

## **Section 5. Terms of Reference**

### **Project Management Consultancy (MPT)**

#### **1. Background**

1.1 The Government of Vietnam has received a Credit from the World Bank for an ICT Development Project which aims to accelerating the use of information and communication technology to (a) increase the efficiency and effectiveness of public administration, increase transparency and availability of information to stakeholders, and (b) foster private sector development, in particular by facilitating increased adoption of information and communication technology by small and medium enterprises.

1.2 The Project has a decentralized management structure, with five project implementation units (PIUs) in the Ministry of Posts and Telematics (MPT), General Statistical Office, Hanoi People's Committee, Danang People's Committee and Ho Chi Minh People's Committee. A Project Coordination Unit, also located within MPT, is responsible for overall project oversight.

1.3 The Ministry of Posts and Telematics sub-project includes the following components:

#### **Components**

##### **ACTIVITIES – COMPONENT A.1**

A.1.1 Review and upgrade MPT's current ICT infrastructure, assess future needs

A.1.2 Assess and upgrade Department of Posts and Telematics (DPT) ICT infrastructure

A.1.3 Government Process Re-engineering (GPR)

A.1.4 Design and manage pilot program for 2-3 prioritized e-MPT services

A.1.5 Implement remaining services of e-MPT

A.1.6 Activate e-MPT

A.1.7 Manage portal and gateway infrastructure

A.1.8 Set up e-library

##### **ACTIVITIES – COMPONENT A.2**

A.2.1 Design MPT portal architecture

### **Components**

A.2.2 Develop and activate MPT informational portal

A.2.3 Develop and activate MPT interaction portal

A.2.4 Develop and activate MPT transactional portal

### **ACTIVITIES – COMPONENT A.3**

A.3.1 Design Chief Information Officer (CIO) job descriptions and responsibilities for ICT leadership

A.3.2 Design and conduct CIO training program

A.3.3 Advise on revising next IT Master Plan (2006-2011)

A.3.4 Establish awareness raising ICT programme and design roadmap

### **ACTIVITIES – COMPONENT A.4**

A.4.1 Develop and provide ICT training for MPT and selected DPT staff

A.4.2 Develop and provide telecoms policy training for MPT and selected DPT staff

A.4.3 Develop and provide training on international economic and telecoms law to MPT staff

A.4.4 Develop and provide Resource Management training to selected MPT and DPT staff

A.4.5 Organize conferences, seminars and study tours for MPT management

### **ACTIVITIES – COMPONENT A.5**

A.5.1 Assist the National CERT

A.5.2 Assist the establishment of Public Key Infrastructure (PKI) legislation

A.5.3 Assess Vietnamese telecommunications regulations and policies

A.5.4 Address telecoms regulatory and policy issues on per needs basis

A.5.5 Develop National ICT Strategies Monitoring and Evaluation System

### **ACTIVITIES – COMPONENT A.6**

A.6.1 Design Enterprise Architecture for eGovernment in Vietnam

A.6.2 Design Application Standard for eGovernment

1.4 The Terms of Reference (TOR) outlined in this document is for project management during implementation, including general day-to-day support for all PIU activities. The outputs expected at the completion of the consulting services are a strengthened PIU, able to implement the Project successfully. The TOR shall serve as a guide for the Consultants in the preparation of the technical and financial proposals.

1.5 The Consultants shall be ready to assist not only the PIU (the Client), but District and Ward authorities, local communities, the Procurement Specialist, and other international and national consultants working on the same Project. Therefore, the bidders shall to ensure that all the necessary tasks, assignment, and associated costs required for the successful completion of the services are outlined in the technical and financial proposal.

## 2. Objectives

- 2.1 The main objectives of this assignment are to provide project management and coordination support to the PIU staff, and others involved in the management of the project, and in planning, disbursement, accounting and financial management, and other project matters.
- 2.2 The aim is to meet the objectives of the subproject, implement the components under this subproject in a timely and efficient manner, and to help build project management capacity of the PIU.
- 2.3 Consulting on management and supervision for improvement of leadership capability, modernization and e-Government subproject in MPT.

