



LAO PEOPLE'S DEMOCRATIC REPUBLIC
Peace Independence Democracy Unity Prosperity

Ministry of Industry and Commerce
Department of SME Promotion

MSME Access to Finance Emergency Support and Recovery Project - MSME A2F-ESR
Project no. P174169

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES - FIRMS SELECTION)

Assignment Title: Hiring the Services of a Consulting Firm to Establish the Lao Credit Guarantee Facility (CGF)

Reference No. LA. DOSMEP-3.1-3.2-CS-QBS

The Government of Lao PDR received financing from the World Bank Group's International Development Association (IDA) for a project to assist Micro, Small, and Medium Enterprises (MSMEs) and the Financial Sector, specifically Participating Financial Institutions (PFIs). The Project's development objective is to provide long-term funding sources for banks to provide long-term credit to MSMEs to overcome the impact of the COVID 19 Pandemic. Negative impacts of the global COVID-19 pandemic have exacerbated Lao PDR's weak fundamentals and led to a deterioration in the macroeconomic situation, including the SME and Financial sectors. The project's aims are to strengthen the capacity of financial institutions and MSMEs to sustain operations and recover from the COVID-19 emergency. The project is expected to support the recovery and growth of privately-owned MSMEs by increasing the supply of long-term finance provided by commercial banks and by strengthening the capability of Department of SME Promotion to formulate and implement public policies that promote access to finance for MSMEs and strengthen the banking sector to recover from the effects of the COVID 19 Pandemic.

The Project's three components are: (i) Emergency and Recovery Line of Credit to MSMEs; (ii) Strengthening BOL Capacity to Supervise PCG Facility; (iii) Technical Assistance and Project Management. This project is being implemented and managed by the Department of SME Promotion (DOSMEP).

The consulting services ("the Services") will include the Establishment of a Credit Guarantee Facility (CGF). The CGF, once established will offer guarantees to banks for long term MSME financing. The CGF will draw on the World Bank's "Principles for Public Credit Guarantee Schemes for MSMEs", tailored to the Lao context. Bank of Lao (BOL) established a Decision on the establishment of Credit Guarantee Companies on December 21st, 2020, which specified principles, regulations and measures for business establishment application and activities of a credit guarantee companies and based upon the Feasibility Study for the Establishment of a CGF, which was completed on December 26, 2020. The 2020 BOL Decision is written from the point of view of private entities establishing credit guarantee facilities. However, while many of the points in the 2020 Decision would apply to the CGF, the CGF would be a public entity and initially would be completely owned by the Government of Lao PDR. After three years, private investment in the CGF would be permitted, subject to an aggregate 30% ownership maximum. The assignment shall be implemented in two phases. Phase 1- Development of the Business Plan and Phase 2 - Implementation of the Business Plan upon acceptance and approval by the client. A total effort of 1,100 person days have been identified for both phases. The duration of the assignment is 30 months from the date of commencement of services.

The services will include the Establishment of a CGF covering but not limited to the following tasks: (i) Human Resource policies and practices; (ii) Establish Risk Management, capacity, and operational practices for a Lao CGF; (iii) CGF's Management Information System (MIS); (iv) Establish the financial management practices for the CGF; (v) Design external reports to meet the requirements of the Bank of the Lao PDR (BOL); (vi) Design the initial loan/guarantee product for a Lao CGF; (vii) Operationalizing the CGF; (viii) On the Job Training of local staff of the CGF to operate the CGF once the consulting firms contract expires. The detailed Terms of Reference (TOR) for the assignment can be accessed at the DOSMEP's website: <https://dosmep.org/vacancies/> or can be obtained at the address given below.

The DOSMEP now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are: (i) The consulting firm will have at least 10 years' experience in credit guarantee systems and experience dealing with small and medium-sized enterprise (SME) finance in advanced and also developing countries; (ii) The consulting firm will need to demonstrate to evidence of successful implementation of similar projects requiring a team with the experience and qualifications to establish operating procedures, risk management, portfolio management, transparency practices, governance structure, marketing, development products, and staff training and development; and (iii) The consulting firm should also have experience in implementing support for gender and social safeguards within the CGF products and processes. Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's “Procurement Regulations for IPF Borrowers” July 2016, Revised November 2017 August 2018 and November 2020 (“Procurement Regulations”), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Quality Based selection method set out in the World Bank's Procurement Regulations for IPF Borrowers.

