



## **Islamic Republic of Afghanistan**

**Ministry of Communications and IT (MCIT)**

**Digital CASA Afghanistan Project**

### **TERMS OF REFERENCE**

**FOR**

**Consultancy Firm to carry out Technical Study and Technical Advisory Support to enhance Afghanistan National Portal and design Priority e-Services and e-Catalogue for government**

**CONSULTANCY BY A FIRM -QCBS-LUMP SUM**

**REFERENCE NO: PPG/DC/MCIT/C-7**

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## 1.0 Background

The Ministry of Communications and Information Technology (MCIT), Islamic Republic of Afghanistan has received Project Preparatory Grant/Fund from the World Bank to prepare for implementation of Digital CASA Afghanistan Project and intends to apply part of the proceeds to hire a qualified Consultancy Firm to carry out Technical Feasibility Study and to prepare detailed technical specifications, estimation of bill of quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria and necessary inputs for use in WB's standard procurement document for Information System (Design, Supply and Installation), in order to enhance National e-Services portal. This Consultancy Support will be provided to Afghanistan Telecommunications and Regulatory Authority (ATRA) and MCIT at Kabul, under the Project Preparatory Fund of Digital CASA Afghanistan Project.

The aim of the Digital CASA Afghanistan Project is: (i) to expand and strengthen the Regional and National level broadband connectivity based on Optical Fiber Networks; (ii) to boost up digital society and economy through e-Governance initiatives and (iii) to prepare an enabling environment and Regulations for the growth of ICT Sector in Afghanistan. The project will do so by: (a) expansion and strengthening of broadband connectivity in Central Asia and South Asia Regions; (b) expansion and strengthening of national broadband connectivity in Afghanistan; (c) Commissioning of a Network called "GovNet" to connect most of the Government Offices at Central and Provincial Government levels in Afghanistan; (d) Automation of citizen-centric services through e-Governance initiatives of Islamic Republic of Afghanistan; (e) Automation of e-Governance mechanisms and strengthening of e-Delivery Platforms in Afghanistan; (f) framing up of Regulations, Policies, Strategies and Procedures for growth of ICT Sector of Afghanistan.

To contribute towards achievement of some of the above-mentioned objectives of Digital CASA Afghanistan Project, MCIT has decided to avail the consultancy services of a Consultancy Firm to carry out Technical Feasibility Study and to prepare detailed Technical Specifications, estimation of bill of quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria and necessary inputs for use in WB's standard procurement for information system (Design, Supply and

Installation) in order to enhance the National portal and to design four priority e-services.

## **2.0 Objectives of the assignment**

The Firm will carry out an in-depth requirements analysis, process re-engineering and technical design of the National Portal and priority e-services.

The Firm will also be required to prepare detailed Technical Specifications, estimation of bill of quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria and necessary inputs for use in WB's standard procurement for information system (Design, Supply and Installation) to establish the enhanced National Portal and to implement the priority e-services. The services of the firm will be retained to assist with technical advisory support for successful implementation of the National Portal and priority e-services.

### National Portal

The enhanced National Portal is envisioned to be a "one-stop-shop" for information and e-services on all government matters. It will provide a single window interface for all informational and transactional government services for citizens, businesses, and international audience.

The National Portal shall require strong branding and design concepts to appeal to its target audience, intuitive information architecture, and user-friendly navigation features that will position the National Portal as the Government-to-People electronic communications platform for the Government.

Core functionalities envisioned to be provided by the National Portal would include (but not limited to) the following:

- Provide key Information
  - About government ministries and agencies.
  - Related to government structure in the country, budget, key notifications, government schemes, government policies, country constitution.
- Consolidation of all information presently available through existing government department websites and portals.
- Consolidation and prioritization of the e-services provided by the government.

- Integration of existing government websites with the Afghanistan Central Portal.
- Society participation and engagement with government functions and activities.
- Access to all core services – information, form download and submission, status tracking, monitoring and complain handling – to be provided through this single platform.
- Provide electronic submission of application forms for various services from government departments and organizations.
- Provide multilingual content including English, Dari and Pashto.
- Provide web based interface for content authoring, submission, publishing and management to various government departments and organizations so that they can easily contribute content.
- Provide a platform to the common citizens and other stakeholders for participation in the process of governance.

#### Priority e-Service #1 - Integrated Licenses and Permits e-Service

The e-service aims to deliver a business-friendly and efficient licensing experience for businesses. The e-service will simplify the information gathering and application process, and allow enterprises to apply for multiple licenses through an integrated online form.

The license & permit profiling service should provide searchable and navigable content for the top 50 most frequently transacted licenses and permits. This profiling service shall present the licenses and permits by alphabetical order, by industry and by business type.

For each license or permit selected, the business user shall be able to view the relevant content i.e. criteria for application, procedure to apply for the license or permit, and Ministry contact details. The business user shall be able to apply the required license or permit via online or download the PDF form. The Firm shall work with the Government to collate the required content.

#### Priority e-Service #2 - Visa and Immigration e-Service

The e-service aims to provide clarity on the visa requirements and simplify the visa application process by enabling applicants to perform online visa application.

The e-service shall comprise of a list of steps and information to guide foreign investors and expatriates on the process, procedures, and forms required for visiting, working, and living in Afghanistan. The e-service shall provide information on visa photo requirements, application form, supporting documents, processing time and fee. Additional information should be provided on permissible and prohibited activities, things to do at port of entry, and what to do if the visa is denied. The Firm shall work with the Ministry to collate the required content. Upon fully having understood the requirements for visa application, the applicant shall be able to electronically apply for the visa and make online payment through the e-service.

#### Priority e-Service #3 - Public Grievance & Redressing Gateway (PGRG) e-Service

The PGRGe-service aims to enable a citizen-centric engagement with its people to support their public grievances, complaints, suggestions, and feedback. The PGRG e-service aims to serve:

- As a platform for dissemination of information related to grievances, and complaints, and its redressing from the responsible public agencies;
- Enable the citizen to lodge his/her grievance and complaints online and via their mobile devices;
- Facilitate the track of the grievance;
- Enable the Ministries/Agencies to forward the issue to their subordinate office(s) and to reply to the forwarding agency and/or complainant; and
- Enable the citizen to keep track of the status of his/her complaint online.

#### Priority e-Service #4 - Catalogue Buy e-Service

The Catalogue Buy e-service offers to public officers an 'Amazon.com' like e-Procurement environment to simplify procedures and shorten time to procure through the usage of electronic catalogues and placing purchase orders.

The e-Catalogue platform facilitates the management and ordering activities in the context of the contracts' framework. The electronic catalogues are uploaded by prequalified government suppliers, while the catalogue approval and management of orders is under the responsibility of the authorized Contracting Authorities.

### 3.0 Scope of Services

The Firm shall undertake the tasks in three phases as detailed below:

#### Phase 1 (A) – National Portal

1. Undertake a comprehensive study to evaluate the AS-IS (Current Processes) for e-Government Portal, with the special focus on back-office requirements to ensure that the intended revamped National Portal will operate in sustainable manner in various aspects namely technology, infrastructure, and administration.
2. Conduct stakeholder interviews focusing on three (3) domains, Government-to-Citizen, Government-to-Business, and Government-to-Investor, with key stakeholders from the government, private sector, and users to identify the gaps in the AS-IS environment for National Portal and online services. Needs assessment, constraint analysis, solution options shall be documented in the study report.
3. Conduct a global scan on the 5 leading e Government national portal *relevant* to Afghanistan's context, to identify best practices, key content, and electronic services. The findings and recommendations shall be documented in the study report and presented to the management.
4. Propose the TO-BE state for the national portal and online services in a 5-year timeframe. Identify a list of prioritized online content and services for the above each of the three domains.
5. Propose a portal architecture for implementing the identified online services. The options and recommendations shall be documented in a Portal Architecture report.
6. Develop the Portal Implementation Plan. Within the Plan, the bidder shall propose a governance structure and terms of reference for the portal implementation and operational phases. The Plan shall include a 5-year roadmap with project prioritization by phases.
7. Content Development. The bidder shall co-design the portal taxonomy and develop people-centric content for the National Portal. The number of content pages to be developed is estimated to be 80. The quality of content needs to be developed at a professional copy writing level supported with illustrations to simplify the messages, instructions and guidelines.

8. Develop Risk Assessment matrix for all project risks and proposed mitigation measures. The risk assessment shall be documented in the Portal Implementation Plan.
9. Identify skills gap within the Ministry, implementation delivery unit and other beneficiaries for project sustainability. The skills gap findings and recommendations shall be documented in the Portal Implementation Plan.
10. The Firm shall conduct a study on the potential users of the National Portal, and develop marketing and communications plan to create awareness and adoption of the Portal.
11. Develop cost estimates that include development, maintenance, and related training for personnel to manage the portal over a 5-year horizon.
12. Provide recommendations on procurement aspects, including evaluation criteria, qualification requirements, functional specifications and other aspects that will need to be included into the draft procurement documentation to be prepared in accordance with the World Bank format.
13. The consultant should identify the number of female staff in the relevant ministries and their respective IT and IT-management related qualifications. This will be done to ensure that the scope of work for the development of these services includes a specific provision to give priority to train and skill-up female staff with an aim to increase opportunities for women to engage in the long-term maintenance and management of the eservices.

#### Phase 1 (B)– Priority e-Services

1. The Firm shall carry out in-depth analysis of the international best practices and procedures being adopted for the four priority e-services.
2. The Firm shall carry out in-depth study and analysis of the current services and recommend changes to simplify the user application and streamline the agency's back-end processes.
3. To draft the required policy changes, legislative changes, business process re-engineering, functional user requirements, technical architecture and infrastructure requirements for the priority e-services.



4. Content Development. The Firm shall co-develop content for the priority e-services. The quality of content needs to be developed at a professional copywriting level supported with illustrations to simplify the messages, instructions and guidelines.
5. Identify Risks: Identify the risks involved in the implementation and mainstreaming of the national portal and priority e-services.
6. Capacity Building Requirements: The Firm should carry out in-depth study on the capacity that exists within the potential applicants and recommend new capacity building and partnership initiatives.
7. The Firm shall develop a marketing and communications plan to create awareness and adoption of the priority e-services.
8. Develop cost estimates that include development, maintenance, and related training for personnel to manage the portal over a 5-year horizon.
9. Provide recommendations on procurement aspects, including evaluation criteria, qualification requirements, functional specifications and other aspects that will need to be included into the draft procurement documentation to be prepared in accordance with the World Bank format.

Phase 1 (C)- Preparation of Technical Documents: Prepare detailed Technical Specifications, estimation of bill of quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria and necessary inputs for use in WB's standard procurement for information system (Design, Supply and Installation)

## **Phase 2 - Provide technical advisory support during Contractor selection phase**

This next phase is subject to satisfactory performance of the Firm and decision to proceed with the recommended approach.

The Firm will aid the client with the following tasks:

1. Provide technical assistance during evaluation of bids such as provision with overview technical training to the members of evaluation committee if needed, bids review and evaluation, inputs to evaluation report and other

tasks as requested by clients to ensure selection of the best qualified Contractor.

2. Provide technical assistance to the Government of Afghanistan in contract negotiations with the preferred bidder that appeared to be best qualified because of the selection process.

### **Phase3. Provide technical advisory support during implementation phase**

This next phase is also subject to satisfactory performance of the Firm and decision to proceed with the recommended approach. The Firm shall aid the client with the following activities:

1. Assist to oversee the supervision of the awarded Contractor to ensure the deliverables are met according to the specifications included into the bid document;
2. Assist to review the key milestones deliverables e.g. the Contractor's project plan, project schedule, functional specifications, technical specifications, and other milestone documentation;
3. Review and participate in conducting acceptance testing procedures. Document results of the acceptance testing, including any faults identified as well as remedies and timelines agreed with the Contractor; and
4. Assist in preparation of the necessary documentation and briefings to management and the World Bank as needed.

#### **4.0 Liaison with Ministry of Communications and Information Technology**

The Consultant shall maintain close liaison with the *[ATRA/E-Gov]* appointed by the Client for the sole purpose of the services. The *[Ahmad Saleem Saha, Senior Procurement Specialist, Digital CASA – Afghanistan Email: saleemsaha@mcit.gov.af]*, shall be the primary contact point of the Client.

