



**Islamic Republic of Afghanistan**  
**Ministry of Communication and IT (MCIT)**  
**Request for Expressions of Interest**  
**(CONSULTING SERVICES – FIRMS SELECTION)**

**Country:** Islamic Republic of Afghanistan  
**Assignment Title:** Project Management Professional Training (PMP)  
**Project ID:** 340112  
**Duration of Assignment:** 24 days  
**Implementing Agency:** Ministry of Communication and Information Technology  
**Duty Station:** Kabul, Afghanistan  
**Type of Contract:** Lump Sum  
**Reference No.** MCIT/98/NCB/CS-26 Re-announced  
**Date of Issuance:** 29<sup>th</sup> February, 2020  
**Date of Closing :** 20<sup>th</sup> June, 2020

#### 1.0 BACKGROUND

Afghan Post is a government entity under the Ministry of Communications and IT. It provides with the customer's traditional postal services as well as new ones. For smooth running of postal services at int'l level, it has already gained the membership of UPU (Universal Postal union), EMS Cooperative and APPU (Asian Pacific Postal Union). At domestic level, it provides postal services through 463 post offices and at int'l level through 25 int'l transit hubs. These transit hubs connect Afghan Post with all UPU member countries. It has totally 1115 personnel out of which 582 are contractual one. For more information, please go to Afghan Post official website: [www.afghanpost.gov.af](http://www.afghanpost.gov.af).

#### COURSE DESCRIPTION:

In this course, a case study must have threaded throughout the program, and includes activities (development of many of the planning deliverables and more), which enable participants to apply the lessons learned in the units to the projects they are currently on. The curriculum should present in a dual fashion; the theory of PMI is balanced by the reality of the course instructors' project management experiences. The dual approach provides the student learner with real examples of the theory of PMI.

There are numerous discussion topics throughout, along with exercises to reinforce what participants have learned in the classroom, which translates into opportunities for incorporation of improved practices into participants' current projects. Quizzes, also called knowledge checks are given after lessons to measure the students' progress. Additionally, a 100-question practice

PMP® certification exam is included. Upon successful completion of this course, the participants should be granted Education PDUs that are required before taking the PMP® certification exam.

This course leads the student to have an understanding of the nine project management knowledge areas and the five process groups, and the ability to distinguish between core and facilitating processes of project management and the differences between qualitative and quantitative risk analysis, and when it is appropriate to use each type of analysis, and also help students to build the ability to manage conflict on the project team and among stakeholders, along with common communications issues and how to resolve them, and the ability to manage conflict on the project team and among stakeholders, along with common communications issues and how to resolve them.

## **2.0 LEARNING OBJECTIVES**

### **2.1 Overview of Project Management**

2.2 Key project and project management definitions, concepts, process, proposal writing techniques, Project audit etc.

### **3.0 Scope of the Service/ PMP training topics:**

The followings are topics are required to be covered under PMP preparation course:

#### **4.1 Project Management Framework**

Understand what is the Operation Work, the Project Management, a Program, PMP (Project Management Office) or Program Office, the objectives of Exam, Management.

Organizational Structure can be defined in terms of the project manager's level of authority, such as functional, project, Matrix, Project Management role (Expediter or Project Coordinator), Life Cycle (Project Life Cycle and Project Management Process).

Project Management Process

Rita's Process Chart: Initiating, Planning, Executing, Monitoring & Controlling, Closing, AND Notes on the Chart.

Rita's Process Game: The What-Comes-Before Game, how to use the rest of the chapter.

Initiating Process Group (Inputs to the initiating Process Group), Planning Process Group, Executing Process Group, Monitoring and Controlling Process Group (Scope Verification, Scope Control, Schedule Control, Cost Control, Perform Quality Control, Manage Project Team, Manage Stakeholders, Performance Reporting, Risk Monitoring and Control, and Contract Administration), Closing Process Group, Input and Output.

#### **4.2 Integration Management**

Integration in project management is evident in situations where individual processes interact

The processes and activities required to identify, define, combine, unify, and coordinate the various processes and project management activities 'with the project management process groups.

Rita's Process Chart-Integration Management: Where are we in the project management process, the Integration Management Process?

Develop Project Charter: Exercise, Constraints and Assumptions, Project Statement of Work, Enterprise Environmental Factors, Organizational Process Assets, Processes, Procedures and policies, Corporate Knowledge Base, Historical Information, Lessons Learned, Project Selection Methods, Project Management Methodology BY, Project Management Information System, and Management Plans.

Develop Preliminary Project Scope Statement, Develop Project Management Plan (Configuration Management System, Change Control System, Work Authorization System, Base line, Project Management Plan Approval, Kickoff Meeting).

Direct and Manage Project Execution, Monitor and Control Project Work (Corrective Action, and close project)

### **4.3 Scope Management**

Defining the scope of a project is one of the most challenging tasks for a project manager.