Further information can be obtained at the address below during office hours 8:00 am to 16:00 pm. Expressions of interest must be delivered in a written form to the address below or no later than **August 25, 2022, 16:00 o'clock** in local time (submissions via email are also acceptable).

Department of SME Promotion, Ministry of Industry and Commerce
Nongbone Rd, Fai Village, Saysettha District, Vientiane Capital, Lao PDR, P.O. Box 474
Attn: Dr. Bounpheng Sibounheung, Director General/Project Director
Contact number: +856 21 414064; Email: bp.sibounheung@gmail.com
Cc: sphouthavong@outlook.com; sith.ite@hotmail.com; sheena.cbb@outlook.com;
kinnakoneck@gmail.com; deepalwf@gmail.com

**MINISTRY OF INDUSTRY AND COMMERCE
DEPARTMENT OF SME PROMOTION**

**MSME ACCESS TO FINANCE EMERGENCY SUPPORT AND RECOVERY
PROJECT (MSME A2F-ESR PROJECT) IN LAO PDR**

**Draft – Terms of Reference (TOR) for a Consulting Firm to Establish the Lao Credit
Guarantee Facility (CGF)**

Ref No. LA.DOSMEP-3.1-3.2-CS-QBS

1. Background

The Government of Lao PDR received financing from the World Bank Group’s International Development Association (IDA) for a project to assist Micro, Small, and Medium Enterprises (MSMEs) and the Financial Sector, specifically Participating Financial Institutions (PFIs). The Project’s development objective is to provide long-term funding sources for banks to provide long-term credit to MSMEs to overcome the impact of the COVID 19 Pandemic. Negative impacts of the global COVID-19 pandemic have exacerbated Lao PDR’s weak fundamentals and lead to a deterioration in the macroeconomic situation, including the SME and Financial sectors. The project’s aims are to strengthen the capacity of financial institutions and MSMEs to sustain operations and recover from the COVID-19 emergency. The project is expected to support the recovery and growth of privately-owned MSMEs by increasing the supply of long-term finance provided by commercial banks and by strengthening the capability of Department of SME Promotion to formulate and implement public policies that promote access to finance for MSMEs and strengthen the banking sector to recover from the effects of the COVID 19 Pandemic.

The Project’s three components are: (i) Emergency and Recovery Line of Credit to MSMEs; (ii) Strengthening BOL Capacity to Supervise PCG Facility; (iii) Technical Assistance and Project Management. This project is being implemented and managed by the Department of SME Promotion (DOSMEP).

The Objective of a Lao Credit Guarantee Facility (CGF) is to support credit worthy loan constrained MSMEs, in the targeted sectors, by providing credit guarantees to those that lack sufficient collateral and supports these MSMEs under the Project to develop their financial skills through the provision of technical assistance. Proposed capital for the Lao CGF is for US \$10 million, with the capital sought from the Government of Lao PDR. A possible funding source for Government of Lao PDR could be through the World Bank supported current MSME A2F-ESR Project via the DOSMEP.

Functions of a LAO CGF: The Lao CGF will offer guarantees to banks for long term MSME financing. The CGF will draw on the World Bank’s “Principles for Public Credit Guarantee Schemes for MSMEs”, tailored to the Lao context. BOL established a Decision on the establishment of Credit Guarantee Companies on December 21st, 2020, which specifies principles, regulations and measures for business establishment application and activities of credit guarantee companies and based upon the Feasibility Study for the Establishment of a CGF, which was completed on December 26, 2020.

2. Requirements for Carrying Out the Assignment

The CGF is being established and will operate its businesses activities in accordance with the provisions of the Law on Enterprise (Part VI – State Enterprise/Part VII – Mixed Enterprise).

The CGF will be authorized to provide credit guarantee services as per the provisions stipulated in the BOL Decision on Credit Guarantee Company (Ref. No. 730/BOL).

The Lao CGF will have an independent board of directors, with members both from the government and the private sector, which will be selected after the Business Plan is approved by the Lao Government. Manager of the Facility (Lao GCF Executive Director) will be an experienced financial professional, possibly a senior executive, seconded from one of the banks, as career development move, or a recently retired executive, who will also be selected after the business plan is approved.

The selected Consulting Firm will need to work closely, initially with DOSMEP and subsequently with the Lao CGF Board of Directors and the Executive Director, to prepare and assist in implementing the Lao Government approved business plan for an agreed period of time. Implementing the business plan should include establishing the organizational structure, guarantee policies, and administrative procedures, and assisting DOSMEP with hiring local staff to be trained by the Firm to operate the CGF, once the Firm has completed its assignment.

3. Objective of the Assignment:

DOSMEP is looking for an experienced firm to carry out this assignment. It is expected that the assignment will be conducted in two phases. This comprehensive TOR for a Consulting Firm to establish the Lao CGF includes requirements for the following:

- Human Resource policies and practices,
- Establish Risk Management, capacity, and operational practices for a Lao CGF,
- CGF's Management Information System (MIS),
- Establish the financial management practices for the CGF,
- Design external reports to meet the requirements of the Bank of the Lao PDR (BOL),
- Design the initial loan/guarantee product for a Lao CGF,
- Operationalizing the CGF; and
- On the Job Training of local staff of the CGF to operate the CGF once the consulting firms contract expires.

4. Consulting Firm 's Deliverables Outputs and Key Activities

Phase 1:

Preparation of the Business Plan for the establishment of the CGF: Prepare the CGF Business Plan based on the requirements as shown below and present it to the Lao Government for approval. **Phase 2 will only commence after the business plan is approved by the Lao Government.**

Substantial preparatory work has already been completed including:

- A Feasibility Study for the Establishment of a Credit Guarantee Facility (CGF) which was completed in December, 2020.
- Legal Framework for the Design of the Lao Credit Guarantee Facility
- Corporate governance practices of the Lao Credit Guarantee Facility
- Legislation, Regulations and Guidelines to Supervise the Lao Credit Guarantee Facility

The business plan should cover the first three years of the CGF's operation and provide detailed explanations of actions that are proposed to accomplish the primary functions of the CGF during that time. The description should provide sufficient detail to demonstrate to the Lao Government that the CGF has a reasonable chance for success, will operate in a safe and sound manner, and will have adequate capital to support the risk profile.

CGF Business Plan Components

- a) Table of Contents
- b) Executive Summary
- c) General Description of Business
- d) Marketing Plan
 - Product Strategy
 - Market Analysis
 - Economic Component
- e) Management of Directors and Officers
- f) Records, Systems, and Controls
- g) Financial Management Plan
 - Capital and Earnings
 - Liquidity and Funds Management
 - Credit Risk
 - Capital and Earnings
 - Liquidity and Funds Management
- h) Business Operations
 - Guarantee Claim Procedure
 - CGF- BOL Financial Institution Registration
 - Operational Risk
- i) Financial Projections
 - Projected Balance Sheet;
 - Projected Income Statement; and
 - Regulatory Capital Schedule.
- j) Define the staff and management training strategy
- k) Monitoring and Revising the Plan

5. Phase 2: Assist in implementing the business plan approved by the Lao Government. Implementing the business plan should include the requirements in Task A to Task H as shown below, including establishing the organizational structure of the CGF and operationalizing the CGF. Assist DOSMEP in hiring local staff under different TORs, who will be trained on the job by the Firm to take on the responsibility of operating the CGF once the Consultant Firms contract expires.

Task A: Design corporate governance practices for a Lao CGF:

- a) Prepare corporate governance policies.
- b) Arrange to hold a meeting of shareholders, directors of a Lao CGF and senior/middle managers to discuss governance and its full implications per international standards.
- c) Present materials to introduce the basic concepts.
- d) Ensure Board of Directors establishes a link with the internal audit unit of the CGF.
- e) Prepare training in performance audit for the internal audit function.
- f) Define functions and training requirements for the internal audit group.
- g) Brief the BOL staff that will review the CGF on the corporate governance policies

Task B: Design Human Resource policies and practices:

- a) Create HR manual, performance reviews, professional development, training, etc.
- b) Prepare a briefing document on the HR policies and processes.
- c) Hold an orientation session on the proposed HR functions.
- d) Assess needs and put a program in place for the development of CGF staff.
- e) Implement the staff and management training strategy detailed in the CGF business Plan.
- f) Consulting Firm will need to develop a certification process to confirm success in building capacity of the Lao-CGF's local staff to operate the CGF at the project's conclusion.

Task C: Establish Risk Management, capacity, and operational practices for a Lao CGF:

- a) Create document for loan/guarantee assessments, which includes checklists to facilitate use.
- b) Develop a statistical database. The database structure and data elements should be identified and the algorithms for responding to key report requirements defined.
- c) Design a loan/guarantee committee approval authority system.
- d) On-going throughout the assignment, review, test and refine the loan/guarantee approval system with CGF management and Board of Directors
- e) Design a credit manual.
- f) Develop loan/guarantee policies covering the full credit cycle.
- g) Develop economic sector appetite statements.
- h) Design environmental and gender guidelines and screening processes.
- i) Create checklist to manage problem guarantee loans.
- j) Produce job descriptions and work-flow charts for all positions in the CGF.
- k) Design and deliver training products.
- l) Create the material and train the CGF staff or selected Business Development Service (BDS) providers to undertake training for MSMEs on the preparation of applications for Lao CGF guarantees.
- m) Develop operational risk policies.
- n) Design entity risk assessments for a corporate report to be prepared on all the known risks to management and then to the Board.
- o) Develop regulatory risk compliance policies.
- p) Develop an internal risk grading system.

Task D: Design a Lao CGF's Management Information System (MIS):

- a) Harmonize management information needs with banks.
- b) Design internal management information system capability and functionality, including technical specifications for the system and costing for the hard/software for the system. It should be noted that the cost of establishing the MIS (hardware and software) will be procured by DOSMEP.
- c) Support preparation of a suite of portfolio and oversight reports.
- d) Introduce key performance indicators to measure.
- e) Draft TORs and review expressions of interest for information technology and the risk management systems.
- f) Develop a capital management plan. Prepare related instructions on how the capital allocation decisions would be determined.

Task E: Establish the financial management practices of a Lao CGF:

- a) Develop a chart of accounts.
- b) Develop reports to extract all the information needed to monitor and analyze a Lao CGF guarantee portfolio and operational performance on a daily, weekly, monthly, and annual basis.
- c) Develop an enhanced annual budgeting process to link to a five-year strategic plan, including monthly variance analysis.
- d) Develop an investment strategy for investing the capital.
- e) Develop procedures for investing and managing the capital funds including safeguards for movement of the funds.
- f) Develop a TOR for selecting a securities firm to assist with the investment of capital.

Task F: Design external reports to meet the requirements of Bank of the Lao PDR (BOL):

- a) Develop policies for finance, accounting, and balance sheet management.
- b) Develop a set of key performance indicators for management.
- c) Explore development of profit and cost centers.

Task G: Design the legal framework for the Lao CGF and the credit guarantee system

- a) Prepare legal documentation for credit guarantee products and credit guarantee issuance master agreements with banks.
- b) Support and work closely with the International Legal Consultant (separate TOR) to draft a regulatory structure for the supervision of the scheme by Bank of LAO (BOL).

Task H: Design the initial loan/guarantee product for a Lao CGF:

- a) Design risk assessment templates for loan/guarantee product applications.
- b) Develop policies and procedures, templates, and schemes for loan/guarantee products.
- c) Develop and roll-out of an automated credit origination and decision-making methodology and process (including a credit scoring methodology); and related work to enhance the quality and efficiencies of loan/guarantee origination, processing, and portfolio management.
- d) Prepare training materials on loan/guarantee products.
- e) Raise a Lao CGFs profile in Lao PDR through promotion initiatives.
- f) Provide business development training in courses to banks on loan guarantee products.
- g) Develop strategy for marketing of the loan/guarantee product to raise awareness throughout Lao PDR.
- h) Conduct market research to establish the key triggers that would be important to main market segments.
- i) Prepare materials to support the implementation of the market awareness strategy.
- j) Carry out training and capacity building of banks, key stakeholders, and a Lao CGF staff regarding the guarantee system.
- k) Coordinate any Lao CGFs training and capacity building programs for SME clients with training programs offered by other development partners, as well as by the government and nongovernmental organizations.
- l) Carry out an initial training needs analysis regarding loan guarantee products, processes, and gender and environmental safeguards for the PFIs? The PFIs will be responsible for environmental assessment for guarantee projects, and for ensuring that each guarantee proposal includes process of screening environmental and social safeguards impact, develop mitigation measures to avoid and mitigate those impacts and documentation to be approved by concerned authorities, as well as monitor to ensure effective implementation of the Environment and Social Safeguard Management Framework (ESMF).

- m) Design capacity-building programs for banks on a Lao CGF's loan/ guarantee program.
- n) Working with CGF staff to carry out initial capacity-building programs for bank staff on Lao CGF's loan/ guarantee program.
- o) Design a plan for a Lao CGF staff cooperation with any industry trade associations and professional consulting associations to deliver training to MSMEs supporting key target areas including women entrepreneurs, business start-ups, rural and agricultural SMEs.

6. Client Liaison and Reporting

- a) Prepare in draft an inception report and review with the DOSMEP. Issue final version.
- b) Included in the regular reporting throughout the project, the Consulting Firm will need to report on progress in implementing the staff and management training strategy detailed in the CGF business Plan.
- c) Prepare in draft a brief letter-form monthly report of progress, challenges, corrective action, and forward plan for next month where quarterly reports are not issued. Brief meetings and respond to comments from DOSMEP and Lao CGF Board of Directors.
- d) Prepare draft quarterly reports and review with DOSMEP and Lao CGF Board of Directors and issue in final format for quarters where an annual report is not issued.
- e) Prepare a draft report at the end of Year one and review with DOSMEP and Lao CGF Board of Directors. Issue final version.
- g) Prepare a draft final report for review by the Lao CGF Board of Directors and then issue in final form. Report to include the Consulting Firms Certification the Lao-CGF's local staff have the capacity to operate the CGF at the project's conclusion.
- f) A final workshop for a Lao CGF Board of Directors could be held to review the final report and recommendations for continuing improvement. Requires preparation and delivery based on the final report.

7. Supervision

The selected Consulting firm will work under the overall supervision of the Director of MSMEA2F ESR, and the Project Manager. The selected Consulting firm will also be required to work in close collaboration with another relevant International Consultant and National Consultant (under separate TORs), and other key stakeholders involved in the MOF, BOL, PFIs, World Bank Team- Laos, Commercial Banks, and MSMEs, etc. as required. DOSMEP will provide some necessary facilities that are not included in the proposal, for example: interpreter, office space and IT to enable efficient working of the Consulting Firm (if required).

8. Duration of the Assignment

The assignment will be on a part time basis, for an overall contract of 30-month for this assignment (3 months for Phase 1 and 27 months for Phase 2), during the period of the project including about 4 trips per person (as required) to Lao per the period of the contract. The Consulting Firm's time and duration required may be adjusted subject to project requirements. Consulting Firm will work in Lao as well as from home as needed by DOSMEP. During the period of contract for the project, the number of working days might be amended according to real practice and with mutual agreement between the Consulting Firm and DOSMEP, subject to approval by the World Bank.

9. Payment Procedure

Phase1: The payments for phase 1 shall be based on Lumpsum type of contract based on the deliverables; and Phase 2 shall be based on Time Based type of contract based on the actual inputs of the staff and reimbursables.

10. Confidentiality and Conflict of Interest

The consultants undertake to comply with the World Bank's policies and rules about corrupt and fraudulent practices, conflict of interest, and confidentiality. The Consultants shall maintain confidentiality on all sensitive information obtained during the assignment and shall not publish wholly or in part the findings or such information, without prior written consent by DOSMEP.

11. International Consulting Firms Required Experience and Qualifications

Senior Credit Guarantee Specialist – International - The consultant will have at least 10 years' experience in credit guarantee systems and experience dealing with small and medium-sized enterprise (SME) finance in advanced and developing countries. The consultant will hold a minimum of a bachelor's degree in finance, economics, or a related field applicable to this position. The consultant will be the team leader and lead the TA and be responsible to assist the CGF to establish operating procedures, risk management, portfolio management, transparency practices, governance structure, marketing, development of guarantee products, and staff development. The consultant will also prepare draft text and documentation to include operating procedures, marketing programs, training material, and guarantee product material and other documents as needed to assist the CGF. The consultant will produce an inception report within 1 week of start-up, interim report within 10 weeks of start-up, draft final report 2 months of project end, and a final report within 1 month of project end.

Credit Risk Management Specialist – International - The consultant will have at least 10 years' experience in credit risk management, measurement, underwriting, collection, and collateral resolution processes working in advanced and in developing countries. The consultant will have practical knowledge of best practices in credit guarantee systems globally. The consultant will hold a minimum of a bachelor's degree in finance, economics, or a related field applicable to this position. The consultant will be responsible to assist the CGF to establish credit guarantee underwriting, portfolio risk management, non-performing loan control, collateral management, and collection practices. The consultant will prepare other text to include operating procedures, training material, underwriting procedures and other documentation as needed.

Financial Management & Accounting Specialist - International - The consultant will have at least 10 years' experience in financial management and expertise internationally in credit guarantee systems' asset liability management and accounting processes. The consultant will have practical knowledge of best practices in credit guarantee systems globally and experience in developing countries. The consultant will hold a minimum of a bachelor's degree in finance, accounting, or a related field applicable to this position. The consultant should also hold a relevant professional certification in accountancy or finance qualification such as a CPA, CA, or CFA. The consultant will assess financial management processes and recommend policy including asset liability management policy, investment policy, and accounting policy and principles. The consultant will also prepare other draft text, documents, and training material as needed to assist the CGF.

Legal Specialist for Credit Guarantee and SME Finance - International - The consultant will have at least 10 years' experience internationally in legal issues related to SME financing, credit guarantees and credit collection processes. The consultant will hold a minimum of a bachelor's degree in law or hold sufficient work experience applicable to the topic. The consultant will be responsible to assist the CGF to review and draft guarantee issuance documentation, association agreements with PFIs and other related documents. Along with the

national specialist, the consultant will also be responsible to provide written input into any amendments to the Law on the CGF.

IT System Specialist for Financial Risk Management - The consultant will have at least 7 years' experience in IT systems for risk management and portfolio management within financial institutions and have knowledge about the management information system needs of credit guarantee funds internationally. Experience internationally would also be an advantage. The consultant will hold a minimum of a bachelor's degree in computer science, programming, or a related field applicable to this position. The consultant will assist the CGF in identifying their risk management system needs and limitations, including needs for gender disaggregated data, drafting terms of reference to solicit offers for systems' upgrade or replacement, and assisting in offer evaluations. The consultant will also prepare other draft text, including request for expressions of interest, and training material as needed.

Environmental & Social Due Diligence Specialist - The consultant will have at least 10 years' experience in environmental & social due diligence in the financial sector, having worked in this field in developing countries. The World Bank support for this Project requires that the Participating Financial Institutions integrate into their lending operations (guaranteed under the Project) the requirements of environmentally and socially sound and sustainable development as identified in laws and regulations of Lao and the applicable World Bank Operational Policies. Accordingly, DOSMEP prepared, and the World Bank approved an Environmental and Social Management Framework (ESMF) to ensure that environmental and social risks are screened, identified, and managed by the PFIs and SME. The consultant will work closely with DOSMEP to ensure the CGF and the PFIs are aware of and follow appropriate procedures defined in the Environmental and Social Management Framework (ESMF).

Phase 1: Positions and Consultant Days Required:

Position	Estimated No of Person Days
International Consultants	
Team Leader and Senior Credit Guarantee Facility Specialist	50
Financial Management & Accounting Specialist	20
Credit Risk Management Specialist	30
Total Estimated Number of Person Days -Phase 1	100

Phase 2: Positions and Consultant Days Required:

Position	Estimated No of Person Days
International Consultants	
Team Leader and Senior Credit Guarantee Facility Specialist	350
Financial Management & Accounting Specialist	160
Credit Risk Management Specialist	260
Legal Specialist for Credit Guarantee and SME Finance	100
IT System Specialist for Financial Risk Management	80

Environmental & Social Due Diligence Specialist	50
Total Estimated Number of Person Days – Phase 2	1000
Total Estimated Number of Person Days – Phases 1 & 2	1100