## 3. General Scope of Work

3.1 **Tentative composition of the Team of Consultants.** It is envisaged that the consultancy team would consist of professionals with relevant skills and both international and national experiences. The following key staffs are expected to be required:

- Team Leader (international experiences required)
- Deputy Team Leader (national experiences required)
- Financial Management Specialist (international or/and national experiences required)
- ICT Specialist (international or/and national experiences required)
- Training Specialist (international or/and national experiences required)

3.2 The consultants will generally provide all necessary management and technical support to PIU and others (as outlined in item 1.5) as may be required by the PIU, for all components. More specifically the consultants will assist the PIU in the implementation and monitoring of the project as below:

- (a) Handling planning, technical, and financial management, disbursement, and auditing issues arising from implementation of the various project activities;
- (b) The consultants may wish to associate with other, for example management consultants, trainers, contract management or others fields relating to management and supervision to provide the full range of services and interdisciplinary topics;
- (c) Ensuring that effective communication and consultations continue with all stakeholders;
- (d) Monitoring and facilitating full compliance of all components with the implementation, legal, financial and technical requirements of the project;
- (e) Undertaking the monitoring and evaluation of performance indicators and outcomes against the targets, as agreed with the Bank;
- (f) The Consultants should examine carefully World Bank's regulations and Vietnam's legislations on using funds, procurement of goods and consultant selection procedures which are applied for ODA projects;
- (g) Coordinating with the Procurement Specialist and the PIU in all procurement activities to ensure timely implementation of agreed implementation plan;
- (h) The Consultants are responsible in supporting PIU in financial management, preparing subproject's budget and allocating funds to subcomponents;
- (i) The Consultants set up supervising and monitoring mechanism to facilitate the management of subproject and enhances the capacity of information controlling through frequently public communication, so that difficult problems will be realized timely;
- (j) The Consultants shall advise to design general technical and financial plans;

- (k) The Consultants shall train PIU's staffs in project management, financial management, the World Bank's procedures and other related to project's activities;
  - (l) Prepare the periodic reports for government and donors as required (see para 4.2 below);
  - (m) The Consultant gathers and records information about progress and result of subcomponents, components, then preparing detail report to compare actual result with plan, highlight difficult problems in implementing subproject and suggest resolution; and
  - (n) A key activity of the consultant's team will be the transfer of knowledge so as to leave the PIU of the Ministry of Posts and Telematics with a cadre of trained staff, having the necessary experience, and appropriate skills, to enable them to be capable of managing the later stages of the subproject and similar future projects. This transfer of knowledge and skills will be both through working closely with PIU staff as day to day tasks are carried out, formal training (e.g. small classes, workshops, etc.) and regularly reviews of duties of PIU staff and their implementation.
- 3.3 Detailed job descriptions and tasks of the respective team members are set out in Annex 1 of this Section 5 – Term of Reference.

#### **4. Time Schedule and Reporting**

4.1 The assignment is located in Hanoi Capital and other related provinces. This assignment of Project Management Consultancy is expected to cover a 5-year period and is scheduled to commence in period from October 2007.

4.2. The planning of each expert mission will be commonly agreed by the Client and Consultants' based on the Consultant's Technical Proposal and needs of the contract as identified by the Consultants in their monthly progress reports.

4.3. Reporting:

The consultants are expected to assist Ministry of Posts and Telematics PIU with reports, memoranda, correspondence as may be required from time to time. The reports, for which the content of the report will be set by the project stakeholder (in particular the World Bank, the Ministry of Posts and Telematics and the Vietnamese authorities), the Consultant shall prepare each month a monthly progress report.

The Monthly Progress Report shall provide at least the following information:

- (a) Brief description the consultant contract description and basic data;
- (b) Brief description of the subproject objectives including the each contract synopsis;
- (c) Detailed description of the activities performed by the Consultant from the beginning of the contract until the end previous reporting period (month when the previous report was issued). This shall include a table with the resources used by the Consultant up to the end of the previous reporting period;
- (d) Detailed description of the activities performed and results achieved by the Consultants in the current reporting period (month for which the report was issued) as well as the resources used for performing these activities;
- (e) A brief description and the assessment of the current state of subproject implementation (as of the end of the reporting period) and of each component/contract within subproject;
- (f) Issues encountered by the consultants in the implementation of its contract;
- (g) Issues encountered in the implementation of the subproject components/contracts;
- (h) Brief description of activities to be performed by the consultant in the next reporting period as well as the resources estimated to use for performing such activities (a time table with all experts to be used in next reporting period as well as the CV and the description of the assignments of all new non key experts proposed in the contract);
- (i) Expected result in the next reporting period;
- (j) Brief description of the activities to be performed under subproject contracts/ components in the next reporting period as well as the expected results; and
- (k) Assessment of the contract and subproject potential risks and recommendation for mitigating these risks.

#### 4.4 Language:

The project language is English. However, the Consultants shall make provision that all the documents requested by the Client, including the monthly reports will be translated into Vietnamese.

#### 4.5 Submission/comments timing:

The reports will be delivered at a date agreed indicated by Client to the Consultant during the contract implementation.

The Monthly Progress Report will be sent to the Client no later than the 7<sup>th</sup> day of the next reporting period. (ex. if the report covers the period up to May 30<sup>th</sup>, 2007, the report must be delivered by latest 7<sup>th</sup> of June 2007).

The Client shall submit the comment to the consultants in writing in maximum 5 working days from the date of receiving the report.

#### 4.6 Number of report(s) copies:

The number of reports copies shall be 2 in hard copies and 2 in soft copies written in MS Word, both in English and Vietnamese.

#### 4.7 Approval of the reports:

All reports shall be subject to the Client prior approval in writing. If the Client does not submit his comments to the reports in maximum of 5 working days, the reports shall be deemed approved by default.

#### 4.8 Other reports:

In addition, the consultants will produce formal outputs as set out in the following table:

<b>Output</b>	<b>Content</b>	<b>Schedule and Distribution</b>
Consolidated semi-annual work program	Design work plan for all project's activities	<b>May 31</b> and <b>November 30</b> of each year
Consolidated semi-annual report	Integrating the result of the monitoring and evaluation activities in accordance with indicators satisfactory to the Association, the carrying out of the Project and the achievement of the objectives thereof during the semi-annual period preceeding the reporting date	<b>January 31</b> and <b>July 31</b> of each year

<b>Output</b>	<b>Content</b>	<b>Schedule and Distribution</b>
Consolidated mid-term report	Integrating the result of the monitoring and evaluation activities in accordance with indicators satisfactory to the Association, the carrying out of the Project and the achievement of the objectives thereof	<b>January 31, 2009</b>
Review with the Association	Report referred to the mentioned above in this table and thereafter take all measures required to ensure the efficient completion of the Project and the achievement of the objective thereof, based on the conclusions and recommendation of the said report and the Association's view on the matter	<b>March 31, 2009</b> or later as requested
Financial Management Report (FMR)	<p>Financial statements in accordance with consistently applied accounting standards acceptable to the Association, adequate to reflect the operations, resources and expenditures related to the Project.</p> <p>The first FMR shall be furnished to the Association not later than 45 days after the end of the first calendar quarter after the Effective Date, and shall cover the period from the incurrence of the first expenditure under the Project through the end of such first calendar.</p>	Each FMR shall be furnished to the Association not later than 45 days after each subsequent calendar quarter, and shall cover such calendar quarter.

## 5. Inputs from the Client

5.1 The following services and facilities will be provided by the Client without cost to the Consultants.

*i) Data.* The Client will provide the Consultants with access to all available data, information, maps, drawings and internal documents relevant to the consulting services. All reference material will be loaned to the Consultants and shall be returned at the completion of the assignment or earlier, as may be requested.

*ii) Access.* The Client will arrange for access by the Consultants to key officials in the government agencies, local authorities and departments concerned with subjects related to the project.

*iii) Training facilities.* The client will provide to the consultant all the facilities needed to perform the training activities.

5.2 The consultants must include in their financial proposals logistical requirements, such as transportation, office rental, telephones, office furniture and equipment, clerical staff and translators as well as fees and other costs of professional staffs listed earlier.

## **Annex 1. Detailed Job Descriptions and Tasks of the Respective Specialists**

### **A. Task Team Leader**

International experience-equipped Team Leader who will be responsible to cover all works mentioned in TOR section 3 (General Scope of Work) above and sections A1 (Scope of Work), and A2 (Detail Tasks) described below.

Nationally experience-equipped Deputy Team Leader who will be responsible to support international consultant in implementing his assignment mentioned in TOR section 3 (General Scope of Work) above as well as to carry out his missions mentioned in sections A1 (Scope of Work) and A2 (Detailed Task) described below.

#### *A1. Scope of Work:*

This assignment is for a Team Leader and Deputy Team Leader with previous experience in the planning, design, and coordination of team members and supervision of successful implementation of large-scale national ICT projects in public sector. In addition experience of overall project management, project accounting, contract management is also required.