The importance of formally initiating project and the need for proper documentation of the scope of the project

The importance of working with stakeholders to ensure that the project meets their expectations

Rita's Process Chart-Scope Management (Product Scope, Project Scope, Scope Baseline)

Project Scope Management Plan, Scope Definition, Stakeholder Analysis, Product Analysis, Project Scope Statement

Create the Work Breakdown Structure (WBS), A WBS (on a Summary Level) for a Hardware/Software Creation and Installation Project), Scope Verification, and Scope Control

### **4.4 Time Management**

The importance of determining project activities and breaking them down to the smallest components how to manage the project schedule

Rita's Process Chart-Time Management, Schedule Management Plan

Activity Sequencing: Methods to Draw Network Diagrams, Precedence Diagramming Method (PDM) or Activity-on-Arrow (AOA), Arrow Diagramming Method (ADM) or Activity-on-Arrow (AOA), Types of Dependencies, Milestones, Leads and Lags, Requested Changes

Activity Resource Estimating, Activity Duration Estimating (One-Time Estimate, Analogous Estimating, Parametric Estimating, Heuristics, Reserve Analysis)

Schedule Development: Schedule Network Analysis, PERT, Critical Path Method, Critical Path, Near-Critical Path, Float (Slack), schedule compression, Fast Tracking, Crashing, What-if Scenario Analysis, Monte Carlo Analysis, Resource Leveling, Critical Chain Method, Milestone Charts, Bar Charts (also called Gantt Charts), Project Schedule, Scheduling Tools and Their Benefits, Schedule Baseline, Requested Changes

Schedule Control: Progress Reporting, 50/50 Rule, 20/80 Rule, 0/100 Rule

### **4.5 Cost Management**

Ways of estimating and budgeting costs and effective monitoring and control of project costs

Rita's Process Chart-Cost Management: The Cost Management Process, Things About Estimating to Know for the Exam, Inputs to Estimating,

Management Plan: Life Cycle Costing, Value Analysis, Cost Risk

Cost Estimating (Type of Cost, Bottom-up Estimating, Project Management Software, Determining Resource Cost Rates. Reserve Analysis, Cost of Quality, Accuracy of Estimates) and Cost Budgeting

Cost Control (Earned Value Technique), Terms to Know, Formulas and Interpretations to Memorize, Accounting Standards, Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Benefit Cost Ratio, Opportunity Cost, Sunk Costs, Law of Diminishing Returns, Working Capital, Project Selection Methods, and Depreciation

## **4.6 Quality Management**

The importance of developing and utilizing a quality plan and methods of managing quality for a project  
Rita's Process Chart-Quality Management: Definition of Quality, Definition of Quality Management, Quality Theorists, Gold Plating, Prevention Over Inspection, Marginal Analysis, Continuous Improvement (or Kaizen), Just in Time (UIT), Total Quality management (TQM), Responsibility for Quality, Impact of Poor Quality, Cost of Conformance and Cost of Nonconformance, For Understanding the Difference Between Quality Planning, Assurance, and Control

Quality Planning: Cost-Benefit Analysis, Benchmarking, Design of Experiments (DOE), Cost of Quality (Coa), Outputs of Quality Planning

Perform Quality Control: Population/Sample, Mutual Exclusivity, Probability, Normal Distribution, Statistical Independence, Standard Deviation, 3 or 6 Sigma, quality Control Tools, Seven Basic Tools of Quality, Cause and Effect Diagram (Fishbone diagram, Ishikawa diagram, Flowchart, Pareto Chart, Run Chart, Scatter Diagram, Control Chart)

## **4.7 Human Resource Management**

How to effectively manage resources is paramount to the successful completion of a project

The stages of team development and the methods used to guide teams through the various stages

Roles and Responsibilities of Project Manager, PM Team, Sponsor, Team, Stakeholders, and Functional Manager

HR Responsibilities for Project Manager and Human Resource Planning: Enterprise Environmental Factors, Organizational Process Assets, Project Organizational Charts and Position Descriptions, Responsibility Assignment Matrix, Organizational Breakdown Structure, Staffing Management Plan, Resource Histogram, Recognition and Reward Systems.

Acquire Project Team: Enterprise Environmental Factors, Organizational Process Assets, Negotiation, Halo Effect.

Develop Project Team: Team Building, Training, Ground Rules, Co-Location (or War Room), Give Out Recognition and Rewards, Team Performance Assessment.

Manage Project Team: Observation and Conversation, Project Performance Appraisals, Issue Logs, Powers of the Project Manager, Leadership Styles, Conflict Management, Problem Solving. Expectancy Theory, Arbitration, Perquisites, Fringe Benefits, Motivation Theory, Maslow's Hierarchy of Needs, Herzberg's Theory (Hygiene Factors, Motivating Agents).

## **4.8 Communications Management**

A myriad of challenges in developing and executing a project communications plan.

Participants explore how communication media, frequency and content are adapted to fulfill the communication needs of stakeholders.

Communications Planning: Who Do We Communicate with, Communications Model, Effective Communication, and Effective Listening, Communications Technology, Communications Methods, Control of Communications, Meetings, Communication Channels, Communications Management Plan.

- Information Distribution, Performance Reporting, and Manage Stakeholder (issue Logs, Communication Blockers, Approved Change Requests and Approved Corrective Actions.

## **4.9 Risk Management**

Risk is a given on any project.

The progression of risk from identification to analysis to response.

The importance of developing and maintaining a risk-management plan and a risk- response plan-  
Definition of Risk Management, Threats and Opportunities.

Definition of Uncertainty, Risk Factors, Risk Averse, Risk Tolerances and Thresholds

Inputs to and Outputs of Risk Management, The Risk Management Processes, Risk Management  
Planning (Outputs of Risk Management Planning, Risk Categories) Risk.

Identification: Documentation Reviews, Information Gathering Techniques, Types of Risk, Checklist  
Analysis, Assumptions Analysis, Diagramming Techniques, Outputs of Risk identification.

Qualitative Risk Analysis: Probability and Impact Matrix, Risk Data Quality Assessment, Risk  
Categorization, Risk Urgency Assessment, Outputs of Qualitative Risk Analysis.

Quantitative Risk Analysis: Determining Probability and Impact, