VSLAs and the CCD Dien Bien (a core local partner of CARE in long time) were encouraged to take part in the all stages of the evaluation process.

In the evaluation, we conducted 4 focus group discussions, 20 in-depth interviews, and 124 structured questionnaire based interviews. We prepared 2 typical case studies and conducted desk study.

The final evaluation was based on the following project's major interventions on VSLA groups:

- Finalized, supplemented more members for the established VSLA groups;
- Organized financial management training for all members of the VSLA groups;
- Organized (basic) business management training for all members of the VSLA groups; and
- Identified the pilot groups using Vi Viet; granted smartphones and guided the members of VSLA groups on selecting and using smartphones, installing and using Vi Viet.

In general, the FinLINK is an executable project for one of two general strategies of CARE. The FinLINK as a goal-oriented approach: *“Developing the capacity of ethnic minority women to access finance by their own resources”* is sustainable and non-dependable. Over the past 3 years, FinLINK has had reasonable success with the target group of main activities: (i) Developing a community-based loan modality with the concept “equity” has given people a new look in self-development of internal financial resources than waiting for external support; (ii) Supporting more groups and families on financial management skills as well as basic business skills; and (iii) Applying part of the information technology such as Vi Viet to the financial performance of the group, although the early stages of the trial was very short, this activity has been recognized by the community and counterparts as “an initiative” of CARE for application of technology tools in the development trend of the financial and banking industry.

However, the reports also have two key limitations are (i) The final evaluation is that all VSLA groups of the FinLINK was implemented right after the EMWE project was completed. This is considered relevant to have continuous intervention activities to the VSLA groups. However, although the EMWE just had started around December, 2013, and beside VSLAs establishment, there was not any further intervention activity to the VSLAs from the EMWE, it was a platform for VSLA groups. Therefore, it is difficult for the communities/beneficiaries to recognize the distinction of the only the FinLINK projects' interventions during the evaluation., so we assume the evaluation results of the project's impact/effectiveness have been gotten little impact from the previous project - EMWE. (ii) One evaluation related limitation has been in relation to "Vi Viet" pilot. The pilot was just about 4 months old – one would only expect initial hiccups of implementing a new idea as "Vi Viet" at this early stage rather than the impacts. Even so, we have tried to glean lessons that could be used to further supplant Vi Viet pilot in this report.

Relevance

- i) One of the target groups in the CARE's strategy is ethnic minority women. The CARE's activities mainly focus on empowering women in economic activities related to the improvement of their income. So, the objectives and expected results of FinLINK is appropriate, highly relevant and contributes to CARE's strategy to build effective VSLA platform and further strengthen the work done earlier. CARE has already used the VSLA based platform which happens to be an appropriate fit for the FinLINK project to achieve the goal of upgrading the quality of "self-managed finance" services and the practical capabilities of team members
- ii) The VSLA model is very relevant to the demand of ethnic minority women in the project area. After joining the VSLA groups, most members accepted that they have had benefits after being members of the VSLA groups. The benefits include saving, loans, training capacity on financial, Vi Viet services, exchanging information, mutual funds, and an invaluable social and peer to peer interaction. The women reported increase in their confidence after joining the groups and having access to loans without the requirement of any complex procedures, documentation and collaterals. 100% of the respondents were satisfied being member of the VSLA groups. Amongst them 79.8% of the respondents stated that they were extremely satisfied, and 20.2% of them somewhat satisfied.
- iii) For capacity building with training in financial management and in business management is highly relevant in general and has been positively received by all of VSLA. Of special note is the financial literacy, which has been applied by most of the members. Training in business management though relevant and accepted by the members could be made more relevant by perhaps focussing on members already doing businesses in the first phase and perhaps later expanding it to the desirous members wanting to undertake new businesses.
- iv) Electronic wallet idea - Vi Viet is truly remarkable and innovative given the changing face of financial transactions. The evaluation team find this highly relevant as well. However, just as with any new technology and the adoption time it requires, the wallet also needs its own adoption cycle. Therefore, not unexpectedly, we, the evaluation team did find one of the vital reasons for their satisfaction is that they felt assured when depositing money at the VSLA groups. The "safe" is the symbol of the VSLA. Until now, the safes are still used

by those groups who have used the e-wallet either completely or partially. Therefore, the change of managing savings in the safe to another method of managing savings is a challenge for the VSLA members. Most of them are still concerned about the “inconvenience” of keeping/transferring money through the e-wallets, because they can not easily access amount in “cash”. Moreover, sending/withdrawing cash to/from the Viet is complicated and can not be done without the staff of CCD in the meeting. Members are still quite heavily used to using physical “safe” as opposed to an “electronic safe” like a wallet. They still prefer to use cash to manage their financial lives.

- v) The FinLINK already chosen relevant technical partner and implementation partner are LVPB and the CCD. Based on strategy of LVPB for fintech in financial inclusive, specially in remote areas where have not people to access with formal financial resources. Other way, the CCD is local partner of CARE for long term also have strong community experiences as well as have strategy for microfinance activities in Dien Bien.
- vi) The legal and trend for fintech can be applied in financial inclusion sector is potential in Vietnam (the law and regulation are developing by SBV). By the way, there have been still some barriers to practice very smooth up to now.

Effectiveness

- i) Overall, the project was rated effective in achieving most of the targeted outcomes. In terms of the number of people benefited, the outcome indicators and targets in the design and monitoring framework were largely achieved though some project activities were designed preceding the actual demand of the beneficiaries.
- ii) The project achieved the social outcomes of increased confidence and satisfaction in financial management. The training on financial literacy of the project have helped the women raise the awareness and practice of spending, saving and investment. 98.4% said they have started to set saving target after the training. In comparison with the pre-project period, now 62.1% had quarterly savings as targeted. The VSLA group members have enhanced understanding of basic business activities although the implementation of the business activities is still very limited.
- iii) The power to make final decision on the main domestic activities has changes compared to before 2015. In all the major activities related to business and production, the percentage of the wives who make final decisions is higher than that of 2015. In regard to spending on daily life and production, both the husband and wife decide on most of the spending. The proportion of households where wives make decision on spending on the other activities such as foods and drinks, education, healthcare, electricity and water, etc. is far higher than that of households where husbands make decision. This is similar to the time of 2015. But the significant difference from 2015 is that income from savings interests (from lending as well as contributing shares to the VSLA groups) are mostly generated by the wives. This has helped the women become more assertive in economic decision making - on average, over 90% of the women said that they were participating economic decisions - either the wives made final decisions or both the wives and husbands made final decisions.

- iv) Income always continues to be a complex subject and is influenced often by factors that are outside of any development project control. Even so, income of most of the households from different sources has increased compared to that of 2015, for participating in the VSLA groups. The proportion of poor households (granted poor certified books according to the poverty standard set up by MOLISA) in 2017 is lower than that of 2015 (reducing from 15.3% to 13.1%), even though the proportion of near-poor households has also increased (from 6.5% to 8.9%). There are only some households that show significant changes in household economic growth by joining the VSLA group. As Mrs Luyen's family in the Case Study)). Overall, for the VSLA groups, apparently, there is an attribution of the project to significant economic changes on households in terms of their livelihoods. These impacts are primarily due to awareness raising from capacity building and monitoring activities from the FinLINK and CCD. Although, this is due to the fact that there are not yet many powerful livelihoods based interventions that would potentially impact the household economy of the VSLA group members.
- v) A cost-effectiveness issue is raised with the LVPB's perspective, as it is time for them to invest in the development of the Vi Viet product for a particular target group and the region. This is also a great barrier as LVPB has not really got a definitive answer to the "Pilot" development strategy from the Board and Executive levels because of legal barriers. "They are still waiting for SBV approval for this activity".

Efficiency

- i) The idea of introducing Vi Viet is not just relevant but from a very smart from a long term efficiency perspective. It is indeed interesting to note that the FinLINK would like to the VSLA women to access "*formal financial products and services*" including the banking services. However, initial resistance to technology is to be expected. This is not just a phenomenon restricted to Vietnam but is a global experience. This is in part related to the issue of technology and part how people are used to handle money/cash. In line with expectations some groups did accept that they did *not like using Vi Viet and preferred to use the safe*. Clearly, Vi Viet needs more time and patience. Of course, LVPB will need to review the product features, get a traction for real transactions and build an ecosystem so that VSLA and other people start to use the product.
- ii) Mechanism of cooperation, management and implementation between CARE and CCD are efficient. The evidence showed that almost all the initial project activities in the locality were implemented by CCD - CARE's major partner in Dien Bien and the staff from CARE. Then, maintaining the operation were carried out by the CCD as expected and in line with CARE's instruction. The support from Dien Bien Provincial People's Committee together with the strategy and development orientation of CCD have helped the CCD create favourable conditions to expand the project implementation scope to the whole province.
- iii) The Vi Viet product with "CARE-LVPB-CCD model" is an effective platform if the LVPB's involvement is deeper in terms of strategy and time of trial and should last longer than at least one year instead just 4 months (from November 2017-March 2018), because the VSLA's operational cycle is 12 months. However, there is now information that the CCD has made great strides in promoting this product and has a long-term strategy: 2018-

2023 focused on microfinance, as the CCD itself has been awarded a Certificate for the operation of the Microfinance Program since late 2017.

- iv) Some of the VSLA leaders and commune WU leaders reviewed the project positively and expressed wish to implement the VSLA models in the future, as well as to increase the number of members in the group. However, the barrier may be the lack of diversification as well as the need for more loans than savings if joining the group that have to save very long but not enough sources to get loans.

Impact

- i) In general, the project brings about initial impacts that highlight improved economic status, improved understanding of finances as well as an improved self-confidence of womenfolk who were part of VSLA groups.
- ii) The greatest impact of the project is to help the women know how to save money and manage their families' finance. This would have huge downscale impacts in terms of families being able to improve their family health, education status etc. 97.6% of the VSLA group members said that they could save money on a regular basis. Among the increased income sources, 85.5% of the women (the highest proportion) said that their families' income increased thanks to their shares contributed to the VSLA groups and their interests. Because of a habit of saving, 65.9% of the women said that they always managed to keep cash for urgent and emergent situations like sickness, paying children's tuition fees, buying fertilizer/pesticide in the event of a pest attack. The project clearly impacted not just at the level of building knowledge but there is an evidence of actual change in the behavior.
- iii) One of the project impacts on the ethnic minority women also seems to be an increase of confidence, better control over the domestic financial management, which contributes to the changes in relationship between family members, especially between the wives and husbands. The project activities also contributes to connect the women within the communities together, increase the consolidation and "self-management" within the communities, and encourage the women (especially the VSLA group leaders) "boldly express their opinions" in front of other community members.
- iv) The impact of Vi Viet wallet pilot may be a little to early to comment on as the pilot itself has run for very short period. Such products/technologies such as Vi Viet are never "community driven" as the community has no knowledge about these products or the usefulness thereof. Is to no surprise that Vi Viet itself has not found much traction with the VSLA members. In view of this, we concluded not to comment on the impact of this pilot. However, there may be some useful lessons at this stage of the pilot and some caution notes too that include an impact on the "group meeting logic" in case the transactions were all too happen over wallet. We these in the recommendations.

Sustainability

- i) We find that the establishment and development of the VSLA groups will be sustainable in the future thanks to the economic and social-psychological benefits brought about by

these groups to their members, consolidation of the group members, discipline of the group members and enhanced ability of the groups to increase their base.

- ii) Owing to some of the inherent characteristics of the VSLA group, the project interventions has been rather smooth. However, in order to improve the sustainability and effectiveness of these interventions, some of the more appropriate interventions such as financial management training, saving, spending need to be repeatedly offered in various forms so as to enable all the women (including those who are illiterate) to apply in the reality.
- iii) The FinLINK has created a grounding habit for the VSLAs as well as certain capacities for CCD, so this is the long-term sustainability to start upgrading people's livelihoods into a value chain-based agriculture.
- iv) Actually, the e-wallets in over the world have improved financial inclusion and have brought people closer to formal financial institutions. Vi Viet is part of product offering of LVPB. The LVPB will need to scale the product as the sustainability of wallet shall lie in its scale. We may not expect Vi Viet to sustain within the FinLINK project framework as the scale of the wallet shall have to straddle to cover a large population which may not just cover poor. We provide some recommendations as far as the pilot is concerned.
- v) In terms of institutional arrangements, it is best for sustainability of the project impact if the CCD is kept responsible for managing the VSLA groups, even after the completion of project activities.

Recommendations

- i) Organization of the VSLA groups' activities is very good due to existence of tight relationship among the group members. However, if only the existing saving/lending activities are implemented, the economic situation of the group members cannot be developed. More activities need to be added and economic development models based on local occupations need to develop. This may involve something like "Livelihoods Interest Groups-LIG model" in which all the people from different groups pursuing the same profession could come together to establish common/similar businesses/livelihoods. Based on CARE and the CCD experiences in agri-value chain will support may be provided to these groups to develop products that are in line with the market demand and suitable interventions in value chain of the products should also be made.
- ii) The VSLA groups have matured enough for the self-help activities phase through self-financing and revolving loans (based on SHG model). So the project needs to diversify its lending portfolio from outside the group. Based on the fact, CARE should be consider with the CCD to design an additional loan products for the VSLAs based on (i) An appropriate financing as "Initial Capital" from CARE for CCD; (ii) In part from the resources of the CCD; and (iii) In part from the VSLAs' saving with the CCD is coordinator. From this resource, CARE and CCD can negotiate the VSPB will delivery the pilot loan package with mature members/LIG (based on point Ri) of the VSLA groups (see in the "Upgrade FinLINK Cooperation Model" in Recommendation part of the detailed report).
- iii) Vi Viet pilot could look at appreciating the difficulties being faced by the members in using the wallet. This could include redesigning the interface that includes number based password rather than the complex passwords.

- iv) Although individual Vi Viet has not been used popular in the pilot period, the mutual Vi Viet of the VSLA group will become useful and sustainable in the future. Because the Vi Viet helps to keep the balance in cash (after contributing shares and lending in the VLSA's meeting) – that is a concern of the VSLA member, especially when the balance is big.
- v) Also the Vi Viet pilot could look at enhancing the usability of the wallet that showcases its convenience over cash. This would also need creating a dense ecosystem for the wallet to be used which means more transaction/merchant points and opportunities that bring ease to the life of members. The members may be educated that their wallet use history could serve as a good proxy for potential formal credit products. A micro savings product (a visual product that women can see and check on their smartphones) that accepts payment through Vi Viet wallet could also be a good incentive as the women like save and this could yet be another opportunity for them to save.
- vi) The training in business management has just stopped at the basic level based on classes so it has not yet been fully effectiveness received and applied in practice. Therefore, the project needs to develop advanced training content with the LIGs based on their livelihoods and use “Coaching” and/or “Mentoring” methodologies rather than focused training on the class. However, the focus on basic knowledge still needs to be maintained with new groups.
- vii) Financial literacy training illustrated quite a good result. In order to enhance the effectiveness and for those who are illiterate (but can read the numbers) being able to apply the transferred knowledge, the project should print out calendar posters/notebooks for each member, in which there are symbols in each row so that the women can understand and write down their notes next to these symbols. These calendar posters can be hung on the wall and could be used all the year around.

Please see details of recommendation for “Upgrade FinLINK Cooperative Model” in the Report's Body.

1. Introduction

1.1. *Financial Linkage for Inclusion project and Evaluation background*

In adopting CARE International’s program approach, CARE International in Vietnam has shifted the focus of its work from changes at the sectoral or geographical levels, to that of impacts for particularly marginalized and vulnerable groups of people – called program Impact Groups. CARE recognizes that the key to achieving equitable development outcomes lies in shifting deeply rooted, structural underlying causes of poverty which contribute to exclusion and vulnerability of particular groups in society. Care’s two main Programs aim to achieve lasting impact at a broad scale with these specific groups through addressing underlying causes of poverty, including vulnerability to climate change and natural disasters, gender inequality and social injustice. It focuses on significant and lasting change for Remote Ethnic Minority Women who are land poor, socially isolated and have weak resilience to hazards and shock; and the other focuses on Socially Marginalized (SMP) in urban settings who experience denial of realisation of multiple rights, live and work in unsafe environments, especially women—including female sex worker (FSW), female migrants, sexual minorities (LGBT) PLHIV, PWID¹.

In line with CARE Vietnam’s program priorities, Financial Linkage for Inclusion – a project funded by VISA-focuses on empowering ethnic minority women in Dien Bien through financial inclusion has been implemented from July 2015 until March 2018. This project aims *to increase Remote Ethnic Minority Women’s access to formal financial products and services to increase their financial inclusion*. This has been achieved by creating a group-based financial inclusion model linking 30 mature Village Savings and Loan Associations² to formal financial institutions using an electronic financial solution.

Under FinLINK, CARE International in Vietnam entered into a partnership with LienViet Post Bank to deploy the solution. It focuses on piloting Viet e-wallet to support ethnic minority women VLSA members with access to formal financial services including savings and micro-loans. VLSA members can also benefit from existing services of Viet e-wallet in the market such as air-time top-ups, peer-to-peer remittance, utility bill payments, insurance premium payment and online shopping.

1.2. *Objectives of Evaluation*

The final evaluation aims to evaluate the implementation of the project according to the evaluation criteria REEIS framework: Relevance – Effectiveness – Efficiency – Impact – Sustainability, then the conclusion and lessons learnt are drawn. It focuses on:

- Evaluate the up-to-date achievement with regards to the project metrics or log-frame and identify key challenges;

¹ LGBT: Lesbian, gay, bi-sexual and transgender; PWHIV: People living with HIV; PWID: People who inject drugs

²VLSA is a group of 15-30 members - predominantly poor, rural women - come together every 2 weeks to save money, accesses loans and contribute to a collective insurance fund. Main resources of a VLSA include a lockbox, three keys and some basic record keeping materials. The group is entirely self-managed and governed.

- Measure the business, economic and social impacts of the project on targeted ethnic minority women, with a special focus on the impact of Viet e-wallet solution;
- Provide lessons learnt and recommendations for the project's follow-ups and future programming on financial inclusion for ethnic minority women; and
- Develop one case study for the project, which features most significant changes on ethnic minority women and their testimonies on benefits and challenges when using electronic financial services.

2. Methodology

2.1. Approach

The participatory approaches were used throughout the final evaluation. This means involving stakeholders, particularly the participants of the project or those affected by the intervention activities, in specific aspects of the evaluation process. In the final evaluation, the identified stakeholders are Women Union, LVPB – head quarter in Hanoi and branch in Dien Bien, e-wallet companies, Vietnam State Bank, CARE and especially the directly benefited groups including the members of VSLAs, the leaders of VSLAs and the CCD were encouraged to take part in the all stages of the evaluation process by the different suitable ways.

Furthermore, the cross-cutting issues of gender equality, poverty and indigenous people/ethnic minorities were included in the evaluation activities.

2.2. Methods of data collection

2.2.1. The key principles

The following key principles were applied to ensure accurate data collection and the quality of the evaluation:

- **Bottom up approach:** Bottom up approach was used and this ensured wide participation of the poorest and the vulnerable group in the evaluation, thereby their voice including from all groups in the community could be heard.
- **The combination of qualitative and quantitative data:** To make the analysis convincing, the evaluation combined both the qualitative and quantitative data. The quantitative data aimed at having general picture of current state while qualitative data aimed at providing deeper understanding and clarification of quantitative data. The quantitative data were collected from the secondary data and questionnaires. And the qualitative data were collected from the observations, in-depth interview, focus group discussion, typical cases.
- **Triangulation and Cross-checking:** Triangulation and cross-checking were used throughout the evaluation to ensure the high quality of the data. Information collected were always cross checked through triangulation of multiple sources and levels of information such as key informant interviews, focus group discussions, existing material and documents to ensure the validity of the data.

- **Checking data at the field:** Cross checking data at the field were used to ensure the accurate and consistent data.

2.2.2. *Methods of data collection*

- **Desk study.** It was used to clarify the general picture of context and expectation of the changes in the results of VSLAs' activities, the participation of VSLA members' accessibility to the savings and loans, the women's role, ect...;
- **Methodology for Participatory Assessment.** The Methodology for Participatory Assessment (MPA) was designed and applied to involve all key stakeholders in the evaluation. The MPA is progressed from Participatory Rural Appraisal (PRA). MPA combine advantages of qualitative and quantitative approaches.
- **Observation.** The consultant spent time in during fieldtrip to visit some households to observe the practice of women and men in their work and daily activity;
- **Key informant interviews.** These aim at having collected data/information from the rich informant such as leaders of commune (CPC leader), representatives of women union etc;
- **Semi-structured interviews with questionnaires.** 124 members in 18 VSLA groups in 2 communes were interviewed by questionnaires; and
- **Case study.** Where appropriate, the consultant conducted 2 case stories of change due to the intervention activities from the project.

2.2.3. *Methods of Sampling*

Estimated quantitative samples were 124³ women beneficiaries in Thanh Nua and Hua Thanh communes. The samples allocation depended on the number of mature village savings and loan associations-VSLAs (established by the project) in each commune.

In order to collect quantitative data: The stratified random sampling were used.

At the first level: all VSLAs groups was divided into e-wallet users and e-wallet non-users. All e-wallet user VSLAs groups (6 groups) were selected. 12 out of 24 e-wallet non-user VSLAs groups were selected randomly.

At the second level: 15 members in each completed e-wallet user group⁴ (2 groups), and 7-8 members in each partially e-wallet user group⁵ (4 groups) were selected randomly. Among the e-wallet non-user groups, 5 members in each group were selected randomly based on the list of the members provided.

The sample in each VSLA group is presented in the following table:

³ Based on the sampling fomula: $n = (Nt^2 \times 0.25) / (N\epsilon^2 + t^2 \times 0.25)$ (t: confidence interval; ϵ : sampling error), the minimum sample size was 90. However, the total were divided into 2 different levels: 1st level: Vi Viet users/non-users; 2nd level: completed/partial Vi Viet user group; therefore, the minimum samples for each group at lowest level is 30 to ensure the statistical significance. Then, the estimated sample size is about 120. This sample size was guaranteed to be larger than 90 that was estimated by using the sampling formula.

⁴ A completed e-wallet user group is the group that have a mutual Vi Viet account and each member have owned and used a private Vi Viet account.

⁵ A uncompleted e-wallet user groups in the group that have a mutual Vi Viet account but not all member have owned and used a private Vi Viet account

Table 1. The Sample Size

VSLA Group		Quantity
Completed e-wallet user group	Bang Lang Tim (Thanh Nua)	15
	Hoa Anh Dao (Hua Thanh)	16
Un-completed e-wallet user group	Hoa Hong (Thanh Nua)	8
	Co May (Thanh Nua)	8
	May Trang (Hua Thanh)	7
	May Xanh (Hua Thanh)	8
None e-wallet user group	Rung Xanh (Thanh Nua)	5
	Hoa Dao (Thanh Nua)	5
	Co Ngot (Thanh Nua)	5
	Cao Su (Thanh Nua)	5
	Hoa Phuong Do (Thanh Nua)	6
	Quyét Thang (Thanh Nua)	5
	Hoa Hong Do (Thanh Nua)	5
	Phieng Ban (Thanh Nua)	5
	Hoa Mai (Hua Thanh)	5
	Hoa Ban Trang (Hua Thanh)	5
	Huong Buoì (Hua Thanh)	6
	Hoa Phuong Do (Hua Thanh)	5
Total		124

Among the randomly selected people that were interviewed using questionnaires, 91% were Thai people and only 8% Kinh people. The average age of the interviewees was 38; the youngest person was 18 years old while the oldest person was 71 years old. 23.4% of the participants were below the age of 30; 33.9% of them above the age of 40. 16.3% of the sample were illiterate/did not go to school; 27.6% of them have primary school education; 40.7% of them have secondary school education; and 14.8% have high school education. Only 1 person (0.8%) obtained the degree of higher education. 96% of the interviewees main occupation is 'farming while the remaining 4% include wage laboureres, trader, public servant and retiree.

The average period of membership in VSLA groups of the respondents is 48 months (4 years) the oldest member being 8 years, and that of the newest ones with 1 year of membership.

Table 2. Demographic Characteristics of Interviewees

Criteria		Quantity (person)	Percentage (%)
Ethnic	Thai	113	91.0
	Kinh	10	8.0
Age Average=38 Youngest=18 Oldest=71	Below 30	29	23.4
	30-40	53	42.7
	Above 40	42	33.9
Education	Illiterary	20	16.3
	Primary	34	27.6
	Secondary	50	40.7
	High school	18	14.8
	Higher	1	0.8
Occupation	Farming	119	96.0
	Others (wage laboureres, trader, public servant and retiree)	5	4.0
Average period of membership in VSLA groups Average = 48 months (4 years); Newest= 1 year; Oldest= 8 years			

For the qualitative data collection: To get in-depth understanding of the quantitative data, purposive sampling strategy was used for qualitative sample. Four focus group discussions (2 e-wallet user groups and two non e-wallet user groups) with 8 participants in each group discussion were conducted.

Two interviews for typical stories and 19 personal interviews (including: the representatives of CARE, e-wallet companies, state bank, LienViet Postbank, commune Women Union, leaders of VSLAs, members of VSLAs (both e-wallet and non e-wallet user groups) and non-member VSLAs were conducted.

3. Difficulties and Limitations of the Evaluation

In general, the FinLINK is an executable project for one of two general strategies of CARE. The FinLINK as a goal-oriented approach: *"Developing the capacity of ethnic minority women to access finance by their own resources"* is sustainable and non-dependable. Over the past 3 years, FinLINK has had the most success with the target group of main activities: (i) Developing a community-based loan modality with the concept "Equity" has given people a new look in self-development of internal financial resources than waiting for external support; (ii) Supporting more groups and families on financial management skills as well as basic business skills; and (iii) Applying part of the information technology such as "Vi Viet" to the financial performance of the

group, although the early stages of the trial was very short, this activity has been recognized by the community and counterparts as “An initiative” of CARE for application of technology tools in the development trend of the financial and banking industry.

However, the reports also have two key limitations are (i) The final evaluation is that all VSLA groups of the FinLINK was implemented right after the EMWE project was completed. Although the EMWE just had started around December, 2013 and there were not many intervention activities but it was a strong platform for VSLA groups. Therefore, it is difficult for the communities/beneficiaries to recognize the distinction of the only the FinLINK projects’ interventions during the evaluation. So we assume the evaluation results of the project’s impact/effectiveness have been gotten some impacts from the previous project – EMWE Project.

Other the hand, the very short time of implementing/piloting Vi Viet, just about 4 months, is another difficulty in the evaluation. So, the evaluation on the effectiveness and impact of Vi Viet is at the initial preliminary level.

Initially, the evaluation consultant team proposed to discuss with the representatives of local authorities of 2 project communes to see the opinions on VSLA’s operation and Vi Viet’s effectiveness and sustainability from the local authorities. However, since the leaders of the two communes have just been appointed, not yet deeply understood the project information, and could not arrange their time to meet the consultant team when the consultant team conducted a fieldtrip, the team did not have opportunity to discuss with them.

The evaluation was not designed to compare the differences between project site and control site due to limited financial and human resources. Hence, though some data measuring the impact of the domestic economic activities on the women’s powers show that there are changes in their powers at the evaluation time compared to the time prior to 2015, it is difficult to compare these changes between the project site and the non-project site.

Project REEIS Evaluation Framework – Observations and Analysis

This evaluation was based on the project’s major interventions on VSLA groups that are as follows:

- Finalized, supplemented more members for the established VSLA groups;
- Organized financial management training for all members of the VSLA groups;
- Organized (basic) business management training for all members of the VSLA groups; and
- Identified the pilot groups using Vi Viet⁶; granted smartphones and guided the members of VSLA groups on selecting and using smartphones, installing and using Vi Viet.

The implementation results of the project activities in comparison to the project metrics are shown in Appendix 1.

⁶ The introduction of Vi Viet is shown in Annex.

3.1. Relevance

One of the target groups in the CARE's strategy is ethnic minority women. The CARE's activities mainly focus on empowering them in economic activities related to the improvement of their income. So, the objectives and expected results of FinLINK are appropriate for the CARE's strategy since FinLINK was built on VSLA effective platform which was established before. CARE already used the platform VSLA based is a very clever and appropriate fit for the FinLINK project to achieve the goal of upgrading the quality of "Self-managed finance" services and the practical capabilities of team members.

The Fintech has brought many advantages for both the user and the society in over the world. The legal and trend for Fintech that can be applied in financial inclusion sector is potential in Vietnam. Although, currently there have been some barriers for the Fintech services to practise smoothly, but they will be developed in the near future. As the Vietnam State Bank established a steering committee for Fintech in March 2017 (see the Appendix 7). And one of the most important upcoming activities of the steering committee is to develop and complete the legal framework for Fintech activities⁷. So, under the context of Fintech development in Vietnam, the piloting the Vi Viet in FinLINK project is relevant.

The VSLA model is very relevant to the demand of ethnic minority women in the project area. After joining the VSLA groups, no one has said that they did not get any benefits once they participated in the VSLA groups. The benefits include saving, loans, training capacity on financial and Vi Viet services, exchanging information, mutual funds, and get happy with each other. The women reported increase in their confidence after joining the groups and having access to loans without the requirement of any procedures, documentations and collaterals. All 100% of the respondents were satisfied when joining the VSLA groups, among them 79.8% of the respondents stated that they were extremely satisfied, and 20.2% of them somewhat satisfied.



A focus group discussion of Bang Lang Tim VSLA

⁷ Vice Professor and Doctor. Nguyen Kim Anh-Vice Governor of SBV is the leader of Starring Committee of Fintech shared about "fintech of Vietnam" with decision No. 328/QĐ-NHNN had approval by Governor of SBV on 16/03/2017)

Before the implementation of FinLINK and EMWE projects, ethnic minority women (EMW) in the two communes had not had a habit of saving, preparing and implementing their spending plan. These women used to spend all the money they earned and failed to save money for a rainy day.

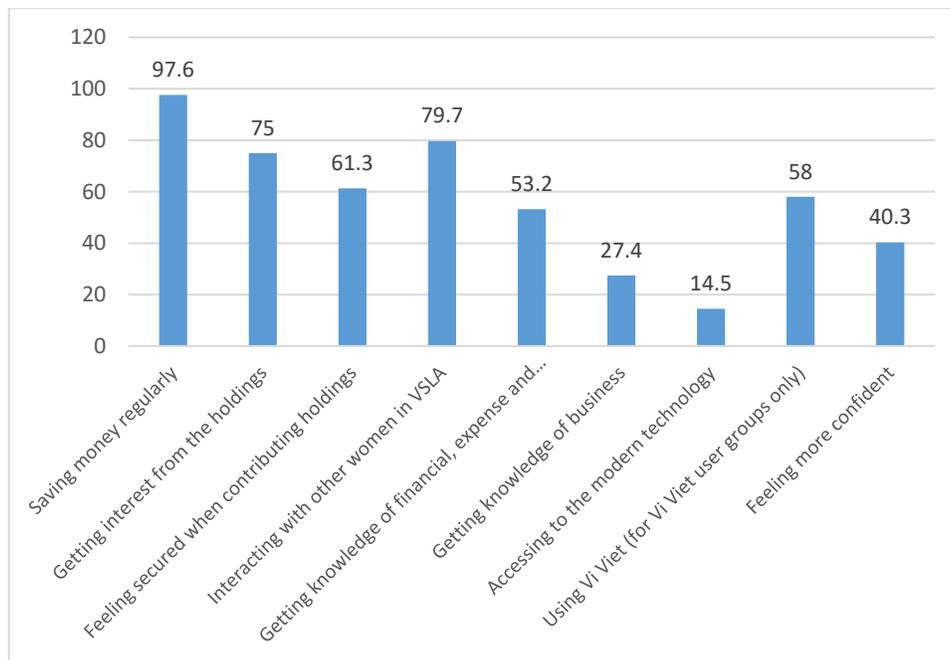


Figure 1. The Benefits of Joining VSLA

Participating in the VSLA groups is relevant to the needs and demand of ethnic minority women in the project area. After joining the VSLA groups, no one has said that they did not get any benefits once they participated in the VSLA groups. The benefits listed by those women are diverse. 97.6% of the respondents believed that the benefit they obtained from VSLA group participation was regularly saving money; 79.7% were exchanging information with other women in their groups; 75% were receiving interest rates from their contribution. 40.3% felt more confident after joining the groups. As some member of Vi Viet user group had their own mobile phones before implementing Vi Viet, so only 29% members of the Vi Viet user group said another benefit is to access the modern technology (smartphone connected to Internet). Although all VSLA members of Vi Viet user group participated in the training on Vi Viet, but some members of Vi Viet user group are not familiar to use Vi Viet and they rely on other members to contribute the shares by Vi Viet, so only 58% member of Vi Viet user group said using Vi Viet was one of the benefits joining the VSLA.

In addition, when participating in the VSLA groups, women can have access to loans (not very big ones from VND 500,000 – VND 2,000,000; the highest loans have been about VND 5,000,000) without the requirement of any procedures, documentations and collaterals.

“Borrowing money from the banks is very difficult. They require many procedures and documentations, but I have rarely been able to get loans from the banks. If I got loans from the

black market, I would have to pay very high interest rates. When we borrow money within our group-VSLA, it becomes much easier. Once I want a loan, I will register for borrowing money after contributing my shares to the group without any documentation. If there are a number of group members register for loans at the same time, the group will give priority to those who urgently need money. For example, if someone is sick, or have to pay tuition fee for their children get priority in receiving loans". (FGD of Hoa Phuong Do Group).

The benefits listed by these women after they joined the VSLA groups illustrate that the model of VSLA group is appropriate for the women's need in the project areas.

The women evaluated training in financial management and savings as particularly helpful to them in recent times. 83.1% of the interviewees said that they attended the financial management training organized for the VSLA groups. Those who did not participate in the training have objective reasons such as being ill; working at other places far away from home; having just joined the groups, so they were not eligible to participate in such trainings; or being illiterate, so they failed to grasp the contents of the training.

However, the training in business management has not yet been as appropriate for the beneficiaries since the number of women who can do business is limited. 18.5% of the respondents answering in the questionnaires stated that their families are doing business (in fact, the figure for all the members of VSLA groups may be smaller). During the project implementation, 63.67% of the participants answered that they were trained in business. Nonetheless, only 29.8% of those trainees stated that they applied the training contents to develop a new business plan or expand the current business. The remaining said that they did not know which business they should do (18.5%); that they had not yet known how to prepare a business plan (41.9%); and that it was unnecessary to do business (48.4%). Only 4.0% of the respondents said that the implementation of business plan is good; and 9.7% of them stated that it is fair. The reason is that they do not have enough money/capital for doing business (94.7%) and are afraid of risk (25%); hence, they did not improve their business much during the project implementation.

Training in financial management and business based on TOT model is suitable with the VSLA groups. The proof is that 90% of all the group members (after being transferred by their group leaders) can understand and remember the contents of the training in domestic financial management.

All of interviewees said they satisfied when joining the VSLA groups. Out of which, 79.8% of the respondents stated that they were extremely satisfied and 20.2% of them somewhat satisfied. One of the vital reasons for their satisfaction is that they felt assured when depositing money at the VSLA groups. 93.5% of them said "they feel more assured compared to 2015", which is due to the fact that the financial management is binding between the team leader and secretary, and keys from 3 different people are needed in order to open the "safe". Clearly training in managing risks and its further implementation in the operations of the VSLA groups has enhanced the trust so vital for functioning of VSLA like solidarity groups.

The use of the “safe” to manage books and money of the whole group is considered as a “certain thing”. All the group members clearly understood how the procedures of “contributing shares” and “lending”, and the “safe” relates to them.

The meanings of the “safe” to the VSLA group in Thanh Nua and Hua Thanh

- The safe is a symbol of the belief of all group members when they contribute the savings (share)
- None of them has doubt about the loss of contributed money and any risk to lending the group members. “Books and savings are kept in the safe, so how can they be lost? Once each woman contributes their shares, their individual share contribution book will be stamped, then that woman will give it to the group so that the book will be kept in the safe, but not bring it home since there is no safe place at home” (FGD of the Bang Lang Tim Group).
- The safe is also a symbol of the consolidation/solidarity of the group members. Every group member must participate in the meeting since they all have to witness the opening and closing of the safe, the checking of the stored savings and documentations. Everyone considers it as the group asset, and has a close connection with their asset. The safe can be opened/locked only when there are all the three keys (kept by three different members).
- The safe is also a symbol of the fairness between the group members. Every member has the right to contribute their shares to the safe. Those contribute a little share will receive a little interest.
- The safe is also a symbol of the discipline of the group members. Every member has to remember to go to the meeting in order to contribute their shares to the safe. Those coming to the meeting late are fined (usually from 5 to 20 thousand VND/time). The collected fine is used for the mutual assistance fund kept in the safe.
- The safe is also a symbol of happiness when the group members have chance to get together and share information with each other. Thanks to the requirement for witnessing the opening/closing of the safe, the group members have opportunities to meet, discuss and exchange information with each other. “We look forward to the 5th and 20th of every month so that we can go to the meeting and contribute our shares” (FGD of the May Trang Group)



The safe with 3 locks of Hoa Phuong Do VSLA

Therefore, the change of managing savings in the safe (cash) to another saving management (e-wallet) is a challenge for the VSLA members. Until now, the safes are still used by those groups who have used the e-wallet either completely or partially. The group members believe that “the safes keep money while the e-wallets keep books (storing information so they do not have to write down on books)”. Most of them are concerned about the “safety” and “convenience” of keeping/transferring money through the e-wallets as they couldn’t see, touch or count cash, and they couldn’t use “the money” in Vi-Viet account to buy foods, fertilizers,...for daily life. Only 5% of them stated that they felt more assured when depositing savings within their groups through Viet e-wallet. Up to the survey time, the balance of both group and individual Viet e-wallet accounts is zero (or the balance is negligible). For those groups who have used Viet e-wallet, they still use the safes and books as before so that they can “feel assured”. Furthermore, one of the benefits recognized by almost all the women (79.8%) when they participate in the VSLA group is having opportunities to discuss and exchange information with each other during the group meetings. Managing the savings through Viet e-wallet will gradually make the women’s participation in the meetings unnecessary, which may lead to gradual reduction of the groups’ consolidation.

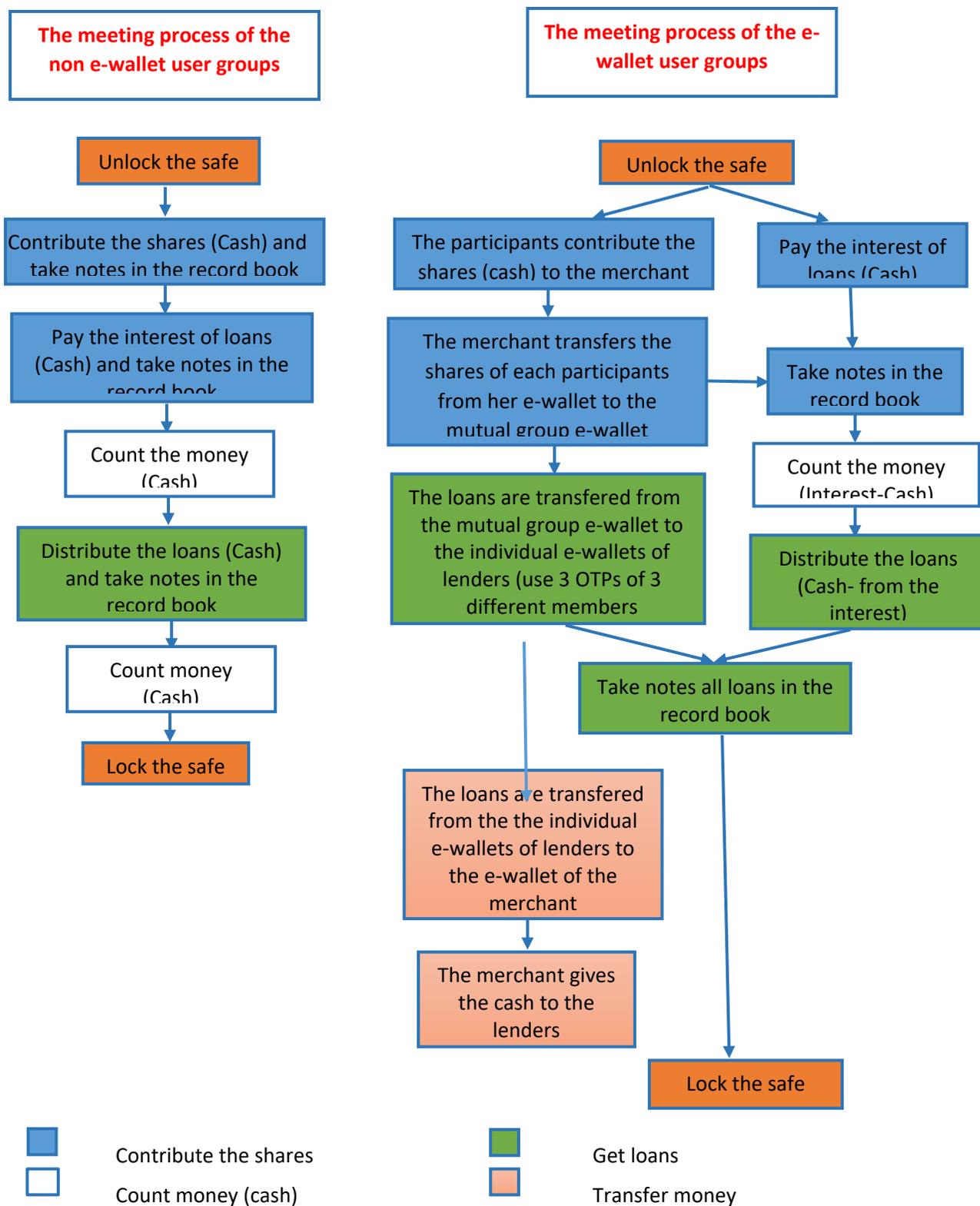


Figure 2. The meeting process of (non) e-wallet user groups

Because of the initial stage of implementing Vi Viet, all Vi Viet user groups need the support and the very specific instructions from the LVPB or Dien Bien CCD to operate both mutual Vi Viet of the group and individual Vi Viet of VSLA members. In order for the groups to use Vi Viet in transferring/receiving money in the meeting, a staff member of Dien Bien CCD (sometimes one staff member of Lien Viet Post Bank – Dien Bien branch is also needed) have to come to each meeting so that they can guide the meeting participants in using the e-wallet as well as bring money to pay for the transactions done through the e-wallet. If this staff is absent from the meeting, groups get back to use the safes as before. So, it is reasonable to pilot Vi Viet in only 6 VSLA, if all 30 groups using the Vi Viet, it would be difficult to provide enough staff for detailed instruction.

At present, the “safe” still bring the notion of safety for the group members while wallet at this early stage of adoption does not evoke the same sense of security of money in the minds of members. Moreover, there is not available ecosystem for wallet usage. There are not the local shops, utility providers, etc. who accept e-wallet payments. This explains a very low usage of wallet.

3.2. Effectiveness

The target of FinLINK is to increase REMW access to formal financial products and services to increase their financial inclusion. Overall, the project was rated effective in achieving most of the targeted outcomes. In terms of the number of people benefited, the outcome indicators and targets in the design and monitoring framework were largely achieved though some project activities were designed preceding the actual demand of the beneficiaries.

Social Outcomes: Increased confidence and satisfaction in financial management

The training contents on financial literacy of the project have helped the women have certain understanding of spending, saving and investment. Only 1.6% of the respondents said that they did not need to set up a saving target, 26% of them stated that it is necessary to have a short-term saving target (less than a year), 37.4% of them believed that it is needed to have a medium-term saving target (from 1 to 3 years), 35% said that it is needed to develop a long-term target (more than 3 years). To achieve the given saving target, 72.2% of the respondents assured that it is vital to calculate all the domestic incomes; 34.8% thought that effective spending plan should be developed; and 79.3% stated that they need to immediately carry out the monthly saving plan. These figures show the positive changes in the awareness of saving and spending.

More than two thirds of the participants of financial management training stated that they were applying part of the training contents to prepare and implement spending, saving and investment plans (shown in Table 3).

Table 3. Applying the training contents to domestic financial management

	Expenses		Savings		Investment	
	<i>Planning</i>	<i>Following the plan</i>	<i>Planning</i>	<i>Following the plan</i>	<i>Planning</i>	<i>Following the plan</i>
0. Do not apply anything	8.9	9.7	8.9	11.2	11.2	11.2
1. Apply partly the training contents	66.9	66.1	65.3	75.7	77.6	77.6
2. Apply all the training contents	10.5	10.5	12.1	13.1	11.2	11.2
99. Do not know/No answer	13.7					

The main reason why the women failed to apply all the training contents to manage their family's finance is that they could not remember all the training contents (58.1%). The reasons include: they felt that the compliance to the plan is complicated (33.9%); they are unfamiliar with plan preparation (31.5%); plan preparation steps are complex (29.8%); and they are lazy to calculate and take notes (18.5%). Some women are illiterate; therefore, they do not know how to write down their domestic spending and income, which makes them cannot do it although they really want. "I know how to count numbers (money), but do not know how to read, so I fail to jot down the spending of my family" (FGD of May Trang Group). Even so, we find that the training has helped the women understand the matter of managing household finance at a conceptual level.

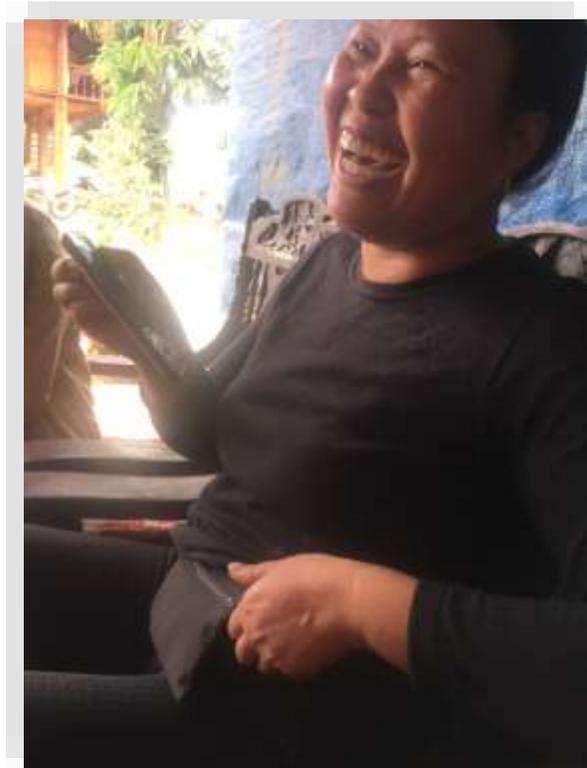
Applying the training contents to financial management has assisted 65.9% of the respondents in having back-up money for urgent circumstances, 55.8% well address the basic spending needs, 51.6% are proactive in terms of finance, 26.3% said that it helps transparency in domestic financial spending and bring about the feeling of being assured and confident for 42.1% of the respondents.

In comparison with the pre-project period, only 11.3% of the respondents said that they had not yet had quarterly savings and 26.6% had savings, but the amount of money in their savings kept unchanged, and 62.1% had savings which were more and more increased.

In regard to business activities, the women showed their basic knowledge of business activities. In details, to do business, it is crucial to have understanding of business activities (37.1%), successfully finding the market for the product that they are going to do business (41.9%), thoroughly considering investment capital and having enough capital to start a business (49.2%). Besides, in order to achieve effectiveness in business activities, business revenue and expenses needed to be well managed (51.6%); the product should be advertised (42.7%); and business plan needed to be constantly adjusted in line with the current situation (32.3%).

Although the VSLA group members have basic understanding of business activities, their implementation of the business activities is still very limited (as mentioned in the above section). The reason is that not all members have businesses or can/aspire to do businesses.

We find that the power to make final decision on main domestic activities has had changes compared to before 2015. In all the major activities related to business and production, the percentage of the wives who make final decisions is higher than that in 2015. In only the activity of expanding livestock lodgy, the percentage is lower than that of 2015. However, the percentage of households where the husbands make final decision on enlarging livestock lodgy is unchanged while the proportion of both wife and husband make the decision on this activity is higher than that of 2015. Though the number of transferring the right to make decision from husbands to wives is not much, women in fact are more and more empowered in decision-making on the activities that generate their families' income.



A member of May Trang VSLA shares her happiness when she joins VSLA

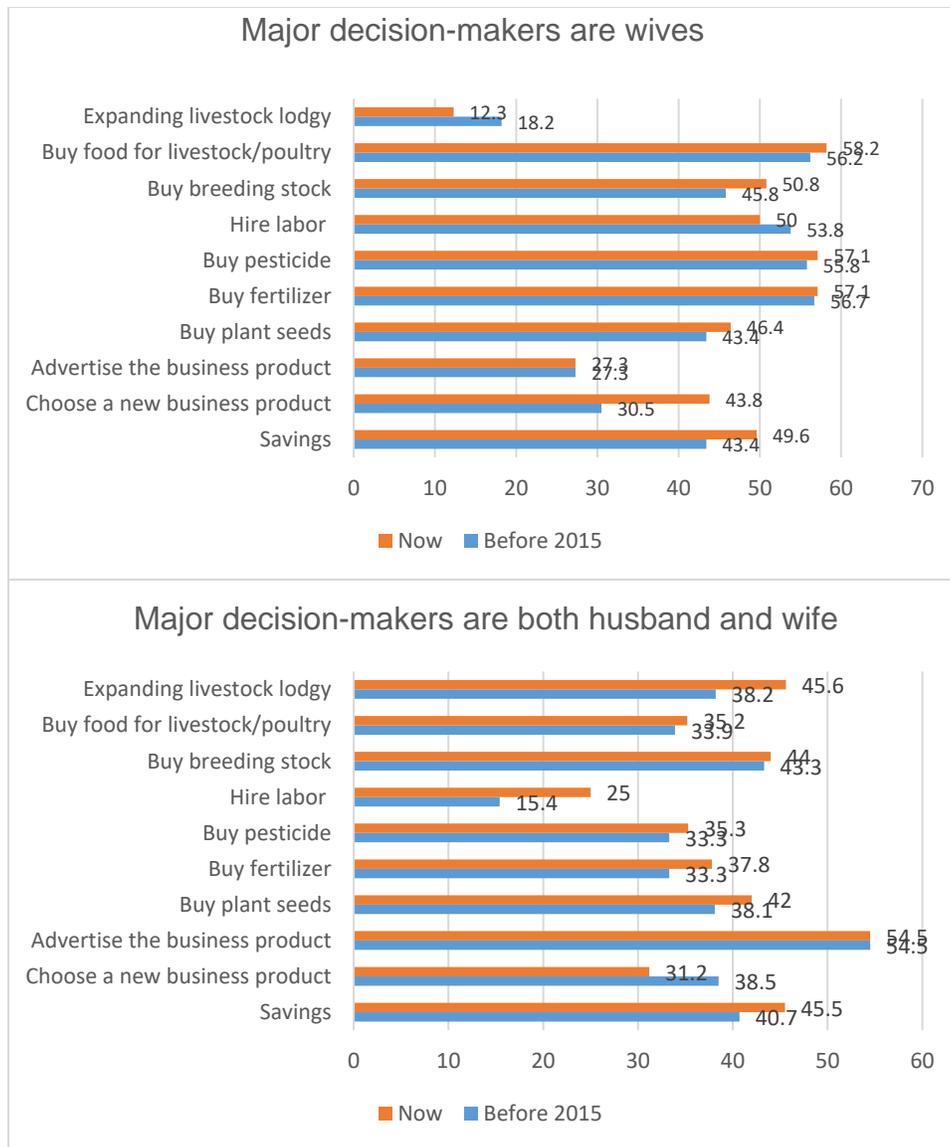


Figure 3. The major decision-makers (before 2015 compared to the present time)

In regard to spending on daily life and production, both of the husband and wife decide on most of these spending. The proportion of households where wives make decision on the spending on the other activities such as foods and drinks, education, healthcare, electricity and water, etc. is far higher than that of households where husbands make decision. Only for building/upgrading house/facilities, the number of households where husbands make final decision are somewhat greater than that of households where wives make decision.

Therefore, the proportion of households where the wives participate in all activities generating income for families is more than 50%. In 100% of interviewees' households, the wives participate in agricultural activities, and income from savings interests (from lending as well as contributing shares to the VSLA groups) are mostly generated by the wives. This helps the women have more power to decide on important domestic economic activities (on average, over 90% of the women

said that they were participating in these activities – either the wives made final decisions or both the wives and husbands made final decisions).

Business and Economic Outcomes Envisioned: Increased income and savings/investments.

It can be said that participating in the VSLA groups helps the women become more confident in domestic economic activities, which contributes to the improvement of the women’s economic right since they have an enhanced contribution to the household’s income. Moreover, income of most of the households from different sources stands increased compared to that of 2015 (except the income from the support of friends and relatives).

Table 4. Household income of VSLA members

Income source	Percentage of HHs having this income source	Who generates income?			Current income is higher than in 2015
		Wife	Husband	Both wife and husband	
1. Agriculture/forestry/aquaculture	96.8	26.6	0.9	71.9	64.7
2. Handicraft production/handicraft village (handmade)	11.3	14.3	7.1	78.6	85.7
3. Business/Service	33.1	41.0	17.9	41.0	75.0
4. Salary/pension	24.2	18.5	44.4	14.8	55.2
5. Hired job (casual job)	67.7	22.8	31.6	41.8	64.6
6. GoV’s allowance	6.5	14.3	28.6	42.9	42.9
7. Interest from savings and lending	16.9	57.9	5.3	36.9	67.7
8. Interest and savings from VSLA	99.2	68.4	0	31.6	85.5
9. Allowance from relatives and friends	6.5	42.9	28.6	28.6	12.5

Participating in the VSLA groups has helped the women know how to save money and their families’ savings have steadily increased. Only 11.3% of the respondents stated that their households have not yet had any quarterly savings as targeted. 26.6% said that they have had savings, but it has not yet been increased since 2015. 62.1% of them said that they have had quarterly savings and these savings have gradually increased quarter by quarter.

Participating in the VSLA groups has helped the women have a certain amount of money (both share and interest) after each distribution (once per year). On average, each surveyed women is distributed around VND 6,300,000/year. The women use this money for various purposes: 66.1% of them spend on daily life; 62.1% of the women spend it on their children’s education; 46.8% of

them use this money to buy more assets, facilities for their families; 37.9% spend it on paying debts; 33.1% invest in new business; 21% expand the current business scope; and only 4% spend on travelling. In general, the savings help the women have more choices on buying facilities, investing in business or production.

There are only some households that show significant changes in household economic growth by joining the VSLA group as Mrs Luyen's family in the Case Study. In general, participating in the VSLA groups has not yet had clear impact on household economy of the VSLA group members as the proportion of poor households (granted poor certified books according to the poverty standard set up by MOLISA) in 2017 is lower than that of 2015 (reducing from 15.3%⁸ to 13.1%), but the proportion of near-poor households increased (from 6.5% to 8.9%). This is due to the fact that there are not many powerful interventions on household economy of the VSLA group members; as a result, the economic impacts have not apparently been shown.



Mr Tinh and his son, the family have 2 women (his mother and his wife) joining VSLA

The detailed outputs are shown in Appendix 1.

In general, the project results initially have substantial contribution to the objectives of gender equality and economic empowerment of women, especially the group of ethnic minority women under the CARE's project. This also initially contributes to improving the women's status in their families as well as in the society because women have an opportunity to exchange information and have better understanding of financial management in particular and of the society in general.

3.3. Efficiency

The project objective is to increase REMW access to formal financial products and services to increase their financial inclusion. The project activities have been implemented based on the VSLA groups that had already been established before. The most important VSLA groups' activities are that group members must contribute shares (or deposit savings). Financial literacy training for the VSLA group members has helped the women know how to save money and do it. The information collection revealed that the contribution of shares was a prerequisite factor for the members to be able to maintain their membership. All the surveyed VSLA groups affirmed that

⁸ Among the surveyed households, if each household's income are counted from all the sources, 12.9% of them have the income of around VND 700,000/person/month (according to the poverty standard) and 9.7% of them have the income ranging from VND 700,000 – VND 1,000,000/person/month (according to the near-poverty standard)

all the group members regularly contribute their shares. The only difference is that some members contribute 1 share only, but others contribute more (from 2 to 5 shares) depending on the financial ability of each member. Based on the contributed shares, the group members are allowed to borrow money (though it is not much) when they need money. The access to loans within the group is evaluated to be effective and avoid risks of accessing the informal financial sources (with very high interest rates and lending conditions that are unfavourable for the borrower). Thus, in regard to the financial education, the project has taken advantage of the grant to contribute to achieve the given objective.

Based on the maturity of the VSLA groups, the introduction of Vi Viet to these groups aims at helping the women be able to access “*formal financial products and services*” including the banks’ services. However, up to now, the access to smartphone and the Internet has been for “entertainment” only. Some groups who are using the e-wallet even say that they “*do not like using Vi Viet and prefer to use the safe. If the project require that the members must give back the smartphones once they do not use Viet e-wallet, they are willing to do so*” (FGD of May Trang Group). The six pilot groups using Vi Viet is reasonable, which can draw lessons learnt on whether Vi Viet should continue to be used or not and if it is still used, what should be improved. In terms of this activity, there is no proof of using the grant to achieve the given objective.

LVPB seems to be quite flexible and is willing to make amends to the unsuitable contents of Vi Viet so that it can be applied to the VSLA groups. For example LVPB is open to opening wallet account with 3 different OTP and without the legal status of the group. However, the project had to be extended three times as reaching an agreement on choosing the partner bank between the parties was difficult and took a lot of time. This affected the total period the wallet pilot was in operation. Members find the requirement of password for the wallet quite difficult. We believe that these initial challenges are common to adoption of any new technology and are expected. However, a more important reason why the wallet has not taken off as expected is the lack of eco-system for use of the wallet. There should be enough people who should be willing and using the wallet. For example, there should be merchants who need to be encourages to accept e-wallet payments. Similarly utility companies should be willing and make it easy for payment of bills using wallets. Since this eco-system is missing, members find it a bit impractical to use the wallet just to save money. So, the implementation of using Vi Viet among the VSLAs may be failed unless LVPB don’t give the more suitable solutions.

Mechanism of cooperation, management and implementation between CARE and the CCD are somewhat efficient. The evidence showed that almost all the initial project activities in the locality were implemented by the CCD – CARE’s major partner in Dien Bien and the staff from CARE. Then, maintaining the operation were carried out by the CCD as expected and in line with CARE’s instruction. While for FinLINK project, particularly the implementation of Viet e-wallet, there has not yet been any official written letter between CARE and the CCD. The CCD works with the communities mainly based on the written letters better CARE and the CCD related to the previous project.

Reporting and updating the implementation activities of the VSLA group are still based on the form of “on-the-job-training”. When the CCD needs to update the information from VSLA groups (i.e. the number of group members), they will make a phone call/meet team leader/participate in the group meeting to obtain the updated information. This mechanism may result in more difficulties once the number of VSLA groups/members increases.

The support from Dien Bien Provincial People’s Committee together with the strategy and development orientation of the CCD have helped them create favourable conditions to expand the project implementation scope to the whole province. Nevertheless, the capital mobilization from local people/individuals has not yet been carried out since there is no legal regulation. The CCD can only mobilize capital from VSLA groups once these groups have legal status. This also cause difficulty for the VSLA groups when they access financial services.

3.4. Impact

In general, the project brings about initial impacts on the economic power for the members of the VSLAs that were established by EMWE project since December 2013.

The greatest impact of the project is to help the women know how to save money and manage their families’ finance. 97.6% of the VSLA group members said that they could save money on a regular basis. The VSLA group members also stated that their household income has increased compared to that of 2015. The increased income result from various income sources. Among the increased income sources, 85.5% of the women (the highest proportion) said that their families’ income increased thanks to their shares contributed to the VSLA groups and their interests. Due to having a habit of saving, 65.9% of the women said that they always had a backup money to be used in urgent situations such as getting sick, paying their children’s tuition fees, buying fertilizer/pesticide after they had found pests or realized that it was necessary to provide more fertilizer for their plants, etc.

Although it is not very clear, one of the project impacts on the ethnic minority women is the increase of confidence, better control over the domestic financial management, which contributes to the changes in relationship between family members, especially between the wives and husbands. The project activities also contributes to connect the women within the communities together, increase the consolidation and “self-management” in the communities, and help the women (especially the VSLA group leaders) “dare express their opinions”, know how to present their opinion in front of other community members.

When meeting, discussing and exchanging information with the VSLA group members, almost all the women have not yet mentioned/said that “they are more confident in front of their family members – especially their husbands” or “have right to decide on business and production activities and spending in their families”. Nonetheless, the women do mention that their “*husbands allow them to participate in the VSLA groups because they can save money once they join the group. The husbands make no complaint and even urge their wives to “go to the meeting of the VSLA groups”... Not only the wives but also their husbands and children of many households register to participate in the VSLA group. There are cases of 4 family members of some households*

who have joined the groups” (Collected from the FGDs). Some women who have not yet participated in the VSLA groups are “encouraged to join the groups” by their husbands. If the wives have not yet joined, the husbands ask that “*why the wives of other households joined the groups, but you do not join. If you participate in the VSLA, we can bring home a certain amount of money at the end of the year*” (Mrs. Lo Thi On living in Hua Thanh commune does not join the VSLA group). In terms of business and production activities and major domestic spending, the proportion of the households where the husbands make final decision has reduced compared to that of 2015 (for economic activities, the husbands making final decision accounts for less than 10% of the surveyed). The proportion of households where the wives or both wives and husbands make the decision is increasing.

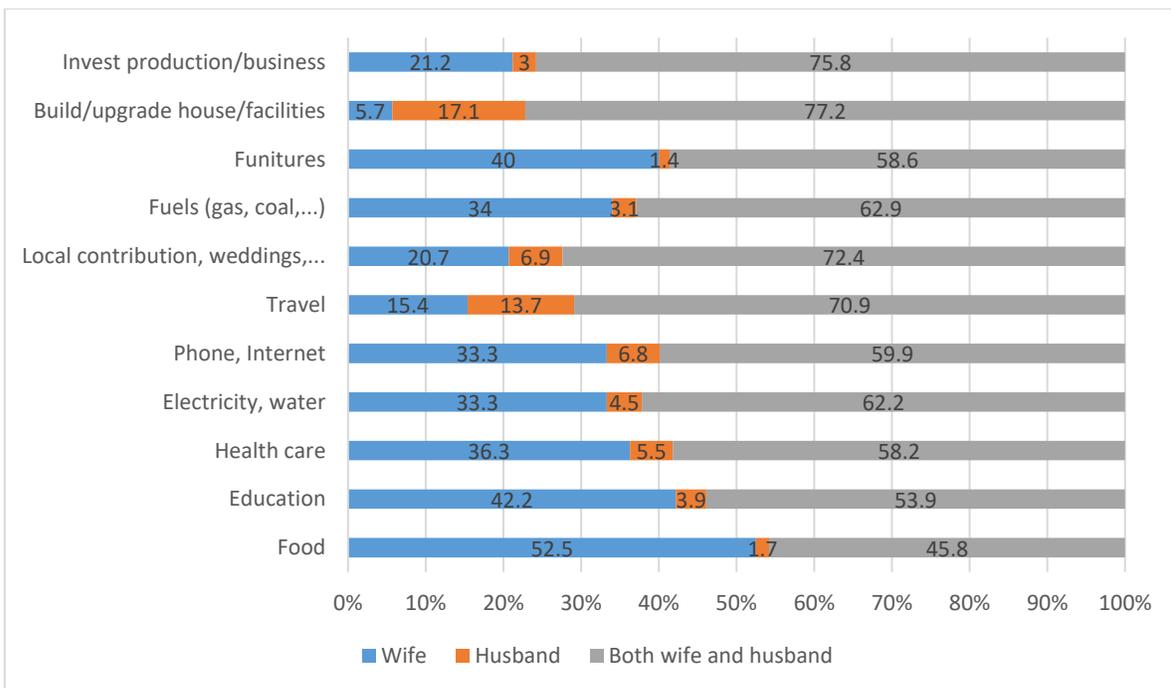


Figure 4. The person makes the final decision for expenses

The access to cutting-edge technology such as smartphone, using Viet e-wallet account also helps women be “admired” by their husbands. “*When I brought the smartphone home, my husband said “Surprisingly, you got a phone”, then he warned me: “Be cautious! Otherwise, you got tricked and they will not pay back your shares”. Then I explained to him and he finally got it... My husband was also fond of the smartphone and wanted to use it. However, I need to keep it safe since I would have to compensate if it is broken, but I do not have money to compensate it. He eventually did not ask to have it. Only when all my family members go to bed, I play some videos for us to watch together.*” (FGD of May Trang Group)

These illustrate that the project are either directly or indirectly contributing to promoting gender equality in the areas where there are project interventions.

However, the project interventions also cause some negative impacts or have not had substantial impacts as expected at the beginning of the project.

The training in business literacy has not apparently resulted in impacts on the VSLA group members. However this is understandable as the opportunities to apply this knowledge is limited for the members. Only the members who run businesses shall be able to apply this knowledge. However, perhaps the project could look at including farming as a business and then reintroduce the business training. This is so since most of the members are farmers too. There are no context and general economy so that the training contents can be applied to the real situations. In order to have positive and apparent impacts of the business training, it needs to focus on the particular and typical cases (each specific product).



A member of May Trang VLSA does not know to use Vi Viet proficiently, but she can use facebook on smartphone very well

One of the negative impacts stems from the use of mobile phone. Being granted “Samsung Galaxy J3 Pro smartphone” and receiving VND 500,000⁹ in Viet e-wallet account to each member of the groups piloting Viet e-wallet. This has caused some conflicts due to the fact that the monetary value which each piloting group member receives is quite great compared to their average income (equivalent to VND 5 million/person). The first type of conflict is among the VSLA group members: they questioned “why we did not get a phone while we still had to use the e-wallet. I also need a phone to be able to transfer money from the e-wallet.” The second type of conflict is related to those groups who are not listed in the piloting groups: “our group also registered for Vi Viet, but they did not select our group,... our group members wish to use the e-wallet. Once we have a phone, we can use it,...” Then, those groups commented with the commune women’s union: “We were tired of explaining with the groups. They even came to the Commune People’s Committee and inquired “why our group did not receive phone”, and they thought that “the women’s union might have preferred the other

groups, so those groups got phones”. As a result, those who are not currently using the e-wallet have a thought that “the project will surely grant phones”.

⁹ This money amount is actually from the allowances for the Vi Viet piloted group members who participated in some the training courses to guide how to use Vi Viet. All of them agreed that these allowances were transferred their Vi Viet accounts to practise using Vi Viet.

The adverse impact also occur within the groups using the e-wallet. All the women in the piloting groups try to show up their effort to access and use Vi Viet. One of the crucial reason for this is that the project regulated that “if the group members do not use the e-wallet, their phones will be taken back”. During the discussion, the groups using the e-wallet indicated that the use of the e-wallet would be more complicated since they had to do transaction through the e-wallet; at the same time, to make notes as usual. Moreover, they pointed out some benefits of using the e-wallet such as “transferring money from distance”, but they said that most of them did not have demand for transferring money because none of their relatives live far away from them (except some people who do big business or have children going to Hanoi for studying). And those who have money contribute their shares already, so at the moment, the balance of their account is zero. In addition, the frequent changes in Vi Viet account password and complex password requirements (including capital letters, lower-case letters, letters and numbers) make the use of Vi Viet become complicated if the users do not remember their own passwords and their accounts are locked after 3 times entering wrong passwords. Depositing money into the account (contributing their shares) and withdrawing money from the e-wallet account (borrowing loans) are found complicated. “We have to ask Hai Anh (The CCD staff member) to do all these transactions. If Hai Anh does not attend the meeting, we fail to use the e-wallet” (FGD of Bang Lang Tim Group). Up to now, the use of Viet e-wallet “wastes more meeting time” and “the meeting process is longer and more complicated”.

The other negative impact is that once using Viet e-wallet, there is no need for some individuals to come to the meetings. All they need to do is transfer money (contributing their shares) to the group e-wallet, which reduces one of the most important benefits of joining the VSLA group, that is, “exchanging information, discussing with other women” and reduces the consolidation within the groups.

So far, the activities of the VSLA groups include only saving and lending (lending the contributed amount of money). Such activities have not much impact on household economy of the VSLA group member while the VSLA groups in Dien Bien are mature enough to introduce other inventions to develop household economy for the VSLA group members.

3.5. Sustainability

We find that the establishment and development of the VSLA groups will be sustainable in the future thanks to the economic and social-psychological benefits brought about by these groups to their members, consolidation of the group members, discipline of the group members and expanding (attracting more members) ability of the groups.

The VSLA groups will develop well, attract more and more members and expand more since the women joining the group get many benefits from it. Initially, there were only 12 groups and the group members were hesitant to join. Up to now, there are 22 groups with about 70% of the Women’s Union members participating in the groups. In the future, if the existing groups are

full and more women want to join, some groups will be split off. As a result, the number of groups will be increased.

(The WU staff member of Thanh Nua Commune)

For the VSLA groups, after being granted the initial “equipment” (the safe, locks and notebooks), they maintain the saving and lending activities using the processes and equipments of the project. Although after project support ends, the groups do not need to be supported more in terms of finance to maintain their regular activities, as the groups would have been well trained and accumulated enough corpus to carry out financial transactions.

Owing to the sustainable factors of the VSLA group, the project interventions has been rather smooth. However, in order to improve the sustainability and effectiveness of these interventions, some of the more appropriate interventions such as financial management training, saving, spending need to be repeatedly trained in various forms so as to enable all the women (including those who are illiterate) to apply in the reality.

For the sustainable development of the groups, the groups' resources should be developed (such as mobilizing a larger amount of savings), thus, it is vital to promote the household economy of the VSLA group members. The present moment is the appropriate time to provide the next inventions on these groups. Based on the existing VSLA groups, the households can take a certain amount of loan for the economic development. After of a time period letting the households to carry out activities by themselves, the next step will be developing livelihood mapping for the households in each VSLA group. Then, all the VSLA group members who have the same occupation will form a group and will be trained so that they can develop their production, steadily develop the value chain, gradually transfer to goods and introduce the goods into the market.

At the beginning, some typical products of the communities (such as planting potato, breeding cows, pigs) or selling dried buffalo meat, pork at the locality, etc. may be developed. After that, the production, planting, business skills will be duplicated to other households.

In terms of institutional arrangements, the CCD is not only the key partner of CARE during the implementation of CARE's projects in Dien Bien, but also the one who is responsible for managing the VSLA groups, even after the completion of project activities. Up to now, using the CCD as an implementator in Dien Bien is effective and CCD is an experienced unit, they are definitely able to continue implementing the activities after the completion of the project as well as self-duplicate the model of VSLA groups to other areas in Dien Bien. In particular, the CCD obtained a certificate of microfinance, credit management will be easy for them. Typically, in one or two last months prior to the final resettlement time (dividing share – once per year), only few members borrow money; hence, almost all the groups have available money in their accounts during these months. To mobilize the idle money of these groups to use for other ones, more study on cash flow of all the groups should be carried out so that the maturity date of each group are different. Based on the model of the existing VSLA groups in Thanh Nua and Hua Thanh, the more such groups are established in Dien Bien, the better it is, which makes the capital mobilization easier.



*The procedure of contributing shares and lending
(Hoa Ban Trang VSLA)*

So far, Vi Viet have been used for 5 months. The local women still get trouble in using it.

Table 5. Level of proficiency of the members in the VSLAs using Vi Viet (%)

	Level of proficiency			
	<i>Proficient</i>	<i>Know how to use but not yet proficient</i>	<i>Don't know how to use</i>	<i>No answer/Don't know what it is</i>
1. Create and login account on Vi Viet	15	76.7	8.3	0
2. Buy shares, pay interest on loans by transferring money from member e-wallet and shared e-wallet	15	73.3	11.7	0
3. Borrowing a loan by transferring money from the shared e-wallet of the group to member e-wallet	10	75	15	0
4. Transfer money to the e-wallet	11.7	75	13.3	0
5. Withdraw money from the e-wallet	8.3	58.3	33.3	0
6. Instruct others to use the e-wallet	15	56.7	28.3	0
7. Top up your phone from the e-wallet	5.1	50.8	44.1	0
8. Buy top-up card from the e-wallet	3.3	45	51.7	1.7
9. Shopping on the Internet with the e-wallet	0	20.4	77.8	1.9
10. Send money to your child for school expenses	2	14	84	0

The number of VSLA group members who can smoothly use the basic functions of Vi Viet is limited (only 10%) while more than a half of the respondents said that they knew how to use the e-wallet, but have not yet mastered it, and around 30% stated that they did not know how to use the e-wallet (even though they were granted smartphones and had Vi Viet accounts). Therefore, the smooth use of Viet e-wallet by the group members is the near time is still a big challenge.

For each members, the use of Vi Viet brings about some disadvantages due to several reasons. First of all, the proportion of the women who are not in the groups using the e-wallet, but do not have smartphones are high (about 55% of the surveyed). Hence, when these women use the e-wallet, money will be needed to buy a smartphone. Secondly, the women do not use smartphones since they do not know how to use it (42%) and the do not have enough money to buy it (55%); the women do not use the e-wallet except for buying shares, getting loans from their own groups (if compulsory). Consequently, the e-wallets have rarely been used. Thirdly, stemming from the second reason, due to rarely using the e-wallet, signing in (or remembering the password) is not easy for these women.

In the focus group discussions and in-depth interviews of members in the groups not using Vi Viet, some members were concerned about the way keeping the balance in cash after contributing shares and lending in each VLSA's meeting. *“Who is responsible for keeping the big balance in cash all day? If a thief knows someone is keeping a big amount of money, it can be stolen”* (A member of Hoa Phuong Do VSLA). Although individual Vi Viet has not been used popular in the pilot period, the mutual Vi Viet of VSLA group will become useful and sustainable in the near future. Because the Vi Viet helps to keep mutual money of whole group.

The use of Vi Viet is a good and sustainable financial management as the number of groups increase. Nonetheless, the development and operation of Vi Viet is the responsibility of the LVPB. We believe that LVPB could accord greater priority to develop Vi Viet eco system in Dien Bien. As a result, in the near future, the development of Vi Viet with a suitable mechanism in Dien Bien (such as establishing merchants, Bank agencies, ATMs in the communities, etc. – CCD staff members will take charge of these issues) will be difficult. The process of withdrawing/depositing cash from/into the e-wallet account is inconvenient and wallet usage will not take off unless the users trust that they can cash-out from the wallet easily and conveniently. Hence, maintaining as well expanding the use of Vi Viet to the remaining groups without any official participation of LVPB will be difficult for the women in VSLA groups.

The use of Vi Viet group accounts only can be considered to save the idle shares which are not borrowed by any group members. However, in this case, it is needed to consider which difficulties the groups may get when withdrawing/depositing cash from/into the group e-wallet account since there are 3 group members who simultaneously own OTPs of the group e-wallet account. (Currently, the money in the group e-wallet cannot be directly withdrawn. Only when being transferred to an individual e-wallet account, this amount of money can be withdrawn). The way to help these groups easily access to financial services is that they have a legal status. Thus, in order to ensure the sustainability, it is important to find out ways to convert these groups into formal legal entities.

4. Conclusion

The FinLINK project has been implemented right after the EMWE project, and both of the two projects target the VSLA group members, which is suitable with the fundamental strategy of CARE to empower the EMW in economic activities as well as appropriate for the development and actual situation of the VSLA groups.

Almost all the initially given project outputs and outcomes have been achieved. The effectiveness of both FinLINK and EMEW that brings about the targeted groups is undeniable. Most of the women know how to save money, manage their family finance and completely feel assured when depositing savings into (contributing shares to) their groups. This makes these women more proactive in terms of finance, more confident in front of their families and communities. These project activities not only have impacts at present and remain its sustainability in the coming time, but also will continue to be carried out in the long run.

However, there are several activities that are not really suitable with the project need, background and scope. The business training contents have not yet applied much by the local women since there are no appropriate environments for them to apply to. The pilot use of Vi Viet still has many obstacles such as policy barriers, lack of the participation of LVPB, low demand of the users as well as the current situation in the locality. Consequently, the effectiveness of using Vi Viet is unclear. Thus, it is not a piece of cake to maintain such a pilot activity until the end of the project.

Up to now, the CCD is a suitable partner of CARE since they have good understanding of the benefits when participating in CARE's activities as well as actively and closely cooperate with CARE in implementing the project at the locality. However, the CCD still needs CARE's support in terms of developing livelihood activities for the VSLA group members, developing value chain for the local products and bringing them to the market. After the CARE's projects end, with the capacity of the CCD and the support of Dien Bien authorities, they can probably continue to support the development of the VSLA groups.

The existing VSLA groups are grown up to be transferred to the next stage – the livelihood development stage. With such a model, the VSLA groups can be probably duplicated in other similar areas where the ethnic minority women are living.

5. Recommendations

- Organization of the VSLA groups' activities is very good due to existence of tight relationship among the group members. However, if only the existing saving/ lending activities are implemented, the economic situation of the group members cannot be developed. More activities need to be added and economic development models based on local occupations need to develop. This may involve something like Livelihoods Interest Groups-LIG model in which all the people from different groups pursuing the same profession could come together to establish common/similar businesses/livelihoods. Based on CARE and the CCD experiences in Agri-value chain will support may be provided to these groups to develop products that are in line with the market demand and suitable interventions in value chain of the products should also be made.
- The VSLA groups have matured enough for the self-help activities phase through self-financing and revolving loans (based on SHG model). So the project needs to diversify its lending portfolio from outside the group. Based on the fact, CARE should be consider with the CCD to design an additional loan products for the VSLAs based on (i) An appropriate financing as “Initial Capital¹⁰” from CARE for CCD; (ii) In part from the resources of the CCD; and (iii) In part from the VSLAs' saving with the CCD is coordinator. From this resource, CARE and CCD can negotiate the VSPB will delivery the pilot loan package with mature members/LIG (based on point Ri) of the VSLA groups (see in the “Upgrade FinLINK Cooperation Model” in Recommendation part of the detailed report).

¹⁰ To calculate the sufficient initial capitals for all VSLAs in whole Dien Bien province, it is necessary to have more detailed study.

- Vi Viet wallet pilot could look at appreciating the difficulties being faced by the members in using the wallet. This could include redesigning the interface that includes number based password rather than the complex passwords.
- Also the Vi Viet pilot could look at enhancing the usability of the wallet that showcases its convenience over cash. This would also need creating a dense ecosystem for the wallet to be used which means more transaction/merchant points and opportunities that bring ease to the life of members. The members may be educated that their wallet use history could serve as a good proxy for potential formal credit products. A micro savings product (a visual product that women can see and check on their smartphones) that accepts payment through Vi Viet wallet could also be a good incentive as the women like save and this could yet be another opportunity for them to save.
- The training in business management has just stopped at the basic level based on classes so it has not yet been fully effectiveness received and applied in practice. Therefore, the project needs to develop advanced training content with the LIGs based on their livelihoods and use “Coaching” and/or “Mentoring” methodologies rather than focused training on the class. However, the focus on basic knowledge still needs to be maintained with new groups. Such as:
 - o Introduce more relevant business trainings with coaching/mentoring that are in alignment with the local economic opportunities. Examples include farming sweet potato, rice, breeding cows, breeding chickens, ducks, etc.). A beginning may be made with the willing and aspiring business people as they would absorb and appreciate the trainings much more effectively.
 - o Introduce a training approach with mentoring (practice experts from private business sector) by building market linkages for the local successful products. If required, make investments in the specific value chains.
- Financial literacy training illustrated quite a good result. In order to enhance the effectiveness and for those who are illiterate (but can read the numbers) being able to apply the transferred knowledge, the project should print out calendar posters/notebooks for each member, in which there are symbols in each row so that the women can understand and write down their notes next to these symbols. These calendar posters can be hung on the wall and could be used all the year around.
- Look for ways to enhance the use of e-wallet. The group e-wallet should be improved and maintained for the next development stage of VSLAs. To enhance using the private e-wallet, LVPB will need to go beyond the project and saturate the local market for e-wallet. Specially, the merchants and utility providers need to be incentivised to receive e-wallet payments. Initially, the users of wallet could also be incentivised for buying specific products. In sum LVPB shall have to create a full eco system for poor members to start using wallets. Therefore, to use the e-wallet in an effective manner, the locality should have more merchants where the e-wallet can be used (such as fertilizer, seed, pesticide selling places, etc.), or there are ATMs in the commune (at the PC in commune). LVPB could also look at incentivising women to open a microsavings account that shall accept payment through wallet. This will enable women to save at their own will right from the convenience

Typical Story: An Example of FinLink's Impact

Benefits of joining the VSLA groups

Mrs. Luyen's family consists of her parents-in-law, her husband, a son, one daughter and her. Her family is raising more than ten pigs for both meat and breeding purposes, five cows, some clusters of chickens, a fish pond with the area of thousands square meter. Also, her family is growing sweet potato that is about to be harvested and rice that is about to ripen. She and her husband have always been busy, but they feel very happy, are willing to take care of each other, and are very proud that their family economy is improving and their children are educated.

The couple attributes their success to the participation in the VSLA group. Mrs. Luyen and her husband got married in 2002. In 2012, the women in her village encouraged each other to participate in the "share" group (VSLA). In 2013, her husband encouraged her to join the VSLA. Since 2014, she has been trained in spending management, saving for doing business. Mrs. Luyen also learned more about how to grow sweet potato, raise cows, pigs in a productive manner from other women in her VSLA. As a result, in 2016, her family was able to build a stilt house.

Luyen was trained on using smart phone and Viet e-wallet. She also received a very nice smart phone. She feels very happy as she can entertain by using facebook, watching videos on Youtube, listening music,...She doesn't use Viet e-wallet for other purposes but for contributing the shares in the VSLA group. She sees the Viet e-wallet as not much convenient as it takes more time and even without it, every member in her group have been still contributed the shares and got loans regularly.

Mrs. Luyen said that she would actively participate in the VSLA group in the future for ever. She hopes that her participation will help her have more opportunities to sell her products not only in the local markets, but also remote and urban markets. If this happens, her family will consider enlarging breeding facilities, expanding the area of growing sweet potato as Thanh Nua sweet potato is well-known for its deliciousness.

(Mrs Lo Thi Luyen, 38 years old, On village, Thanh Nua commune)



Mrs Luyen and her husband, the farming products of Mrs Luyen's family.

Appendices

Appendix 1: Project measurement metric

No.	Level of Measurement	Indicator	Target vs. Actual (Number/Percentage)	Means of Verification
Social Outcomes:				
- Develop financial skills (agency)				
- Develop the ability to make financial decisions (relations)				
- Create access to product/service opportunities (structure) needed to empower women financially				
1.1	Output level	% of target women reporting more security and less concern over financial transactions	Target: 80%	Questionnaires
			Actual: 93.5%	
1.2		# of women who completed financial literacy training	Target: 600 (20 x 30 = 600)	Activity tracking/report by CARE staff and Center for Community Development (CCD) staff.
	Actual: 829			
1.3	# of women who completed business management training	Target: 600 (20 x 30 = 600)	Activity tracking/report by CARE staff and CCD staff.	
		Actual: 811 (799 women and 12 men)		
1.4	Outcome level	% of women reporting increased financial literacy skills	Target: 80%	Pre- and post-training evaluation; quick discussions with key trainers.
			Actual: 75%	
1.5		% of target women reporting increased economic	Target: 80%	Questionnaire
			Actual: 90% ¹¹	

¹¹ Including the persons making the final decision in the family are “wife” and “both wife and husband”

No.	Level of Measurement	Indicator	Target vs. Actual (Number/Percentage)	Means of Verification
Social Outcomes:				
<ul style="list-style-type: none"> - Develop financial skills (agency) - Develop the ability to make financial decisions (relations) - Create access to product/service opportunities (structure) needed to empower women financially 				
		decision-making at home		
1.6		% of women reporting increased business management skills	Target: 80%	Questionnaire
			Actual: 29.8% women develop the business plan after training	
Business and Economic outcomes:				
<ul style="list-style-type: none"> - Whether and by how much the intervention provides sustainable access to economic opportunities - Increased savings and income (agency and structure) 				
2.1	Output level	# of women becoming village agents	Target: 15	Interviews with VSLAs members.
			Actual: 6	
2.2		# of new VSLAs established by village agents	Target: 4	Interviews in midterm and end-line evaluation.
			Actual: 4	
2.3		# of new ethnic minority women joining VSLAs	Target: 125 (5 group x 25 members)	Review of VSLA minutes.
			Actual: 72 ¹²	
2.4		# of group bank accounts established	Target: 20	Review of bank records
			Actual: 6 group Viet e-wallet accounts were established	
2.5			Based on solution.	Review of bank records.

¹² 72 new members joined the VSLA groups and 30 members were out the VSLA groups in the duration of FinLINK. There are 835 VSLA members in March 2018.

No.	Level of Measurement	Indicator	Target vs. Actual (Number/Percentage)	Means of Verification
Social Outcomes:				
<ul style="list-style-type: none"> - Develop financial skills (agency) - Develop the ability to make financial decisions (relations) - Create access to product/service opportunities (structure) needed to empower women financially 				
		# of individual bank accounts established	Actual: 172 individual Viet e-wallet accounts were established	
2.6		# of quarterly transactions	Based on solution that will be defined in the later stage of the project.	Review of bank records.
			Q4/2017: 1581 Q1/2018: 570	
2.7		# of quarterly transaction by volume	Based on solution that will be defined at a later stage of the project.	Review of bank records.
			QIV/2017: 335,503,000 VND QI/2018: 61,024,226 VND	
2.8		# of quarterly transactions by types	Based on solution that will be defined in the later stage of the project.	Reviews of bank records.
			From/to group wallet QIV/2017: 1,548 QI/2018: 508	
2.9		% increase in the average income of target women	80%	Questionnaire
			About 65% reported to increase About 27% reported to remain same income About 8% reported to reduced income	
2.10			80%	Questionnaire

No.	Level of Measurement	Indicator	Target vs. Actual (Number/Percentage)	Means of Verification
Social Outcomes:				
<ul style="list-style-type: none"> - Develop financial skills (agency) - Develop the ability to make financial decisions (relations) - Create access to product/service opportunities (structure) needed to empower women financially 				
		% increase in average quarterly household savings	Actual: 62.1% of interviewees shared that they have increased their savings	
2.11		Increase in the number of assets purchased by women for business/ education purposes (investment)	Actual:29% reported to spend money on investment. In which, 21.2% reported that the person making the final decision for that was wife; 66.7% reported that the persons making the final decision for that were both wife and husband ;	Questionnaires
2.12		# of new customers for bank or microfinance institutions and mobile network partners	172 new Vi Viet accounts in 6 piloted groups.	Testimonies from bank, microfinance institute and Mobile network operator partners reporting increased interest in investing in new financial inclusion solution.

Appendix 2: TORs for final evaluation



**TERMS OF REFERENCES FOR NATIONAL CONSULTANT
END OF PROJECT EVALUATION**

Project title: “Financial Linkage for Inclusion: Remote Ethnic Minority Women”

Location: Thanh Nua, Hua Thanh communes, Dien Bien district, Dien Bien province & Ha Noi

Duration: 16 working days

Project holder: CARE International in Vietnam

In adopting CARE International’s program approach, CARE in Vietnam has shifted the focus of our work from changes at the sectoral or geographical levels, to that of impacts for particularly marginalized and vulnerable groups of people – our program Impact Groups. CARE recognizes that the key to achieving equitable development outcomes lies in shifting deeply rooted, structural underlying causes of poverty which contribute to exclusion and vulnerability of particular groups in society. Our two main Programs aim to achieve lasting impact at a broad scale with these specific groups through addressing underlying causes of poverty, including vulnerability to climate change and natural disasters, gender inequality and social injustice. One focuses on significant and lasting change for Remote Ethnic Minority Women (REMW) - who are land poor, socially isolated and have weak resilience to hazards and shock; and the other focuses on Socially Marginalized (SMP) in urban settings who experience denial of realisation of multiple rights, live and work in unsafe environments, especially women – including female sex worker (FSW), female migrants, sexual minorities (LGBT) PLHIV, PWID¹³.

I. PROJECT BACKGROUND

In line with CARE Vietnam’s program priorities, Financial Linkage for Inclusion – a project funded by Visa - focuses on empowering ethnic minority women in Dien Bien through financial inclusion. The project has been implemented from July 2015 until March 2018 which aims *to increase Remote Ethnic Minority Women’s (REMW) access to formal financial products and services to increase their financial inclusion*. This will be achieved by creating a group-based financial inclusion model linking 30 mature Village

¹³ LGBT: Lesbian, gay, bi-sexual and transgender; PWHIV: People living with HIV; PWID: People who inject drugs

Savings and Loan Associations (VSLAs¹⁴) to formal financial institutions using an electronic financial solution.

Under FinLINK, CARE International in Vietnam entered into a partnership with LienVietPostBank to deploy the solution. It focuses on piloting Vi-Viet e-wallet to support ethnic minority women VLSA members with access to formal financial services including savings and micro-loans. VSLA members can also benefit from existing services of Vi Viet in the market such as air-time top-ups, peer-to-peer remittance, utility bill payments, insurance premium payment and online shopping.

II. FINAL EVALUATION OBJECTIVE

CARE International in Vietnam is seeking for a national consultant to conduct a final evaluation of the project. The evaluation will be against five criteria: relevance, efficiency, effectiveness, (emerging) impacts, and sustainability to answer the following specific research questions:

O1: To evaluate the up-to-date achievement with regards to the project metrics or log-frame and identify key challenges (if any)

O2: To measure the business, economic and social impacts of the project on targeted ethnic minority women, with a special focus on the impacts of Vi-Viet solution;

O3: To provide lessons learnt and recommendations for the project's follow-ups and future programming on financial inclusion for ethnic minority women;

O4: Develop one case study for the project which features most significant changes on ethnic minority women and their testimonies on benefits and challenges when using electronic financial services.

III. METHODOLOGY

- Desk review: conduct a desk review including an analysis of existing and relevant project documents including but not limited to project proposal, project quarterly and interim reports, behaviour assessment reports and other relevant documents;
- The combination of both qualitative and quantitative method is required in this assessment. Key informants of the evaluation mainly include ethnic minority women so simple and appropriate data collection tools should be applied. The participatory research approach is encouraged.

IV. SCOPE OF THE CONSULTANT'S WORK

- Conduct the desk study to get in-depth understanding on the project context and evaluation requirements
- Design the evaluation protocol including: evaluation methodologies, questionnaires; appropriated data collection tools, detailed fieldwork plan, analysis plan, and quality control plan.
- Lead the implementation of the whole data collection process as planned. This will include:

¹⁴VSLA is a group of 15-30 members - predominantly poor, rural women - come together every 2 weeks to save money, accesses loans and contribute to a collective insurance fund. Main resources of a VSLA include a lockbox, three keys and some basic record keeping materials. The group is entirely self-managed and governed.

- Field work preparation.
 - Training for interview team
 - Conduct data collection on field.
 - Quality control for the whole process of assessment (the detail quality control plan will be reviewed and approved by CARE team during the study design process)
- Process, clean and analyze data.
 - Prepare a presentation on key findings of the evaluation in English and a proposed report format for CARE’s feedback.
 - Write the full report in English and finalize the report after addressing comments/feedbacks from CARE. The report will include a table presenting result on each metrics.
 - Develop a case study that features most significant changes on ethnic minority women and their testimonies on benefits and challenges when using electronic financial services.

V. DELIVERABLES

- Evaluation protocol including appropriated methodology, data collection tools, fieldwork plan, data processing and detail analysis proposal and quality control plan.
- Set of raw data collected such as: original records, transcripts, all completed questionnaire, code book/dataset.
- Data entry form
- A presentation on key findings in English
- Assessment report in English
- A case study

VI. CONSULTANT REQUIREMENTS

Expected qualifications for the consultancy include:

- Experienced research skills, both quantitative and qualitative;
- Having good knowledge and experience in doing social economic impact assessment, women’s economic empowerment;
- Having experiences and knowledge of micro-finance, financial inclusion and ethnic minority issues.
- Excellent English writing and verbal communication skills.

VII. TIMELINE

The evaluation process including submission of the final report should be done by 20th March 2018. Estimated timeline for consultancy work is as following:

Activity	Location	Timeline	Estimated working day
Desk study and study design development	Hanoi	12-15 Feb 2018	2
Data collection (field work) and quality control	Hanoi Dien Bien	5-9 Mar 2018	5
Data cleaning and analysis	Hanoi	10-13 Mar 2018	3
Develop and present the key findings in English for feedback from CARE	Hanoi	14 Mar 2018	1
Write up EoP evaluation report, case study	Hanoi	15-18 Mar 2018	4
Finalize the report and case study	Hanoi	20 Mar 2018	1
Total of working days			16

VIII. APPLICATION

Interested candidates should send (i) CVs in English, (ii) a Impact assessment protocol including proposed methodology, fieldwork plan, data processing and analysis proposal, quality control plan, (iii) proposed budget, and (iv) an example of a previous similar piece of work to: Procurement1@care.org.vn
Closing date to apply for this Consultancy is 31 January 2018.

Only short-listed applicants will be contacted for interviews. Please do not make telephone contact after submitting the application.

Child Protection

CARE International in Vietnam is committed to protecting the rights of children in all areas we work around the world. Applicants are advised that CARE International in Vietnam reserves the right to screen candidates to ensure a child-safe environment. Further information can be found in the CARE Vietnam child protection policy.

Appendix 3: List of participants in the final evaluation

No.	Name	Position/Address
	Mr. Le Xuan Hieu	Portfolio Manager, Care International Vietnam
	Ms. Vu Lan Huong	Women's Empowerment Specialist, Care International Vietnam
	Ms. Ha Thi Quynh Nga	Private Sector Engagement Specialist, Care International Vietnam
	Ms. Le Thi Linh Chi	M&E Specialist, Care International Vietnam
	Mr. Nguyen Viet Phong	Staff in charge of Viet e-wallet, LienViet PostBank (Head Office)
	Ms Linh	Staff in charge of Viet e-wallet, LienViet PostBank (Head Office)
	Ms. Nguyen Thi Thu Ha	Staff, LienVietPostBank – Dien Bien Branch
	Mr Vu Dinh Loi	The Director – CCD Dien Bien
	Mr. Tran Hai Anh	Project Officer – CCD Dien Bien
	Ms Dinh Thi Dinh	The officer – Dien Bien Provincial Women Union (Interviewer)
	Ms Nguyen Thi Yen	The officer – Dien Bien District Women Union (Interviewer)
	Ms Tong Thi Huong	The Staff, CCD Dien Bien (Interviewer)
	Ms Nguyen Thi Lanh	Thanh Nua commune (Interviewer)
	Ms Quang Thi Kien	The VSLA leader in Muong Phang commune (Interviewer)
	Ms Lo Thi Ha	The VSLA leader in Muong Phang commune (Interviewer)
	Ms Vu Thi Lan Huong	Vice chairwoman of WU Thanh Nua commune
	Quang Thi Chien	May Xanh VSLA
	Quang Thi Ngoc	Dau nguon VSLA
	Lo Thi Lien	Leader of Bang Lang Tim VSLA
	Lo Thi Thanh	Hoa Anh Dao VSLA
	Lo Thi Lien	Na Lom village, Thanh Nua commune

	Quang Thi Huong	Leader of Hoa Ban Do VSLA
	Lo Van Tinh	Na Ten village, Hua Thanh commune
	Lo Van Dien	Na Ten village, Hua Thanh commune
	Lo Thi Luyen	On village, Thanh Nua commune
	Lường Thị Thanh	Bang Lang Tim VSLA
	Lo Thi On	Hua Thanh commune
	Lo Thi Quyen	Hua Thanh commune
	Đủ Thị Hoa	Bang Lang Tim VSLA
	Ma Thị Hạnh	Bang Lang Tim VSLA
	Lò Thị Lan	Bang Lang Tim VSLA
	Đù Thị Chiến	Bang Lang Tim VSLA
	Lò Thị Hon	Bang Lang Tim VSLA
	Lò THỊ XUÂN	Bang Lang Tim VSLA
	Lược Thị Hiêng	Bang Lang Tim VSLA
	Lược Thị Thanh	Bang Lang Tim VSLA
	Lò Thị Hom	Hoa Ban Trang VSLA
	Lò Thị Lan	Hoa Ban Trang VSLA
	Lường Thị Hương	Hoa Ban Trang VSLA
	Lò Thị Biêng	Hoa Ban Trang VSLA
	Lò Thị Hém	Hoa Ban Trang VSLA
	Lò Thị Ôn	Hoa Ban Trang VSLA
	Đường Thị Chinh	Hoa Ban Trang VSLA
	Đường Thị Chiến	Hoa Ban Trang VSLA
	Đoàn Thị Nga	Hoa Phuong Do VSLA
	Phan Thị Quỳnh Côi	Hoa Phuong Do VSLA
	Nguyễn Thúy Đám	Hoa Phuong Do VSLA
	Đỗ Thị Lượ	Hoa Phuong Do VSLA
	Nguyễn Đại Đồng	Hoa Phuong Do VSLA

	Đinh Thế Đa	Hoa Phuong Do VSLA
	Ngô Quý Cửu	Hoa Phuong Do VSLA
	Quàng Thị Biên	May Trang VSLA
	Lò Thị Ương	May Trang VSLA
	Quàng Thị Đơn	May Trang VSLA
	Lò Thị Dót	May Trang VSLA
	Lò Thị Thu	May Trang VSLA
	Lù Thị Hiến	May Trang VSLA
	Lò Thị Hạnh	May Trang VSLA
	Quàng Thị Biên	May Trang VSLA
	Luong Thi Lanh	Ban Tau Hoa Phuong Do
	Lo Thi Lun	Ban Tau Hoa Phuong Do
	Lo Thi Hien	Ban Tau Hoa Phuong Do
	Quang Thi Xuan	Ban Tau Hoa Phuong Do
	Pham Thi Nguyet	Ban Tau Hoa Phuong Do
	Bui Thi Hinh	Ban Tau Hoa Phuong Do
	Vi Thi Tam	Bang lang tim VSLA
	Lo Thi Hoan	Bang lang tim VSLA
	Luong Thi Minh	Bang lang tim VSLA
	Ca Thi Huong	Bang lang tim VSLA
	Luong Thi Mai	Bang lang tim VSLA
	Lo Thi Phuong	Bang lang tim VSLA
	Lo Thi Vien	Bang lang tim VSLA
	Tong Thi An	Bang lang tim VSLA
	Luong Thi Thinh	Bang lang tim VSLA
	Quang Thi Hoa	Bang lang tim VSLA
	Ca Thi Chien	Bang lang tim VSLA
	Luong Thi Lien	Bang lang tim VSLA

	Quang Thi Hieng	Bang lang tim VSLA
	Lo Thi Thuy	Bang lang tim VSLA
	Lo Thi Mang	Bang lang tim VSLA
	Luong Thi Thu	Cao su VSLA
	Lo Thi Thi	Cao su VSLA
	Lo Thi Ngoc	Cao su VSLA
	Luong Thi Bien	Cao su VSLA
	Cà Th? Ngh?	Cao su VSLA
	Lo Thi Hong	Co May VSLA
	Lo Thi Hai	Co May VSLA
	Luong Thi Ngan	Co May VSLA
	Luong Thi Duyen	Co May VSLA
	Lo Thi Chanh	Co May VSLA
	Le Thi Hoa	Co May VSLA
	Luong Thi Nhung	Co May VSLA
	Luong Thi Chinh	Co May VSLA
	Lo Thi Huong	Co ngot VSLA
	Lo Thi Sung	Co ngot VSLA
	Lo Thi Cuong	Co ngot VSLA
	Quang Thi Hoa	Co ngot VSLA
	Quang Thi Phong	Co ngot VSLA
	Lu Thi Ha	Hoa Anh Dao VSLA
	Lo Thi Hoan	Hoa Anh Dao VSLA
	Quang Thi Uong	Hoa Anh Dao VSLA
	Quang Thi Lan	Hoa Anh Dao VSLA
	Hoang Thi Vinh	Hoa Anh Dao VSLA
	Hoang Thi Lan	Hoa Anh Dao VSLA
	Luong Thi Chien	Hoa Anh Dao VSLA

	Lo Thi Hai	Hoa Anh Dao VSLA
	Quang Thi Hong	Hoa Anh Dao VSLA
	Lo Thi Kim	Hoa Anh Dao VSLA
	Lu Thi Khien	Hoa Anh Dao VSLA
	Lo Thi Panh	Hoa Anh Dao VSLA
	Ca Thi Duong	Hoa Anh Dao VSLA
	Luong Thi Trien	Hoa Anh Dao VSLA
	Quang Thi Hoang	Hoa Anh Dao VSLA
	Lo Thi Nhung	Hoa Anh Dao VSLA
	Lo Thi Hoa Tien	Hoa ban VSLA
	Tong Thi Duen	Hoa ban VSLA
	Lo Thi Xien	Hoa ban VSLA
	Quang Thi Hong	Hoa ban VSLA
	Lo Thi Thuong	Hoa ban VSLA
	Lo Thi Phuong	Hoa Ban Trang VSLA
	Lo Thi Nghien	Hoa Ban Trang VSLA
	Ly Thi Minh	Hoa Ban Trang VSLA
	Lo Thi Phuong	Hoa Ban Trang VSLA
	Leo Thi Oi	Hoa Ban Trang VSLA
	Ca Thi Nhat	Hoa dao VSLA
	Lo Thi Luyen	Hoa dao VSLA
	Quang Thi La	Hoa dao VSLA
	Quang Thi Hia	Hoa dao VSLA
	Lo Thi Duyen	Hoa dao VSLA
	Quang Thi Dung	Hoa hong VSLA
	Luong Thi Luyen	Hoa hong VSLA
	Quang Thi Sang	Hoa hong VSLA
	Lo Thi Duong	Hoa hong VSLA