The following types of works are included in the Project and thus the Team Leader and the Deputy Team Leader must have some experience related to these project elements mentioned in TOR section 1.3 of Section Background:

#### *A2. Detailed Tasks*

In addition with the General Scope of Work (TOR section 3), team leader and deputy team leader is requested to:

- Establish the Project Implementation Plan and the Procurement Tracking Charts;
- General tasks would include, inter alia, commenting advice, assistance on, review of and supervision of project's activities;
- Elaborate on project component planning, designs, and cost estimates;
- Monitor progress of technical activities against the Project Implementation Plan, monitoring indicators and produce operational manuals including reporting as necessary;

- Prepare semi-annual work programs;
- Participate and support to implementation of e-Government strategy, hardware and application issues, IT led transformation;
- Update the Project Implementation Plan and the Procurement Tracking Charts;
- Prepare periodic progress reports as required by the Bank and the government;
- Assist the PIU in performing any other administrative duties under the project, if requested by the project's stakeholders;
- Providing advice to PIU on project start-up procurement issues as necessary;
- Assisting in the preparing, reviewing and clearing TORs and bidding documents for all procurement activities required under the PIU subproject;
- Following up with concerned government departments and the World Bank (if required) to have these TORs and bidding documents approved and issued in a timely manner according to the approved procurement plan;
- Assisting in managing the process of advertising, correspondence, bid receipt and bid opening strictly in accordance with agreed procurement procedures;
- Assisting in preparing and reviewing evaluation reports to submit for approval;
- Following up with concerned government departments and the World Bank (if required) to have the evaluation reports approved in a timely manner;
- Participating in contract negotiations with the winning firm(s);
- Assisting in managing the procurement filing system in a systematic manner;
- Monitoring and reporting the procurement implementation status and progress to the project director and the World Bank as required;
- Assisting in the preparation, reviewing and clearing procurement plan for the second year of the project; and

- Following up with concerned government departments and the World Bank to obtain the approval of the procurement plan in a timely manner.

### *A3. Qualifications and Experience*

#### **a) Team Leader** should:

- Hold an internationally recognized MBA or equivalent qualifications;
- Have at least 15 years experience in managing consultancy projects in developing countries;
- Have at least 8 years experience in working on ICT projects, out of which he should demonstrate experience in working as technical expert or Team Leader in at least 2 projects having similar objectives as the one specified in the components of the MPT subproject;
- Ability to comprehend clearly content of the project;
- Have good knowledge of donor supported projects and, preferably, of World Bank procedures, particularly, procurement procedures, contract documentation and conditions of contract;
- Ability to examine carefully World Bank's regulations and Vietnam's legislations on using funds, procurement of goods and construction procedures, consultant selection procedures which are applied for ODA projects;
- Have experience of working in Asia preferably in Vietnam;
- Have demonstrated ability to advise and assist the PIU Director and other staff on the design, supervision and management of the Project;
- Have inter-personal skills such as to develop good relations with PIU staff at all levels as well as others involved with the project; and
- Have very good command of English. Knowledge of Vietnamese would be an advantage.

#### **b) Deputy Team Leader** should:

- Hold a recognized university bachelor degree in ICT, or a Master degree in ICT or MBA or equivalent;
- Have at least 10 years experience in managing consultancy, supply, works and projects out of which at least 5 years in ICT projects;

- Have good knowledge of the ICT sector in Vietnam and be familiar with the objectives of MPT subproject objectives;
- Have good knowledge of donor-supported projects and, preferably, of World Bank procedures, particularly, procurement procedures, contract documentation and conditions of contract;
- Have demonstrated ability to advise and assist the PIU Director and other staff on the design, supervision and management of the Project;
- Have inter-personal skills such as to develop good relations with PIU staff at all levels as well as others involved with the project; and
- Have very good command of English and Vietnamese.

## **B. Financial Management Specialist**

International or/and national experience-equipped consultant(s) who will be responsible to cover all works that described in the sections B1(Scope of Work) and B2 (Detailed Task) below.

### *B1. Scope of Work*

The Financial Management Consultants will be responsible for advising and assisting the PIU project a comprehensive financial system on overall accounting functions, procedures and activities of the project. He/she will implement a comprehensive financial management system and procedures including integrated procurement, contracting, disbursement, accounting and reporting for the project, all as detailed in the Financial Management Manual and modified and updated as necessary.