## **5.0 Additional Responsibilities of the Consultant**

The Consultant shall conduct presentations on key deliverables inclusive of studies, stakeholder interview findings, and analysis of international benchmarks.

The Consultant shall adopt a globally recognized project management methodology to manage the project. The Consultant shall walkthrough the project management methodology with the Client to ensure familiarity.

The Consultant shall develop a detailed implementation schedule.

The Consultant shall provide weekly project status updates and conduct fortnightly progress update meetings to discuss and resolve project issues. The detailed implementation schedule shall be reviewed in the weekly project status updates and in the fortnightly progress update meetings.

## **6.0 Obligation, Duties and Responsibilities of the Client**

The following facilities and support will be provided to the Firm by the client (MCIT):

A suitable working space with Internet connectivity for one or two individual consultants/staff of the Firm will be provided inside MCIT's Main Building at Kabul {For other Consultants of the Firm, local Partner of the Firm in Kabul should provide all the required Space and other Facilities};

Facilitation of entry visa, if required;

Relevant background documents; and

Facilitation and arrangement for meetings with relevant stakeholders and partners.

## **7.0 Duration of the Services**

The duration of the Services is to extend from the date of effectiveness of the Contract for a period of [15] months.

## **8.0 Deliverables and Reporting**

All the reports as outlined above shall:

- i) Be written such that they stand alone, without the reader needing to refer to other documents;

- ii) Shall include a dated cover letter with the distribution list and shall note key issues of interest in the report for management's attention;
- iii) All the Reports (05 Copies-printed and signed volumes +Soft Copies in CDs) should be submitted: One Set to the Director of the concerned Department of MCIT; One Set to the Chairman of PICU-MCIT; One Set to the Manager of DRC; One Set to the Manager of ANDC and one Set to the Project office of Digital CASA Afghanistan Project.

Milestones will be considered complete only upon the acceptance and formal approval of the designated MCIT's Staff. All payments will be made to the Firm, within 30 days from date of formal approval by the Chairman of PICU of the Invoice, Activity Sheet and brief Report with each Invoice, all to be submitted both in English and Dari/Pashtu languages. Formats will be provided by the Project Director of Digital CASA Project of MCIT.

#### List of Deliverables and Payment Schedule:

Indicative Timing	Key Deliverable	Payment	
<b>Phase 1 - (A) National Portal, (B) Priority E-Service, (C) Technical Requirements</b>			
Month 1	Inception Report	10%	
Month 2	Study Report		
Month 3 - 4	All deliverables specified under Phase 1 excluding the provision of detailed Technical Specifications, estimation of bill of	25%	

	quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria and necessary inputs for use in WB's Standard Procurement Document for Information System, (Design, Supply and Installation)		
Month 5	Provide detailed Technical Specifications, estimation of bill of quantity (BoQ) along with cost estimation, setting up the selection and evaluation criteria, and necessary inputs for use in WB's Standard Procurement Document for Information System, (Design, Supply and Installation)	15%	
<b>two month break for internal review of the outputs, development and announcement of RFP or SBD</b>			
<b>Phase 2 - Technical Advisory Support Phase during Contractor selection phase</b>			<b>Expected Time Input</b>
Month 7	Participation in the Pre-Bid meeting and responding to the enquiries of the		*Only initial 15 days of the month, for each for the following key personnel excluding the

	potential bidders.		<p>Project Manager who will be present throughout the project:</p> <ol style="list-style-type: none"> <li>1. E-government Consultant</li> <li>2. Solutions Specialist on Portal Platforms and Digital Services</li> <li>3. Technical Specialist and Technical Infrastructure</li> </ol>
Month 9	<ul style="list-style-type: none"> <li>- Assist with selection of the Firm.</li> <li>- Help in negotiations and finalization of the Contractors</li> <li>- Submission of report of Phase 2</li> </ul>	10%	<p>*Only initial 15 days of the month, for each for the following key personnel excluding the Project Manager who will be present throughout the project:</p> <ol style="list-style-type: none"> <li>1. E-government Consultant</li> <li>2. Solutions Specialist on Portal Platforms and Digital Services</li> <li>3. Technical Specialist and Technical Infrastructure</li> </ol>

<b>Phase 3 - Technical Advisory Support Phase during implementation phase</b>			
<b>15 days break for visa processing and mobilization of the contractor</b>			
Month 10 - 14	Assist the government in supervision of the Contractor.	20%	
	Review the Contractor's project plan, project schedule and other milestone documentation.		
Month 14-15	- Review and participate in conducting acceptance testing procedures. Document results of the acceptance testing, including any faults identified as well as remedies and timelines agreed with implementation contractor.	20%	

	- Submission of report of Phase 3		
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\* The Time schedule from month 10 to month 15 is an estimate and actual timing may vary based on the contractor's performance and other factors.