	Lo Thi Hong	Hoa hong VSLA
	Lanh Thi Truong	Hoa hong VSLA
	Lo Thi Xien	Hoa hong VSLA
	Vi Thi Ngoc	Hoa hong VSLA
	Luong Thi Huong	Hoa hong do VSLA
	Quang Thi Thanh	Hoa hong do VSLA
	Lo Thi Khanh	Hoa hong do VSLA
	Lo Thi Hoan	Hoa hong do VSLA
	Vi Thi Lan	Hoa hong do VSLA
	Lo Thi Tinh	Hoa Mai VSLA
	Lo Thi Thuy	Hoa Mai VSLA
	Quang Thi Thuy	Hoa Mai VSLA
	Lo Thi Son	Hoa Mai VSLA
	Lo Thi Thu	Hoa Mai VSLA
	Lo Thi Hen	Hoa phuong do VSLA
	Dinh Thi Vien	Hoa phuong do VSLA
	Pham Thi Hue	Hoa phuong do VSLA
	Ha Thi Sim	Hoa phuong do VSLA
	Vuong Thi Che	Hoa phuong do VSLA
	Quang Thi Mai	Huong Bui VSLA
	Lu Thu Thien	Huong Bui VSLA
	Luong Thi Thom	Huong Bui VSLA
	Vi Thi Cu	Huong Bui VSLA
	Lo Thi Inh	Huong Bui VSLA
	Quang Thi Duyen	Huong Bui VSLA
	Ca Thi Tiet	May Trang VSLA
	Lo Thi Thuan	May Trang VSLA
	Lo Thi Ha	May Trang VSLA

	Lo Thi Huong	May Trang VSLA
	Quang Thi Binh	May Trang VSLA
	Luong Thi Van	May Trang VSLA
	Lo Thi Them	May Trang VSLA
	Lo Thi Thinh	May Xanh VSLA
	Lo Thi Duong	May Xanh VSLA
	Quang Thi Hanh	May Xanh VSLA
	Tong Thi Minh	May Xanh VSLA
	Quang Thi Hoa	May Xanh VSLA
	Nguyen Thi Thoa	May Xanh VSLA
	Lo Thi Khut	May Xanh VSLA
	Quang Thi Duc	May Xanh VSLA
	Vu Thi Yen	Quyét thang VSLA
	Nguyen Thanh Tam	Quyét thang VSLA
	Luong Thi The	Quyét thang VSLA
	Tran Thi Hanh	Quyét thang VSLA
	Vu Thi Bien	Quyét thang VSLA
	Deo Thi Thanh	Rung Xanh VSLA
	Lo Thi Hien	Rung Xanh VSLA
	Lo Thi Oi	Rung Xanh VSLA
	Quang Thi Lan	Rung Xanh VSLA
	Quang Thi Yen	Rung Xanh VSLA

Appendix 4: The field trip schedule

THE FIELD TRIP AGENDA FOR THE FINAL EVALUATION – FINLINK PROJECT

(11 Mar – 16 Mar 2018, Dien Bien Province)

Time	Content	Location	Person in Charge (Consultant)	Note
11 March 2018				
9.00 – 15.00	Travel from Hanoi to Dien Bien	Hanoi – Dien Bien		CARE books air ticket and hotel
12 March 2018				
8.00 – 9.30	Interview the representative of the Centre of Community Development in Dien Bien	Centre of Community Development in Dien Bien (Dien Bien Phu city)	Tuyet	
9.45 – 11.30	Interview of the representative of the LienVietPost Bank, Dien Bien Branch	LienVietPost Bank, Dien Bien Branch (Dien Bien Phu city)	Tuyet	
8.00 – 12.00	Train the interviewers by questionnaires (for both Thanh Nua and Hua Thanh)	Dien Bien Phu city	Hoa	CARE selects 5-6 interviewers and arranges the training location/logistic in Dien Bien Phu city
12.00 – 13.00	Lunch			
13.00 – 13.30	Travel to Thanh Nua commune	Dien Bien Phu – Thanh Nua	Tuyet & Hoa	
13.30 – 15.30	Conduct a FGD – the members of VSLA that use Vi - Viet	Thanh Nua commune	Tuyet & Hoa	
15.30- 17.00	Interview a leader of VSLA	Thanh Nua	Tuyet	
15.30 – 17.00	Check the first completed questionnaires in Thanh Nua	Thanh Nua	Hoa	

Time	Content	Location	Person in Charge (Consultant)	Note
13.00 – 16.00	Interview by Questionnaire	Thanh Nua and Hua Thanh	Interviewers	
13 March 2018				
7.30 – 8.00	Travel to Thanh Nua			
8.00 – 9.00	Interview the representative of the commune Women Union	Thanh Nua	Tuyet	
8.00- 9.00	Check the first completed questionnaires in Hua Thanh	<u>Hua Thanh</u>	Hoa	
9.00- 11.00	Conduct a FGD – the members of VSLA that DO NOT use Vi - Viet	Thanh Nua	Tuyet & Hoa	
11.00 – 12.00	Indepth – interview a member of VSLA that DO NOT use Vi Viet	Thanh Nua	Tuyet	
11.00 – 12.00	Interview a non-member of VSLA (woman)	Thanh Nua	Hoa	
12-00 – 13.00	Lunch			
13.00 – 15.00	Case study – Visit a household and interview both wife and husband (and may include their children)	Thanh Nua	Tuyet&Hoa	
15.00- 16.00	Indepth – interview a leader of VSLA	Thanh Nua	Hoa	
15.00- 16.00	Interview a leader of commune people committee (Vice Chairman – in charge of cultural and social issues)	Thanh Nua	Tuyet	
16.00- 17.00	Indepth - interview a member of VSLA that use Vi Viet	Thanh Nua	Tuyet	
16.00 – 17.00	Collect the completed questionnaires on 6 March in Thanh Nua	Thanh Nua	Hoa	
8.00 – 17.00	Interview by Questionnaire	Thanh Nua and Hua Thanh	Interviewers	
14 March 2018				

Time	Content	Location	Person in Charge (Consultant)	Note
7.30-8.00	Travel to Hua Thanh commune	Hua Thanh		
8.00 – 10.00	Conduct a FGD – the members of VSLA that use Vi - Viet	Hua Thanh	Tuyet&Hoa	
10.00-11.30	Interview a leader of VSLA	Hua Thanh	Tuyet	
10.00-11.30	In-depth interview a member of VSLA that use Vi Viet	Hua Thanh	Hoa	
11.30-13.00	Lunch			
13.00 – 15.00	Conduct a FGD – the members of VSLA that DO NOT use Vi – Viet	Hua Thanh	Tuyet&Hoa	
15.00 – 16.00	Interview of a representative of Commune Women Union	Hua Thanh	Tuyet	
16.00 – 17.00	Indepth - Interview a member of VSLA that DO NOT use Vi Viet	Hua Thanh	Tuyet	
15.00-17.00	Collect the completed questionnaires on 6 and 7 March in Hua Thanh	Hua Thanh	Hoa	
8.00 – 17.00	Interview by Questionnaire	Thanh Nua and Hua Thanh	Interviewers	
15 March 2018				
8.00 – 9.00	Interview a leader of commune people committee (Vice Chairman – in charge of cultural and social issues)	Hua Thanh	Tuyet	
8.00-9.00	Interview a non-member of VSLA (woman)	Hua Thanh	Hoa	
9.00 – 11.30	Case study – Visit a household and interview both wife and husband (and may include their children)	Hua Thanh	Tuyet & Hoa	
11.30 – 13.00	Lunch			
13.00-14.30	Indepth interview a leader of VLSA	Hua Thanh	Tuyet	

Time	Content	Location	Person in Charge (Consultant)	Note
13.00 – 15.00	Collect all completed questionnaires in Hua Thanh	Hua Thanh	Hoa	
14.30 – 17.00	A case study/Indepth Interview a member/leader of VLSA	Hua Thanh	Tuyet	
15.00-17.00	Collect all completed questionnaires in Thanh Nua	<u>Thanh Nua</u>	Hoa	
8.00 – 17.00	Interview by Questionnaire	Thanh Nua and Hua Thanh	Interviewers	
16 March 2018				
8.00 – 11.00	Check all collected data and supplement (if necessary)		Tuyet & Hoa	
11.00 – 12.00	Lunch			
12.00 – 13.00	Check out and travel to Airport			
13.00 – 18.00	Travel to Hanoi			

- CARE arranges the interviews/FGDs/case studies in the agenda
- CARE conducts the logistic for the interviews/FGDs/case studies and interviewers by questionnaires
- CARE selects at least 5 qualified interviewers to interview by questionnaire

Appendix 5: The tools for data collection

Appendix 5.1: The Questionnaire

QUESTIONNAIRE

FINLINK FINANCIAL INCLUSION PROJECT

Questionnaire code:

Name of Interviewer:

Interview time:hour..... date/3/2018

Name of respondent:Member of VSLA group.....

Age:.....Education: Occupation:.....

Dear Mrs.....,

FinLINK Financial Inclusion Project has been implemented in Thanh Nua commune and Hua Thanh commune by VISA and Care International Vietnam since 2015. The project aims to improve the economic rights of the VSLA women in these two communes. To assess the effectiveness of the project, we conduct a survey to understand its impact. Your straightforward, accurate information and opinion will be one of the key determinants of success in evaluating this project.

Thank you for participating in the survey!

A. ASSESSMENT OF VSLA

A1. How long have you been a member of VSLA group?year(s).....month(s)

A2. What are the benefits of joining VSLA? (You can choose many options – Interviewer lets the respondent answer, **DO NOT** read out the answers)

1. No benefits
2. I can save money regularly
3. I get interest from the money contributed
4. I feel assured when depositing my savings
5. I can participate in daily activities and interact with other members of the group
6. I am equipped with knowledge of finance, spending and saving management
7. I am equipped with business knowledge
8. I can get access to modern technology (using smartphone with Internet connection). I know how to use Vi Viet
9. I feel more confident in front of the members of my family and the community
10. Other (please specify):
11. I do not know/No answer

A3. Up to now, are you satisfied with being a member of the VSLA savings group?

1. Not satisfied 2. Neutral 3. Very satisfied 4. Irresolute 99. No answer

A3.I. Why did you choose this level of satisfaction? (The Interviewer reads out the option the Respondent chose in the previous question A3)?

.....

A4. Regarding the savings at VSLA group at present, how do you feel about the change in the level of assured feeling compared to before 2015 (when there was no FinLINK project), why?

1. Not as assured as before, because.....
2. As assured as before, because.....
3. More assured, because.....
4. Others (please specify):

A5. How do you use the last amount (both shares and interest) that the VSLA team has divided?

1. To pay my debts
2. To pay daily expenses
3. To pay school fee for my children
4. To invest in new business, production
5. To expand the existing business scale
6. To purchase more property, household utensils/furniture
7. To travel
8. Other (please specify).....

A6. In your opinion, what changes the VSLA group needs in order to suit you better and to operate more effectively?.....

...

B. FINANCE MANAGEMENT

B1. Did you attend the training on finance management in the VSLA group?

1. Yes 2. No (Please explain why not:.....)

B2. Do you remember what contents the training on finance management covered? (The Interviewer lets the Respondent answer on her own, The Interviewer writes down the answer)

.....

...

B3. Currently, do you apply the training contents to manage finance in your family?

	Expenses		Savings		Investment	
	<i>Planning</i>	<i>Following the plan</i>	<i>Planning</i>	<i>Following the plan</i>	<i>Planning</i>	<i>Following the plan</i>
0. I do not apply anything						

1. I apply partly the training contents						
2. I apply all the training contents						
99. I do not know/No answer						

B3.1. (For those who chose the option I do not apply anything or I apply partly the training contents in question B3) **Why don't you apply all the training contents to manage finance in your family?**

1. I do not remember the training contents
2. The planning steps are complicated
3. The compliance with the plan is complicated
4. I am not used to it
5. I am afraid of taking notes and calculations
6. I don't think it is necessary
7. Other (please specify).....

B3.2 (For those who chose the option I apply partly the training contents or I apply all the training contents in question B3) **What are the benefits of the application of finance management to you and your family?**

0. I am financially proactive
1. My basic spending needs are addressed
2. It helps to clear the financial expenses in the family
3. I always have a backup amount in case of an emergency
4. It helps me feel more assured and confident
5. Other (please specify).....

B4. In your opinion, which saving goals does your family need to set?

0. It is not necessary to set saving goals
1. Short-term goal (less than 1 year)
2. Medium-term goal (from 1 to 3 years)
3. Long-term goal (more than 3 years)
99. I don't know/No answer

B4.1 (NOT applicable to those who chose the option It is not necessary to set saving goals in question B4) **When setting a savings goal, what do you think need to be done to achieve this goal?**

0. Nothing needs to be done

1. Calculate the incomes of the family
2. Make an effective spending plan
3. Immediately execute the monthly saving plan
99. I don't know/No answer

B5. Compared to 2015, does your family now have a quarterly savings amount corresponding to the saving goal?

0. Not yet
1. Yes, but the amount has not increased
2. Yet and the amount is increasing
99. I don't know/No answer

B6. What do you usually need a loan for and which sources of money do you want to borrow from?

	Parents, siblings, relatives	VSLA group	Banks/Credit Funds	Outside interest loans	Other sources (please specify)
1. Business, production					
2. Study purpose					
3. Subsistence expenses of the family (food, electricity, water,....)					
4. Medical examination and treatment					
5. Funerals, weddings					
6. Purchase of household utensils/furniture					
7. Others (please specify)					

B7. In case you have to borrow money, what should you consider? (Let the Respondent answer freely)

0. When I don't have enough money, I borrow without consideration
1. Interest rate
2. Loan programs
3. Loan procedures and conditions
4. The fees to be paid (excluding interest and principle such as service fee, late/early payment fine, etc)
5. Disbursement process
6. Repayment ability
7. Lending sources

8. Other (please specify):

B8. Compared to the past (from 2015 backwards), who is the main decision maker in terms of saving and investment in business and production?

	From 2015 backwards	At present (2018)	No such activity
1. Saving			
2. Selection of new business product			
3. Production of business products			
4. Purchase of seedlings			
5. Purchase of fertilizers			
6. Purchase of plant protection chemicals			
7. Hiring workers (if necessary)			
8. Purchase of livestock breeds			
9. Purchase of food for livestock			
10. Extension of breeding facilities			
11. Other (please specify).....			

Answer in number: 1- wife, 2- husband, 3- both husband and wife, 4- other (please specify)

C. CONDUCT OF BUSINESS

C1. Does your family conduct any business at present?

1. No 2. Yes (please specify the kind of business.....)

C2. Did you attend the training on business in the VSLA group?

1. Yes 2. No (Please specify the reasons:.....)

C3. Do you apply the training contents to develop your family's business plan?

1. Yes (please continue with question C3.2) 2. No (please continue with question C3.1)

C3.1. If the answer is No, Why don't you apply the training contents to develop business plan for your family? (please move to question C4)

1. I don't know what business to do
 2. I don't know how to develop a plan
 3. I don't see the necessity
 4. Other (please specify).....

C7. Does your family want to carry out a new business/expansion of your current business over the next 6 months??

- 1. Yes (Move to question C7.1)
- 2. No (Move to question D1)

C7.1. Does your family need any support for your upcoming business?

- 0. No support needed
- 1. Loan
- 2. Market information
- 3. Business knowledge
- 4. Plan for product promotion
- 5. Other (please specify):
- 99. Not relevant

D. USING VÍ VIỆT AND BANK ACCOUNTS

D1. Do you use a cell phone?

- 1. No (move to question D1.2)
- 2. I use a cell phone but it is not a smart phone (Move to question D1.2)
- 3. I use a smart phone (move to question D2)

D1.2. Why don't you use a smart phone? (After finishing this question, please move to question D7)

- 1. I don't know how to use it
- 2. I don't have money to buy it
- 3. I don't see the necessity of a smartphone
- 4. Other (please specify):

D2. Is your phone connected to the Internet?

- 1. Yes (move to question D2.1)
- 2. No (move to question D2.3)

D2.1. What do you use a phone connected to the Internet for?

- 1. To read news, listen to music, watch movies for entertainment
- 2. To contact and communicate with friends and relatives
- 3. To make friends on social network (facebook, etc.)
- 4. To search information for business, production
- 5. To buy products online
- 6. To install Ví Việt
- 7. Other (please specify):

D2.2. Does anyone in your family use the same phone that you are using and what for? (Please specify who and the purpose of using this phone) Move to question D3 after finishing this question.....

D2.3. If No, do you want your phone to be connected to the Internet and for what purpose?

- 0. I don't want to connect to the Internet
- 1. Yes, to read news
- 2. Yes, to install and use Ví Việt

3. Yes, to contact and communicate with friends and relatives
4. Yes, to be more proud – in front of members of the family and the community

D3. Do you install Ví Việt application on your phone?

1. Yes (Move to question D4)
2. No (Move to question D3.1)

D3.1. Why don't you install Ví Việt application on your phone?

1. It's not necessary
2. I don't know what to do with it
3. I don't know how to use it
4. Other (please specify):.....

D4. Assess your level of proficiency when using Vi Viet for the following activities?

	Level of proficiency			
	<i>Proficient</i>	<i>Know how to use but not yet proficient</i>	<i>Don't know how to use</i>	<i>No answer/Don't know what it is</i>
11. Create and login account on Vi Viet				
12. Buy shares, pay interest on loans by transferring money from member wallet and mutual wallet				
13. Borrowing a loan by transferring money from the mutualwallet of the group to member wallet				
14. Transfer money to the wallet				
15. Withdraw money from the wallet				
16. Instruct others to use the wallet				
17. Top up your phone from the wallet				
18. Buy top-up card from the wallet				
19. Buy products on the Internet with the wallet				
20. Send money to your child for school expenses				
21. Other (please specify).....				

D4.1. (Ask in case the Respondent knows how to use (one of) the features of Vi Viet (question D4) Do you instruct anyone else to use Vi Viet?

0. No

1. Yes, my husband
2. Yes, my children
3. Yes, others (please specify:)

D4.2. How do the family members react when you use Vi Viet?

0. They don't care what I use
1. They don't support
2. They don't support but don't object
3. They support
4. They support and show interest in using Vi Viet

D5. How do you evaluate Vi Viet with the following criteria? (The Respondent rates on a scale from 0 to 10, 0 for the worst, and 10 for the best)

	Rating on a scale from 0-10 points <i>(0 for the worst and 10 for the best)</i>
1. Easy to use, simple	
2. Convenient to use	
3. The money is secured when using Vi Viet	
4. Beautiful interface (Vi Viet's picture/image)	
5. Quick transactions via Vi Viet	
6. Using modern technology	

D6. Do you have to pay any fee for using Vi Viet? (excluding the transaction amount)

0. No fee
1. I don't know whether I have to pay any fee
2. Fee for internet access from my phone account
3. Service fee when performing money transfer/payment/balance inquiry
4. Other (please specify):

D7. Do you know Vi Viet is the product of which company/organization? (let the Respondent freely answer the question).....

D8. In the future, will you use Vi Viet, Why?

1. No, because:
2. Yes, because:

D9. Assuming that in the future, the users will need to pay a fee when transferring/sending money via Vi Viet, which fee amount will be appropriate for you for each transaction? VND

D10. In your opinion, which changes should be made to Vi Viet to better suit the users?

E1. How many people are there in your family who live and eat together?people

E2. Please let us know your family's total expenditure in 2017, and who made the final decision on these expenses?

Expenses	Monthly expenditure (thousand VND)	Annual expenditure (thousand VND)	The person who made final decision for the expenses*
1. Food (<i>rice, foodstuffs etc.</i>)			
2. Study			
3. Healthcare (examination, treatment, medicine,....)			
4. Water, electricity, domestic waste collection fee			
5. Phone (cell phone, landline), cable television, Internet,...			
6. Travel expenses (fuel, maintenance and repair of vehicles....)			
7. Local contributions, funerals, weddings, etc.			
8. Fuel (coal, firewood, gas,...)			
9. Purchase of household utensils, furniture			
10. Building repairing house and auxiliary works			
11. Investment in business, production (new/expansion)			
11. Other (please specify).....			
Total expenditure			

*Answer in number: 1- Wife (the Respondent); 2- Husband; 3- Both husband and wife; 4-Other

E3. Please let us know your family's income in 2017, who generated the income and how is it compared to the income of 2015?

Income	Annual income (thousand VND)	The person generated the income*	How is this income compared to the income of 2015 **
1. Agricultural/forestry/fishery production			
2. Manufacturing handicrafts/traditional craft village products (self-made)			
3. Business/Trade/Service			
4. Salary/Pension			
5. Casual employment (casual jobs)			

6. Allowance from the government			
7. Interest from savings, interest from loans (not from VSLA group)			
8. Interest and shares from VSLA group			
9. Money supported by relatives, friends, acquaintances			
10. Other sources (please specify).....			
Total income			

*Answer in number: 1- Wife (the respondent); 2- Husband; 3- Both husband and wife; 4-Other

**Answer in number: 0- No change, 1- Decrease; 2- Increase

E4. From 2015 to 2017, which household type was your family recognized by the Commune People's Committee? (Interviewer should also work with the village leader/Women's Union to confirm the answer)

	<i>2015</i>	<i>2016</i>	<i>2017</i>
1. Poor (with poor household certificate)			
2. Nearly-poor (with nearly-poor household certificate)			
3. Not poor/Not nearly poor			

E5. Finally, do you have any additional comments?

.....

.....

.....

.....

Once again, we sincerely thank you for participating in the survey!

Appendix 5.2: Guideline for Focus Group Discussion

FOCUS GROUP DISCUSSION

VSLA group:Address:.....

Discussion time:

Facilitator:

Secretary:

Total duration: 2 hours/FGD

Number of participants: 8-12 people/FGD

I. INTRODUCTION (10 minutes)

- The participants form a circle (if the Ao paper in the middle), or a U-shape (if the Ao paper is hung)
- Welcoming, getting to know each other, introduction
- Note down the information of the participants in the discussion

No.	Full name	Age	Current occupation	Marital status, number of children	Member of VSLA for how long?

- The secretary writes nametags and stick to each participant
- Introduce the purpose of the discussion and expected discussion duration, encourage active participation of the participants.

II. DISCUSSION CONTENTS

1. Topic 1: Benefits of being a member of VSLA group (25-30 minutes)

- Remind when the group was formed and how long it has been in operation.
- Ask discussion question: Since its formation, what benefits the group has brought to its members?
- Let the participants freely discuss and speak out, the moderator note down on Ao paper.

- After the participants have reached agreement and have no more comments/opinions, the Moderator may suggest some other benefits (if not already mentioned) to see if they are relevant to the members of the group (such as the benefits of more understanding/knowledge, more confidence, opportunity to interact and exchange among members, access to modern technology etc.). If the group agrees, write down on Ao paper.
- Evaluate how these benefits have responded to your needs/expectations?. Rate on a scale of 0-5 (0 for not meeting the expectations and 5 for best responding to your needs/expectations).
(For example: My participation in the group has brought me some savings amounts, but these amounts are still small, and I want to be able to save bigger amounts, so I rate this benefit only 5 points as compared to my expectation)
- Give each participant a set of papers and pens so that they can write down their rating for each benefit and stick them to Ao paper.
- The moderator and secretary aggregate scores of each benefit.
- The moderator reread the total scores of each benefit in high-to-low order and ask the whole group whether they agree with this result. If the answer is no, then ask what need to be corrected, and why.
- Contents of the Ao paper:

Benefits	Evaluate the ability of each benefit to meet to the needs								Total
	Participant (P) 1	P2	P3	P4	P5	P6	P7	P8	
Saving									
Borrowing loans									
Business									
Knowledge, confidence									
Emotional exchange									
Access to modern technology									
.....									

2. Topic 2: Discuss on money management within the VSLA group (20-25 minutes)

- The moderator asks which method the group has applied to manage the savings/loans of the members.
- The moderators asks about the advantages and risks of managing money by the method the group is using.
- List the advantages and disadvantages on ready-made Ao paper (Only write in the 2 columns about current method for money management).

Current method for money management		Other methods for money management	
Advantages	Disadvantages	Advantages	Disadvantages

- Ask if they know other methods for money management that other VSLA groups are using? (For the groups not using Vi Viet, ask them whether they know that some groups is managing money via Vi Viet; for the groups using Vi Viet, ask them about the methods they used to use for money management before Vi Viet) .
- Ask participants about the advantages/disadvantages of other methods for money management
- Compared to the current method for money management
- Next, based on the contents written on the Ao paper, ask participants which method for money management is superior, in case other method for money management is superior, why do not they switch to this method.
- Discuss about plan in the future, whether the group wishes/intends to maintain the current method for money management or would like to switch to another method to manage money.

3. Topic 3: Evaluation of the effectiveness of the project activities to members (20-25 minutes)

- Ask the group members what activities the project has carried out since 2015 up to now (in addition to saving and lending) (let the participants to recall themselves)
- Ask participants whether they participated in activities related to financial education and business education? If some of the answers are no, ask them if they knew/heard somebody to recount the training contents?
- Discuss the application of training contents on financial education and business education to the lives of participants and their families, write down the discussion details on each piece of paper under the topics: (i) Development of plan for finance management, expenditure and savings management; (ii) Implementation of the Finance, Expenditure, Savings Plan; (iii) Development of business plan; (iv) Implementation of business plan, then arrange them on the table in the middle of the participants. Write under the headings of the topics: Done, On-going, Not started yet and stick on Ao paper so that everyone can see clearly.
- In case the participants say that they have not developed a plan or they have prepared a plan but not yet implemented it or they have stopped their already-started implementation, the moderator will lead to discussions about the reasons why. (summarize the reasons under the topics on Ao paper), and what needs to be done to further help the participants to develop plan, to implement the plan on a continuous basis.
- Summarize the reasons under the topics on Ao paper.
- Examples on Ao paper.

<p>Develop plan for finance management (The majority has done it, a few have not)</p> <ul style="list-style-type: none"> - It is necessary to develop a plan - Not so difficult - No time to do it (for those who have not done it) - 	<p>Develop business plan (a few are doing it)</p> <ul style="list-style-type: none"> - Have not come up with business items (for those who have not done it) - There are still some problems regarding the source of capital (for those who are doing it) -
<p>Carry out finance management (a few do it)</p> <ul style="list-style-type: none"> - It is interesting to assess whether this/that expense is too much - Afraid of recording daily expenses (for those who have not done it) - 	<p>Implement business plan (not yet done)</p> <ul style="list-style-type: none"> - Can not implement since there is no business plan . -

- Question for discussion: Who is the final decision maker in/key person responsible for developing finance management plan/business plan, implementing the finance management plan/business plan. Why this person? Any changes compared to before the training?

4. Topic 4: Using Vi Viet (only for the groups already using Vi Viet) (20-25 minutes)

- The moderator asks the participants who have used Vi Viet proficiently to raise their hand, then repeat: in our group, Mrs. A, D, E have used Vi Viet proficiently, how about Mrs. B, C etc.?
- Ask the reasons why there are still members in the group not proficient – List them on Ao paper.
- Ask the members of VSLA groups what activities they use Vi Viet for? Who instructed them to do these activities? And are they currently performing these activities competently?
- Let the respondents to evaluate Vi Viet under some criteria: (1) safe, confidential; (2) convenient, fast; (3) modern; (4) easy to use; (5) beautiful interface; (6) low cost, etc. Write these on Ao paper, then invite the group members to evaluate. Each member holds a pen, draws the corresponding figures as follows:
 - ☺: Vi Viet meets this criteria well
 - ☹: I do not know how to evaluate it
 - ⊖: Vi Viet does not meet this criteria
- Describe on Ao paper

Criteria	Evaluation (example)
(1) safe, confidential	☺☺☺☺☺☺☹☹
(2) convenient, fast	☺☺☺☺☺☺☺☹
(3) modern	☺☺☺☺☺☺☺☹
(4) easy to use	☹☹☹☹☹☹☹☹
(5) beautiful interface	☹☺☺☺☹☹☹☹

(6) low cost	😊😊😊😊😊😊😊😊
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- After that, the moderator summaries: So, you are satisfied/relatively satisfied with the criteria.....and not satisfied with the criteria.....
- Ask: So what should we/Vi Viet do to make you all satisfied with these criteria?
- More discussion: Since joining VSLA/using Vi Viet, have there been any changes in the life and relationship between you and your family members? Is there any husband who did not agree for his wife to join VSLA, and to use smartphone and Vi, and how did he react? And what did you do with those reactions?

III. END OF THE DISCUSSION (5-10 minutes)

- Repeat the contents discussed and the main discussion outcomes.
- Ask if anyone still has comments/questions
- If there is no more comments/questions, the moderator thanks the participants and sends good wishes to the participants and encourages strong performance of VSLA groups.
- Say goodbye.

Appendix 5.3: Guideline for Indepth Interviews

FinLINK – IDI Commune Women Union

Name:..... Position:.....

Commune:..... Address:.....

Age: Ethnicity:..... How long working at the current position:.....

Tel:..... Email:

1. Objectives

- To review the finance management, loan borrowing and economic rights of women in the commune
- To see the understanding, appreciation, and interest in VSLA and FinLINK
- To consider the trend of using the account and Vi Viet for financial transactions

2. Contents for discussion

- How many members are there in the commune Women Union (WU), their percentage compared to the total number of women in the commune?
- The habit of Thai women in finance management, spending, savings and business: strengths and limitations
- Position and decision-making power related to economics: spending, saving, investing in business of Thai women in the commune, reasons.
- In the past time, which credit, saving and lending programs has the commune WU implemented for women, some information about each program, evaluation on the implementation and effectiveness of these programs.
- What are the loan purposes and what are methods for loan disbursement?
- Evaluate the activities of VSLA groups in the commune on the ability to attract women to participate, the effectiveness of these models compared to other models available in the commune, the sustainability of these groups, the possibility of expanding these models in the commune, etc.
- In the last 2-3 years (about from 2015 onwards), have you observed any difference between VSLA members and non-members? (let the respondent to answer on her own, after that, mention some criteria not mentioned in the answer) What are the specific showing, in terms of:
 - + Knowledge of finance management,
 - + Confidence level,
 - + Use of telephone/Internet,
 - + Money transfer
 - + Group management skills, presentation skills.
 - + Business skills and knowledge
- Understanding of FinLink project: have heard of it, what activities does it implement, with whom does it collaborate,....
- (In case the respondent has obtained certain understanding) In your opinion, what are the benefits of the project activities? Please elaborate the benefits?

- Do you know that women in some VSLA groups are using digital payment/money transfer? If no, which methods do you see the women in the commune usually use for transactions/money transfer (with specific cases).

If yes, what are the benefits of using Vi Viet to the women? In the near future, does the commune WU intend to encourage women to use a bank account or Vi Viet for transaction? Why?

3. References

- Operation report of WU in 2016, 2017
- Report on loan performance of WU in 2016, 2017 (if accessible)

FinLINK – IDI Commune leader

Name:..... Position:

Age:Ethnicity:.....How long working at the current position:.....

Address:
.....

Tel:.....Email:.....Interview duration: 60
minutes

1. Objectives

- To review borrowing activities, the use of accounts and methods for financial transactions of people in the commune
- To see the understanding of, interest in and evaluation on the activities of VSLA and FinLINK

2. Contents for discussion

-
- In the past time, which credit, saving and lending programs for people and households have been implemented in the commune, some information about each program, evaluation on the implementation and effectiveness of these programs
- Evaluate the performance of commune WU against the activities of other Unions in the commune, especially in terms of loan management and household economic development programs?
- Which methods do people in the commune usually use to purchase, transfer money, etc. Is the method of digital money transfer common? Why?
- Do people usually open a bank account? Usually, who is the person in the family to open a bank account? Why? What do people open bank accounts for? Are bank transfer transactions common, usually for what activities?
- Is the use of bank cards for transactions common? Why?
- How many business units and individual business households/small traders are there in the commune? Which methods do they usually use to transfer money?
- Do you know about VSLA groups? Evaluate the activities of VSLA groups in the commune on the ability to attract women to participate, the effectiveness of these models compared to other models available in the commune, the sustainability of these groups, the possibility of expanding these models in the commune, etc.
- In the last 2-3 years (about from 2015 onwards), have you observed any difference between VSLA members and non-members? What are the specific showing (in terms of finance management, level of confidence, use of telephone/Internet, money transfer,...)
- Understanding of FinLink project: have heard of it, what activities does it implement, with whom does it collaborate,....
- (In case the respondent has obtained certain understanding) In your opinion, what are the benefits of the project activities? Please elaborate the benefits?
- How has the FinLINK project changed the main decision-making power in the family for women in terms of finance management, spending, savings, investment and production? (between husband and wife, between VSLA members and other family members)

- Do you know that women in some VSLA groups are using digital payment/money transfer? If yes, please evaluate the feasibility and the possibility of expanding the implementation of Vi Viet to people in the commune.

3. References

- Report on commune socio-economic development in 2015, 2016, 2017
- Reports related to the management of business households, business units (if any)
- Reports on loan performance (if any)

FinLINK – IDI VSLA’s Leader

Name:.....Group.....

Commune:.....

Age:Ethnicity:.....How long being a group leader:.....

Address:
.....

Tel/Email:.....Interview duration: 90 minutes

1. Objectives

- To assess the group’s activities
- To evaluate the benefits of FinLINK to self – as a group leader
- To evaluate the application of financial education, business education, the use of Vi Viet of group members
- To assess the relevance, effectiveness, impact and sustainability of the project in the future

2. Contents for discussion

- How many members are there in the group?, the household economic status of the members, the occupation of the members
- The habit of group members in finance management, spending, saving and business: strengths and limitations
- Frequency of group activities? Focused matters of group activities. The level of participation of the members in each group activity?
- Assess generally the level of participation of members in group activities?
- The amount of savings that the group is managing, the method for savings management?
- How is the amount that the group is managing used for lending? Is there often surplus money (no borrower)?, criteria for loan approval? (for example to avoid risks)
- How is the saving and lending activities of the group? The compliance of the group members?, are there cases of non-compliance?, why?, then how does the group handle it?
- What do the members borrow loans for? And what is the method for loan disbursement?
- What is the member’s level of confidence in the group’s savings and loans management? Why?
- In the past time, what activities has the FinLINK project carried out in your group, how did the group members participate in these activities?
- What are the benefits of FinLINK project to yourself (as a group leader)? (group management skills, presentation skills, communication skills, interpretation skills, confidence in finance management, etc.)
- How are the training contents (financial education, business education) applied by the members in their family finance? How effective? Are there any member reporting any further information on these contents during the application process, please specify?
- How the training contents help women in family life? How has the relationship between the women and other family members changed after they participated in VSLA activities (in saving, spending, business investment, production)?
- What is the method for loan management in the group? Evaluate this method?
- What is the method that group members use to transfer money/borrowing money of the group? Evaluate this method

- Are the activities designed by FinLINK appropriate for group members? Why? If changes are needed, how should these activities be changed to best suit the members of the group?
- Evaluate the sustainability of the VSLA activities, the reasons for such evaluation
- Have you observed any changes to the group members after participating in activities under FinLINK project? What are the specific showing? (in terms of finance management, level of confidence, use of telephone/Internet, money transfer, etc.)
- The number of group members currently having bank accounts, Vi Viet, bank cards, etc.?
- The number of group members knowing how to perform transactions via bank account, via Vi Viet?
- How is the use of smart phone and Internet connection of group members?

** For the leader of the group already using Vi Viet:*

- Have the group members mastered the use of Vi Viet? What are the difficulties in using it? Is there a way to help the group members to be more proficient?
- The attitude and assessment of the group members regarding the use of VI?
- What are advantages/disadvantages of using Vi?
- After knowing how to use Vi Viet, how did the group members guide each other/guide other people to use it?
- Evaluate the possibility to maintain the use of Vi Viet in the group in the near future?

** For the leader of the group not using Vi Viet:*

- Why does not the group use Vi?
- Do the group members want to use Vi Viet to perform transactions? Why?
- In the near future, will the group use Vi Viet for saving/borrowing money as some groups currently do? Why?

3. References

- The records of savings, loans management of the group
- The record of group activities
- Materials for group activities

FINLINK – IDI VSLA GROUP’S MEMBER

Name:.....Group.....

Commune:.....

Age:Ethnicity:.....How long being a member of VSLA:.....

Tel:..... Interview duration: 60 minutes

Interview date:.....Interviewer:.....

Contents for discussion

1. Objectives

- To review financial management, savings, expenses, business activity, family loans (awareness - attitudes - practice).
- To review the possibility of applying the training contents of the project on financial education and business education to practice.
- To review the participation in VSLA group and the level of assured feeling about the method for managing money in the group
- To review the understanding - attitude - practice of the method for money transfer, transactions, ... via Vi Viet and bank account.

2. Household information

- How many members are there in your family and what is the occupation of each member?
- (If this is a business household) ask further about: business items, business situation,
- (If this is not a business household): any intention to do business in the future? Why? (if yes) Where did the business idea come from? Why have not you done it immediately?
- Assess your household economy against the general economic level of other households in the village?

3. Evaluation of project-related activities

- Does your family have a financial management plan or a saving plan? If so, how are the plans implemented? How does your family support the implementation of this plan? Who is the key person responsible for the implementation of these plans? If no, how does your family spend and save money?
- Does your family borrow loans?, what is the loan for?, what is your repayment plan?
- What did you join VSLA for? Please evaluate your level of participation compared to that of other members in each group activity.
- How do you evaluate the activities conducted in VSLA group? Are they suitable for you or not?
- Do you remember the amount of savings that the group is currently managing?
- How is your group managing this amount? Do you feel assured with such management?
- How do you comply with the rules in the group? If you ever violated the rules of the group, please specify the reasons, and how you rectified it?
- Did you participate in financial education and business education in your group sponsored by FinLINK project in the past time? How do you evaluate these activities?
- How have you applied the training contents on this topic to your family? Why?
- Compared to 2015, currently who is the main decision maker in finance management, spending, saving and investment in business or production in your family? Why is that person the main decision maker?

- Compared with the past, how do you see your level of confidence in managing family finance, business etc.?
- How does your husband/children think about your participation in group activities?
- In the future, do you intend to continue your participation in the activities of the group? Why?
- In your opinion, what changes does the group need so that you can participate more actively?
- Do you have a bank account? What do you use bank account for?
- If you need to transfer money to someone, how do you do it? Why do you use that method? Do you feel assured with that method?

** For the member currently using Vi Viet?*

- Do you have a smart phone?
- How long have you been using Vi Viet? What do you use Vi Viet for?
- How do you evaluate Vi Viet?
- What are the benefits of Vi Viet to you?
- In the future, which features of Vi Viet do you intend to use?
- How do you feel when using Vi Viet?
- Have you introduced or guided someone to use Vi Viet? Why? Please specify who and how you did it?
- Is there any member of your family knowing how to use Vi Viet? Why? How do they evaluate it?

** For the member not using Vi Viet*

- Why do not you use Vi Viet?
- Is there any inconvenience for you in sending money to and receiving money from the group?
- What do you think if you can use Vi Viet without having to use cash?
- Do you intend to use Vi Viet in the future? Why?

4. References

- Some finance management plans or business plans (if any)

FinLINK – IDI Non-member of VSLA Group

Name:.....Group.....

Commune:..... Address:

Age:Ethnicity:.....

Tel:..... Interview duration: 60 minutes

Interview date:.....Interviewer:.....

Contents for discussion

1. Objectives

- To learn about finance management in the household of some non-members of VSLA
- To learn about their understanding/evaluation of the activities and effectiveness of VSLA
- To review the possibility of joining VSLA, the use of Vi Viet and bank account

2. Household information

- How many members are there in your family? What is the occupation of each member? What are the income-generating sources?
- (If this is a business household) ask further about: business items, business situation, etc.
- Do your family members join any local groups, unions, mass organizations? What is the level of participation? What kind of activities do they mainly participate in?
- Who is the person to manage your family expenditure?, why is that person?, how does he/she do it (method)?
- Who is the main decision-maker in terms of family expenditure? Why is that person?
- How does your family manage savings? Are you satisfied with this method?
- Does your family borrow money? If yes, from which sources? How is this loan compared to other loan sources in the locality?

3. Understanding of VSLA and the desire to participate in VSLA activities

- Do you know about VSLA? What activities do they implement? How effective are they?
- Are you a member of any savings groups in the locality? Why did not you join VSLA group?
- Do you want to join VSLA? Why?
If yes, what have you done to be able to join? What are your expectations in being a member of VSLA?
- Do you/your family members have a bank account? If yes, how long have you had it? For what purposes? If not, why don't you apply for it?
- How do you usually transfer money? How do you evaluate that method for money transfer? Do you feel assured with that method?
- In your opinion, which is the best way to transfer money?
- Do you have a smartphone? If no, why? If yes, what do you use smart phone for? Is your phone connected to the Internet? Have you heard of the transfer of money via phone, bank account without having to use cash? If yes, do you want to use such service for transactions, money transfer?
- Have you heard of Vi Viet? What do you know specifically? Do you want to use it? Why?

4. Reference

- Household finance management plans (if any)

FinLINK – IDI Lien Viet Post Bank

Name:..... Position:.....

Age:..... Sexual:..... How long to be in this position:.....

Office address:.....

Tel/Email:..... Interview time: 60 minutes

Interview content

1. Objectives

- To understand the trend of electric wallet and it's operation in Vietnam market
- To understand the operational style and cooperation of LVPB in FinLINK
- To understand more about the legal framework for electric wallet and LVPB's strategy

2. General information of LVPB

- Number of branches and transaction offices in whole country?
- Number of clients: loan outstanding; saving? (detail for Viet wallet product in whole country?)
- Other competitors; partners and detail of the products?

3. Information of FinLINK's project site

- Specific activities in the Dien Bien FinLINK project site?
 - o Number of participants of Viet wallet?
 - o Level of understanding of people about FinLINK according to Lien Viet PostBank's evaluation?
 - o How are activities of Lien Viet's Viet wallet on operating? (Clarify the method and steps/process)
 - o Communication and propaganda activities of Viet wallet in the project site? Is there any linkage to other provinces and Lien Viet's marketing strategy?
- Viet wallet's strategy in the FinLINK's project site and in whole country?
- Evaluation of VSLA groups' activities in the FinLINK project:
 - o Relevance and mobilization of women's participation?
 - o Effectiveness of this model compares with other existing models in the commune?
 - o Sustainability of VSLA groups' activity?
 - o Possibility to expand of this model in commune area?
- Opportunities and challenges for Lien Viet while attending in the FinLINK project?
- Specific evaluation of relationship: CARE-LVPB-VISA for FinLINK?
- Next plan of Lien Viet in the FinLINK project?

4. Reference

- Documents that related to Lien Viet Post Bank's Strategy and whole country report (if possible)
- Progress reports in the FinLINK project site
- Information of clients/ list of clients in the FinLINK project
- Communication and Viet wallet product introduction documents that related to the FinLINK project
- Other documents (if any)

FinLINK – IDI State Bank-BankNet

Name:..... Position:.....

Age:..... Sexual:..... How long to be in this position:.....

Office address:.....

Tel/Email:.....Interview time: 60 minutes

Date of interviewing:..... Interviewer:.....

Interview content

1. Objectives

- To understand the trend of electric wallet and it’s operation in Vietnam market
- To understand more about institutions that delivering service in Vietnam electric wallet market
- To understand more about legal framework for electric wallet operation in Vietnam

2. Information of electric wallet service in Vietnam

- General activity of electric wallet in Vietnam?
- Evaluate the current and next 3 years demand of electric wallet in Vietnam?
 - o Trend of user?
 - o Group of main users?
 - o Habit of users?
 - o Where areas that service regular used?
 - o Level of investment of implementer and feasibility?
- Policies and legal framework for e-banking and e-wallet? (Clarify)
- Opportunities and threatens on operating e-wallet in Vietnam
 - o About activity in general?
 - o About client and maintenance of using service?
 - o About operational partner?
 - o About legality?
 - o Other (if any)?
- Evaluate the using electric wallet capacity of low-income group (especially in the rural and ethnic areas)? Is there any special policy?
- Do you know about LVPB’s Vi Viet service? Advantage and disadvantage of this service in comparison with other institutions’ service?

3. References

- Other documents (if needed)

FinLINK – IDI Project staff in charge of VISA

Name:..... Position:.....

Age:..... Sexual:..... How long to be in this position:.....

Office address:.....



Kết nối Cộng đồng

Prepared by: Viet Rural Development Center – www.vieted.com.vn

Tel/Email:.....Interview time: 60 minutes

Date of interviewing:..... Interviewer:.....

Interview content

1. Objectives

- To understand the trend of electric wallet service and it's operation in global and Vietnam markets
- To understand the operational method and collaboration of VISA in the FinLINK
- To understand VISA's strategy in global and Vietnam

2. General information of global VISA

- Information of client, product and operational area of global VISA?
- Main competitors and partners of global and Vietnam VISA?
- General strategy of global and Vietnam VISA?

3. Information of the FinLINK project site

- Specific activity at Dien Bien @FinLINK project site?
- Strategy of Vi Viet in the FinLINK project site and whole country?
- Evaluation on VISA's activity in the FinLINK project:
- Opportunities and threatens of VISA while involving in the FinLINK project?
- Specific evaluation on relationship: VISA-CARE-LVPB for the FinLINK?
- Next plan of VISA for FinLINK project and other CARE's operational areas?

4. References

- Documents related to the strategy and introduction of global VSBP
- Introduction documents of the FinLINK project.
- Propaganda and introduction of the FinLINK under VISA's view
- Other documents (if needed)

FinLINK – IDI Dien Bien Community Development Centre

Name:.....Position:.....

Age:..... Sexual:..... How long to be in this position:.....

Office address:.....

Tel/Email:.....Interview time: 60 minutes

Date of interviewing:.....Interviewer:.....

Interview content

1. Objectives

- Operational performance of the FinLINK under direct operational partner's perspective
- To learn about the dissemination ability, improvements to be more suitable to ethnic women and people in Dien Bien

2. General information of Dien Bien CCD

- Establishment time, organizational structure, mission, activities that CCD has been operating?
- What activities to be done as the CARE's partner, who other collaborators are partnering to operate intervention for community, and which area?

3. Information about the FinLINK

- What activities does Dien Bien CCD participate in the FinLINK project? How is collaboration mechanism between CARE and stakeholders?
- According to the Dien Bien CCD's experience, let's evaluate VSLA groups activity in the FinLINK project:
 - o Relevance and mobilization of ethnic women's participation?
 - o Effectiveness of these models in comparison with existing models?
 - o Sustainability of VSLA groups activity?
 - o Ability to extend this model in commune area?
 - o Impact of the project activities on the ethnic women's life and economical position?
 - o Other activities are not yet done as CARE and Dien Bien CCD's expectation
 - o Changes/ solutions for the project performance improvement
- Dien Bien CCD's opportunities and challenges while attending in the FinLINK project?
- Specific evaluation on relationship between CARE-Dien Bien CCD for FinLINK?
- CCD's next plan in the FinLINK project?

4. References needed

- Progressive reports in the FinLINK project site
- Reports and database of activities conducted by Dien Bien CCE (if possible)
- Other documents (if needed)

FinLINK – IDI CARE’s staff

Name:.....Position:.....

Age:..... Sexual:..... How long to be in this position:.....

Office address:.....

Tel/Email:.....Interview time: 60 minutes

Date of interviewing:.....Interviewer:.....

Interview content

1. Objectives

- To understand the ideation of enhancing ethnic women economical position – and partnership with VISA to operate Viet wallet
- To understand strategy of CARE Vietnam and global
- Initial evaluation of CARE on the project’s activities

2. General information of CARE

- Establishment time, organizational structure, mission, clients, products and project area, activities that Care has been operating
- Competitors and main partners of CARE in Vietnam and global?
- General strategy of CARE in Vietnam and global?

3. Information of the FinLINK project

- What are activities in the FinLINK project, how is the different between project design and initial ideation, how is the collaboration between CARE and other stakeholders?
- According to CARE’s experience on operating activities in Vietnam, let’s evaluate VSLA groups activity in the FinLINK project:
 - o Relevance and mobilization of ethnic women’s participation?
 - o Effectiveness of these models in comparison with existing models?
 - o Sustainability of VSLA groups activity?
 - o Ability to extend this model in commune area?
 - o Impact of the project activities on the ethnic women’s life and economical position?
 - o Other activities are not yet done as CARE’s expectation
 - o Changes/ solutions for the project performance improvement
- CARE’s opportunities and challenges while attending in the FinLINK project?
- CARE’s next plan in the FinLINK project?

4. References needed

- Progressive reports in the FinLINK project site
- Reports and database of VSLA groups’s activities conducted by CARE (if possible)
- Other documents (if needed)

Appendix 5.4: The form to collect secondary data

SECONDARY DATA NEED TO BE COLLECTED – FINLINK PROJECT

Updated on/3/2017

#	Content	Unit	Q'ty	Note
1	Total # of current VSLA groups	Group	30	Decrease 1 group because 2 groups merged into 1
2	Total member of VSLA groups	Person	805	
2.1	Number of members drop-out of the groups during project time	Person		
2.2	Number of new members during project time	Person		
3	Total group use Viet wallet (group)	Group	6	
4	Total members use Viet wallet	Person		
5	Number of member use Viet wallet fluently (use the wallet for transaction without any support from other)	person		
6	Total transactions through Viet wallet of the group's members up to now	Transaction		
7	Total amount of money transacted through Viet wallet of the members up to now	VND		
8	Total amount of money managed by VSLA groups	VND		
9	Number of women built business plan during project time	Person		
10	Number of women implemented business plan during project time	Person		

11	Number of women built household financial plan during project time	Person		
12	Number of women are using smart phone	Person		
13	Number of women have bank account	Person		
14	Number of women have and use card for transactions through bank	Person		
15	Number of women increase average income (compare b/w at the end and the beginning of the project)	person		
16	Number of women attended in financial education course	Person		
17	Number of women be self-confident of financial management	person		
18	Number of women attended in the business education course	person		
19	Number of women be self-confident to operate business	person		

Annex 6: General Introduction of Vi Viet

Vi Viet is an unphysical wallet that was designed and developed by Lien Viet PostBank. Vi Viet is used for the transactions from Vi to Vi, Vi to bank account and vice versa. To use Vi Viet, the user needs a smartphone or any electronic device connected to internet, a phone number and a Vi Viet account. The user needs to install Vi Viet apps to use in the smartphone.



Lien Viet PostBank adapted a separated type of Vi Viet for FinLINK project in Dien Bien. So, in project area, there are 2 types of Vi Viet: Individual Vi Viet and mutual Vi Viet for VSLA group. As the VSLA has not have the legal entity, they can not have mutual bank account of VSLA, but the VSLA can have own the Vi Viet account. Before using Vi Viet, this mutual money of VSLA was in cash and kept in the safe after contributing shares and lending. Sometimes, especially when the mutual money amount was big, the VSLA members felt worried that the safe could be stolen.

For security, it is required 3 OTPs kept by 3 different members in the VSLA to open the mutual Vi Viet account of VSLA. So, one member can not use the mutual Vi Viet without the OTPs from others. The cash can not be withdrawn from the mutual Vi Viet. To withdraw cash, the money from the mutual Vi Viet need to be transfered to the invididual Vi Viet account of a merchant.

Among 6 piloted VSLAs using Vi Viet in FinLINK project, there are 2 completed Vi Viet user groups, 4 remaining groups are partial Vi Viet user groups. A completed Vi Viet user group means that there is a mutual Vi Viet account of the group, and each member in that group owns an individual Vi Viet account. All members in VSLA in completed user group can contribute shares by transferring money from the individual Vi Viet accounts to the mutual Vi Viet account, and can get loans by transferring money from the mutual Vi Viet account to the individual Vi Viet accounts. A partial Vi Viet user group have a mutual Vi Viet account of the group as well, but not all members in the group have invididual Vi Viet accounts. To keep the mutual money amount in the mutual Vi Viet of the group, the cash need to be given the merchant, then the merchant transfers money from her individual Vi Viet account to the mutual Vi Viet account.

Appendix 7: The Decision of Vietnam State Bank on establishment of the Fintech Steering Committee

NGÂN HÀNG NHÀ NƯỚC
VIỆT NAM

Số: 328 /QĐ- NHNN

CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
Độc lập - Tự do - Hạnh phúc

Hà Nội, ngày 16 tháng 3 năm 2017

QUYẾT ĐỊNH

Về việc thành lập Ban Chỉ đạo và Tổ giúp việc
Ban Chỉ đạo về lĩnh vực công nghệ tài chính của Ngân hàng Nhà nước

THÔNG ĐỌC NGÂN HÀNG NHÀ NƯỚC

Căn cứ Luật Ngân hàng Nhà nước Việt Nam số 46/2010/QH12 năm 2010;
Căn cứ Nghị định số 123/2016/NĐ-CP ngày 01/9/2016 của Chính phủ quy định chức năng, nhiệm vụ, quyền hạn và cơ cấu tổ chức của Bộ, cơ quan ngang Bộ;
Căn cứ Nghị định số 16/2017/NĐ-CP ngày 17/02/2017 của Chính phủ quy định chức năng, nhiệm vụ, quyền hạn và cơ cấu tổ chức của Ngân hàng Nhà nước Việt Nam;
Xét yêu cầu nhiệm vụ công tác;
Theo đề nghị của Vụ trưởng Vụ Thanh toán và Vụ trưởng Vụ Tổ chức cán bộ,

QUYẾT ĐỊNH:

Điều 1. Thành lập Ban Chỉ đạo về lĩnh vực công nghệ tài chính của Ngân hàng Nhà nước (sau đây gọi tắt là Ban Chỉ đạo Fintech) gồm các ông, bà có tên sau đây:

1. Ông Nguyễn Kim Anh, Phó Thống đốc Ngân hàng Nhà nước – Trưởng ban;
2. Ông Nghiêm Thanh Sơn, Phó Vụ trưởng Vụ Thanh toán – Phó Trưởng ban;
3. Bà Hoàng Thị Phương Hạnh, Phó Vụ trưởng Vụ Hợp tác quốc tế – Thành viên;
4. Bà Nguyễn Tuyết Dương, Phó Vụ trưởng Vụ Pháp chế – Thành viên;
5. Ông Nguyễn Quang Hưng, Phó Cục trưởng Cục Công nghệ tin học – Thành viên;
6. Ông Phạm Chí Quang, Phó Vụ trưởng Vụ Chính sách tiền tệ – Thành viên;
7. Ông Nguyễn Trọng Du, Vụ trưởng Cơ quan Thanh tra, giám sát ngân hàng – Thành viên;
8. Ông Phạm Xuân Hòa, Phó Viện trưởng Viện Chiến lược ngân hàng – Thành viên;

9. Ông Phan Huy Thắng, Phó Tổng Giám đốc Trung tâm Thông tin tin dụng Quốc gia Việt Nam – Thành viên;

10. Ông Phạm Tiến Dũng, Chủ tịch Hội đồng quản trị Công ty cổ phần Thanh toán Quốc gia Việt Nam (NAPAS) - Thành viên.

Điều 2. Ban Chỉ đạo Fintech làm việc theo chế độ kiêm nhiệm và có nhiệm vụ sau:

1. Trình Thống đốc phê duyệt chương trình, kế hoạch hoạt động hàng năm.

2. Tham mưu đề xuất với Thống đốc những giải pháp nhằm hoàn thiện hệ sinh thái (kể cả hoàn thiện khuôn khổ pháp lý) tạo thuận lợi cho các doanh nghiệp Fintech ở Việt Nam phát triển, phù hợp với chủ trương và định hướng của Chính phủ.

3. Tổ chức thảo luận và trình Thống đốc quyết định những nội dung quan trọng liên quan đến Fintech (như chiến lược/kế hoạch phát triển lĩnh vực Fintech tại Việt Nam...)

4. Thực hiện các nhiệm vụ khác do Thống đốc Ngân hàng Nhà nước giao.

Điều 3. Giúp việc Ban Chỉ đạo Fintech có Tổ giúp việc gồm các ông, bà có tên sau đây:

1. Ông Nghiêm Thanh Sơn, Phó Vụ trưởng Vụ Thanh toán – Tổ trưởng

2. Ông Đoàn Mạnh Tú, Trưởng phòng Vụ Hợp tác quốc tế – Thành viên;

3. Ông Trần Hữu Thắng, Trưởng phòng Cục Công nghệ tin học – Thành viên;

4. Ông Phan Mạnh Cường, Trưởng phòng Vụ Giám sát an toàn hệ thống ngân hàng, Cơ quan Thanh tra, giám sát ngân hàng – Thành viên;

5. Bà Bùi Thúy Hằng, Trưởng phòng Vụ Chính sách tiền tệ – Thành viên;

6. Bà Nguyễn Thu Trang, Trưởng phòng Viện Chiến lược ngân hàng – Thành viên;

7. Ông Nguyễn Hữu Cường, Trưởng phòng Trung tâm Thông tin tin dụng Quốc gia Việt Nam – Thành viên;

8. Ông Ngô Văn Đức, Phó trưởng phòng Vụ Thanh toán – Thành viên;

9. Bà Nguyễn Thanh Hương, Phó Trưởng phòng Vụ Pháp chế – Thành viên;

✓ 10. Ông Nguyễn Minh Đức, Chuyên viên Vụ Thanh toán – Thành viên;

11. Bà Thái Thu Hương, Chuyên viên Vụ Hợp tác quốc tế – Thành viên;

12. Ông Chủ Lê Thành, Chuyên viên Vụ Pháp chế – Thành viên;

13. Bà Trương Thị Thùy Trang, Thanh tra viên Vụ Chính sách an toàn hoạt động ngân hàng, Cơ quan Thanh tra, giám sát ngân hàng – Thành viên;

14. Ông Nguyễn Trung Anh, Chuyên viên Cục Công nghệ tin học – Thành viên;

15. Bà Nguyễn Thị Minh Ngọc, Chuyên viên Viện Chiến lược ngân hàng – Thành viên;

16. Ông Ngô Thành Nam, Chuyên viên Trung tâm Thông tin tin dụng Quốc gia Việt Nam – Thành viên;

17. Ông Trần Anh Quý, Chuyên viên Vụ Chính sách tiền tệ – Thành viên;

18. Ông Đặng Trung Hiếu, Trưởng phòng Công ty cổ phần Thanh toán Quốc gia Việt Nam (NAPAS).

Điều 4. Tổ giúp việc làm việc theo chế độ kiêm nhiệm và có nhiệm vụ sau:

1. Xây dựng chương trình, kế hoạch hoạt động của Ban Chỉ đạo Fintech hàng năm.

2. Nghiên cứu và đề xuất với Ban Chỉ đạo Fintech và Thống đốc những giải pháp nhằm hoàn thiện hệ sinh thái (kể cả hoàn thiện khuôn khổ pháp lý) tạo thuận lợi cho các doanh nghiệp Fintech ở Việt Nam phát triển, phù hợp với chủ trương và định hướng của Chính phủ.

3. Làm đầu mối trong phối hợp công tác với các Bộ, Ngành có liên quan để triển khai các nhiệm vụ được Thủ tướng Chính phủ giao tại Quyết định số 844/QĐ-TTg ngày 18/5/2016.

4. Thực hiện các nhiệm vụ khác do Ban Chỉ đạo Fintech giao.

Điều 5. Vụ Thanh toán là Cơ quan Thường trực Ban Chỉ đạo Fintech và thực hiện các nhiệm vụ khác do Ban Chỉ đạo Fintech giao. Quy chế làm việc của Ban Chỉ đạo Fintech và Tổ giúp việc do Trường ban quyết định.

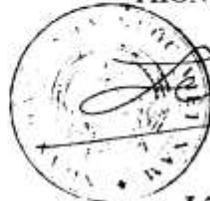
Điều 6. Quyết định này có hiệu lực kể từ ngày ký. Ban Chỉ đạo Fintech và Tổ giúp việc tự giải thể sau khi hoàn thành nhiệm vụ.

Điều 7. Chánh Văn phòng, Vụ trưởng Vụ Tổ chức cán bộ, Vụ trưởng Vụ Thanh toán, Thủ trưởng các đơn vị thuộc Ngân hàng Nhà nước và các Ông, Bà có tên tại Điều 1, Điều 3 chịu trách nhiệm thi hành Quyết định này. *Minh*

Nơi nhận:

- Như điều 7;
- Lưu VP, TCCB *pm*

THỐNG ĐỐC



Lê Minh Hưng