### *B2. Detailed Tasks*

To accomplish this objective, the Consultants are requested to perform, among others, at least the following activities as below:

- Ensure that the financial management monitoring and reporting arrangements are fully operational to enable project and executing agency managers, government agencies, and the WB to review the project's financial and physical progress periodically;
- Develop a Chart of Accounts that may be required from time to time for any changes in approved project activities;

- Ensure that financial transactions are, in all cases, recorded in project accounts accurately and on a timely basis and in accordance with WB requirements and agreed financial policies and procedures for the project;
- Ensure that the project expenditures on contract payments are made in accordance with the terms and conditions of the respective contracts and are adequately certified by duly authorized officials in relation to works completed and/or goods or services provided;
- Ensure that adequate internal control is established and maintained in terms of separation of responsibilities for processing and authorizing payments and in the management and accounting for project income and assets;
- Ensure that all financial records are retained for audit purposes and for review by WB, donors and government until at least one year following project completion;
- Ensure that project financial transactions are recorded in the accounts in accordance with Government of Vietnam regulations and WB requirements respectively, and that records are reconciled periodically, at least on a monthly basis;
- Ensure that the Special Accounts to be established for the project in a local commercial bank are administered in accordance with World Bank requirement;
- Ensure that withdrawal requests for reimbursements from WB are prepared and submitted to the Government and to WB on a timely basis and in accordance with WB procedures to replenish the Special Account. Ensure that Statements of Expenditures (SOEs) supporting withdrawal requests accurately reflect qualifying project expenditures and that underlying documents that verify these expenditures are retained and available for review as required;
- Periodically, but at least quarterly, reconcile project records with WB records relating to disbursements from the WB Credit. Project records and bank statements should be reconciled more frequently, at least monthly;
- Ensure timely preparation and distribution of integrated quarterly financial management and project management reports and annual project financial reports and statements required by WB, under the provisions of the Credit Agreement, as well as by the Government of Vietnam. Provide any special financial reports that may be required from time to time on specific aspects of project's financial progress or position as may be requested by WB and/or the Government;

- Ensure that annual project budgets are consistent with agreed program activity levels and expenditures and that budgetary allocations for the project are available to meet projected cash flow requirements for contract payments, pending reimbursement by WB, and for administrative expenditures of the PIU;
- Assist the PIU in managing the payment and management of the letter of credit for all contracts signed under the MPT subcomponent;
- Ensure that project assets and inventories are safeguarded and revalued and verified periodically in accordance with the requirements of WB, and Government of Vietnam and to support annual project financial audits;
- Liaise effectively with auditors to ensure effective annual audits in accordance with the WB requirement;
- Train the Project Accountant and other Accounting section staff in financial management, accounting and reporting for the projects; and
- Assistance of the PIU in performing any other financial reporting duties under the project, if requested by the stakeholders.

### *B3. Qualifications and Experience*

International or/and national experience-equipped consultant(s) should:

- Hold a valid professional accounting qualification that is recognized in Vietnam and should have at least 10 years post qualification experience in a senior accounting position in a public or private sector including experience in the financial management of international construction contracts with large investment projects;
- Be familiar with modern financial management systems, including financial accounting systems, budgeting and control system, so computer skills are essential;
- Have at least 2 years experience in financial management of the World Bank's projects and be familiar with the provision of the World Bank's procurement guidelines and standard contract documents;
- Fluency in both English and Vietnamese would be major advantages; and
- Highly motivated and a good team member.

### **C. Training and Guiding Specialist**

International or/and national experience-equipped consultant(s) who will be responsible to cover all works that described in sections C1 (Scope of Work) and C2 (Detailed Task) below.

#### *C1. Scope of Work*

The Consultants are responsible for training members of PIU on management during the time before starting subproject and throughout the implementation time of the subproject. The purpose of training programs is to improve leadership capability of PIU staffs.

The Institutional/Training Consultants will be responsible for advising and assisting the PIU Director on overall institutional arrangements for the project and improvements considered necessary and in assessing capacity within the PIU and other key departments impacting on the project and training needs and, subsequently in planning of training programs, identification of appropriate courses and in costing of programs.