\*\* The consultant should advise the deployment of manpower for carrying out various activities at different phases of the project.

### 9.0 Key Experts and Skill Mix Needed

The successful team will be comprised of both local and international expert with the specific experience and background noted. It is suggested that in putting together its team, consultants consider designating individuals with the following roles, responsibilities and backgrounds:

#### Key Experts:

- a) Position K-1: 1 Project Manager
- b) Position K-2: 1 e-Government Consultant
- c) Position K-3: 3 Business Process Re-Engineering Specialists
- d) Position K-4: 1 Solution Specialist on Portal platforms and Digital Services
- e) Position K-5: 1 Technical Specialist on Technical Infrastructure
- f) Position K-6: Capacity Building Specialist

#### Non-Key Experts:

- g) Position NK-1: 1 Media and Content Developer
- h) Position NK-2: 1 Marketing and Communications Specialist
- i) Position NK-3: 1 Technical Writer

S. No.	Staff Position	Number	Estimated Person Month
<b>Key Professional Staff</b>			
1	Project Manager	01	15
2	e-Government Consultant	01	07
3	Business Process Re-engineering Specialists	02	05
4	Solution Specialist on Portal Platforms and	01	03



<b>S. No.</b>	<b>Staff Position</b>	<b>Number</b>	<b>Estimated Person</b>
	Digital Services		
5	Technical Specialist on Infrastructure	01	04
6	Capacity Building Specialist	01	04
	<b>Non Key Expert</b>	<b>Number</b>	<b>Estimated Person Month</b>
1	Media and Content Developer	01	04
2	Marketing and Communications Specialist	01	03
3	Technical Writer	01	03
<b>Total Estimated Person Months for Key Staff</b>			<b>53</b>

### **The Minimum Qualification Required for Key Experts:**

#### **a) Position K-1: 1 Project Manager**

- Possession of a Master's degree in a related field and significant professional experience in: a) project management of multidisciplinary team(s), preferably in the public sector or a service-oriented agency in the private sector; and, b) experience in interviewing senior government stakeholders and c) knowledgeable in online portals and digital service design and implementation.
- At least 10 years of experience in project management with a multinational corporation, with 5 years of experience in ICT Project management
- Knowledge of principles and practices of project management; process engineering and re-engineering techniques and practices; principles and practices of specific technical field associated with project; principles and practices of business and public administration; research, analytical, and data collection techniques; principles and practices of management, supervision, leadership, and training.

- Ability to manage project and multidisciplinary team activities; direct the flow of multiple projects and tasks simultaneously; build effective and productive teams; establish work group goals.
- Possesses the ability to rapidly identify project issues and recommend corrective actions; strong team building skills, political astuteness; and the ability to coordinate and conduct public meetings.

**b) Position K-2: 1 e-Government Consultant**

- Possession of a bachelor's degree in a related field and significant professional experience in: a) strategy development on e-Government; and b) experience in conducting research for international benchmarking exercises and c) strong ability to conduct needs assessment with the client, produce constraint analysis, and propose solution options.
- At least 8 years of experience in e-services with 5 years of experience in the field of e-Government with a multinational corporation or a public-sector agency.
- Knowledge of principles and practices of specific technical field associated with project; principles; and research, analytical, and data collection techniques; and knowledge of principles and practices in conducting needs assessment, constraint analysis and solution options.
- Proven experience in conducting at least three e-Government related needs assessments and producing reports on constrain analysis and solution options.

**c) Position K-3: 2 Business Process Re-engineering (BPR) Specialists**

- Possession of a bachelor's degree in a related field and significant professional experience in: a) Business Process Re-Engineering and b) service design.
- At least 5 years of experience in BPR and service design with at least 2 years of experience in process mapping with a multinational corporation or a public-sector agency.

- Knowledge of principles and practices of process re-engineering and service design; and principles and practices of specific technical field associated with project.
- Proven experience as a change agent having effectively implemented change in large cross functional organization.
- Proven experience with at least two large BPR project experiences.

**d) Position K-4: 1 Solution Specialist on Portal Platforms and Digital Services**

- Possession of a bachelor's degree in a related field and significant professional experience in: a) portal platforms; b) digital service implementations; and c) cybersecurity safeguards for digital services.
- At least 6 years of experience application development with 3 years of experience in online portal solutions with a multinational corporation.
- Knowledge of principles and practices of online portal solutions, online digital service implementations and online security safeguards.
- Proven experience with at least two projects involving the setup, configuration, and customization of portal platforms.
- Proven experience with at least two projects involving digital service conceptualization and implementation.
- Proven experience with at least two projects involving the establishment of cybersecurity safeguards for digital services.

**e) Position K-5: 1 Technical Specialist on Technical Infrastructure**

- Possession of a bachelor's degree in a related field and significant professional experience in: a) technical infrastructure inclusive of cloud hosting; and b) cybersecurity to safeguard cyber-attacks against digital services.

- At least 8 years of experience in application and technical architecture with 3 years of experience in cloud hosting or cyber security with a multinational corporation or a public-sector agency.
- Knowledge of principles and practices of technical architecture design; and principles and practices of specific technical field associated with project.
- Proven experience with at least two projects that involves the design, production and implementation of technology solutions aligned to business needs, covering multiple cloud technologies, associated Infrastructure/application architecture, development, and operating models.

**f) Position K-6: 1 Capacity Building Specialist**

- Possession of a bachelor's degree in a related field and significant professional experience in developing strategies for enterprise training, and development of course syllabus related to ICT.
- At least 5 years of experience in Capacity Building and 2 years of experience in Learning and Development with a large multinational organizations or in a public-sector agency.
- Experience in having two projects that involves conducting needs analysis, curriculum development, training delivery and evaluation techniques and/or Learning and Development consulting experience.
- **Delivery of training and workshop to MCIT and ATRA staff.**

**Non Key Experts**

**g) Position NK-1: 1 Media and Content Developer**

- Possession of a bachelor's degree in a related field and significant professional experience in drafting engaging content for online newspapers, e-magazines, or government portals.
- At least 5 years of experience in journalism with 3 years of experience in online copywriting with a media agency or a public-sector agency.

- Knowledge of principles and practices of online copywriting with the ability to engage the target audience.
- Has good editorial judgement; able to write, edit and proof-read high-quality written content.
- A natural story-teller; with the ability to see the big picture and can translate ideas in a simple yet compelling write-ups.
- Proficient in graphic design using Photoshop or Illustrator.
- Proven experience in translating content into easy to understand graphic illustrations.

**h) Position NK-2: 1 Marketing and Communications Specialist**

- Possession of a bachelor's degree in a related field and significant professional experience in: a) developing value propositions, key messages, and marketing material; b) create messages and content for the marketing and communication activities and c) monitor and measure the effectiveness of marketing and communication initiatives.
- At least 8 years of experience in marketing and communications with 3 years of experience in holistic marketing concepts with a multinational corporation or a public-sector agency. The specialist should be experienced in developing and implementing marketing and communication plans.
- Knowledge of principles and practices of Government-to-Citizen and Government-to-Business engagements, and able to demonstrate a solid understanding of citizen's and corporation's behaviours as it pertains to the utilization of digital services.
- Strong understanding of the intersection of traditional, digital, social, communications, and marketing.

**i) Position NK-3: 1 Technical Writer**

- Possession of a bachelor's degree in a related field and significant professional experience in drafting technical documents inclusive of bid documents.
  - At least 5 years of experience in proposal writing with 3 years of experience in technical writing with a media agency, multi-national or a public-sector agency.
  - Knowledge of principles and practices of technical writing, especially in World Bank bid documents.
  - Has good editorial judgement; able to write, edit and proof-read high-quality written technical content.
  - Proven working experience of at least two projects in drafting functional and technical specifications for bid documents, preferably in World Bank bid document format.
-