#### *C2. Detailed Tasks*

The training programs mainly cover the following aspects:

- According to the requirements and features of subproject, the Consultant introduce effective and efficient management approaches to PIU's staffs. In detail, the Consultant will guide them steps of organizing, implementing, supervising and monitoring subproject;
- To identify the Client's needs for formal training, the consultant will conduct on annual basis a training needs analysis which shall envisage the mainly the improvement of the PIU staff Project Management, Monitoring and Reporting, Financial Management , and Project Appraisal skills. It is expected that no more than 4 trainings per year of up to 5 days each will be delivered by the consultant during the contract implementation;
- The Consultant guides staffs of PIU to apply the regulations of World Bank and Vietnam legislations in the particular case of subproject;
- The Consultant will be responsible only for delivery of the training/workshops (producing the content of the training materials and their translation and mobilizing the trainers). All the associated cost related to the training delivery such as providing the training premises, training equipment (ex: multimedia projector, black board, stationeries, etc), catering, and all other costs resulting from the participation of the trainees to the trainings/workshops will be covered by the Client;

- The Consultant also updates information about modification and supplementation of World Bank regulations and Vietnamese law to ensure the management of subproject and using of funds are always compliant with the regulations in force;
- The Consultant will take part in pre-planning and planning workshops (if any) as requested;
- Objectives and strategies for training will be proposed. Modes of training to be considered will include “on the job” training by consultants; enrolment in formal short term training courses or programs; study tours; informal courses, lectures, seminars and workshops;
- Training course aids within PIU and elsewhere and training course outlines that respond to the needs assessment will be prepared;
- A medium term (3-5 years) training plan with cost estimates and proposed timings to ensure the PIU is not overly depleted with staff due to attendance at training courses will be prepared;
- After review and agreement of the training plan by the PIU and the World Bank, the consultant will organize the first years training courses/programs etc. in conjunction with the officer in the PIU appointed to be responsible for training;
- As a first step the consultants should establish all other on-going training initiatives to avoid duplication;
- The output of this task will be the training needs assessment reports as well as the training delivery; and
- The expected results of the contract are the strengthened capacity of the MPT PIU to manage in a timely, correct and efficient manner all contracts funded under the MPT subproject as well as to be able to undertake all administrative responsibilities deriving from the implementation of the project to the satisfaction of all project stakeholders.

### *C3. Qualifications and Experience*

International or/and national experience-equipped consultant(s) should:

- Hold a valid professional human resources qualification that is recognized in Vietnam and should have at least 10 years post qualification experience in a senior human resource/personnel position in a public or private sector including experience in the management of staff involved in implementing large investment projects. Experience

with both Vietnamese and international educational and related establishments that offer courses in relevant project related fields;

- Good working level familiarity with modern management systems and computer skills are essential;
- Highly motivated and self-starter person. He/she should be able to work effectively as a member of a team;
- Have good knowledge and be familiar with the new trends in the field of his/her expertise (as assigned under this contract);
- Have good knowledge of donor-supported projects and, preferably, of World Bank procedures;
- Have good communication skills and drafting reports abilities; and
- Have very good command of English. Fluency in Vietnamese is a major advantage.

#### **D. ICT Specialist**

International or/and national experience-equipped consultant(s) who will be responsible to cover all works that described in section D1 (Scope of Work) below.

##### *D1. Scope of Work*

- The Consultant is responsible in supporting PIU in designing general technical activities of the project plan;
- Assist the PIU in identifying the needs of the subproject by drafting or reviewing, as the case may be, the Technical Specifications for all contracts under the subproject;
- Assist the PIU in the tendering phase of the project, acting as technical advisor or member in the evaluation committee. This activity will encompass assistance in providing or reviewing technical answer to the bidders, assistance in providing clarifications to the Bank and other project stakeholders (as needed), assistance in the evaluation, and assistance in the elaboration or revision of the evaluation reports;
- Input on eGovernment strategy, hardware and software application issues;

- The Consultant is responsible in supporting PIU in evaluating, checking and taking over ICT equipment mentioned in contracts; and
- The Consultant is responsible in supporting PIU in designing master plan for establishment of e-Government and portal standards.

## *D2. Qualifications and Experience*

International or/and national experience-equipped consultant(s) should:

- Hold a recognized university Bachelor IT degree, preferably Master degree in the related technical field and at least an ICT Professional certificated that recognized by IT famous companies in the world;
- Have at least 5 years experience in working as Technical expert on ICT projects;
- Understanding of e-Government strategy and applications, experience in IT led GPR and BPR - Business Process Re-engineering projects;
- Have knowledges and experiences of appropriate hardware and software solution applications in developing countries;
- Have experience of design on eGovernment and portal architecture standards;
- Demonstrate experience a similar position as assigned under this contract (at least 1 project in the last 5 years);
- Have good knowledge and be familiar with the new trends in the field of his/her expertise (as assigned under this contract);
- Have good knowledge of donor-supported projects and, preferably, of World Bank procedures;
- Have good communication skills and drafting reports abilities; and
- Have very good command of English. Fluency in Vietnamese is a major advantage.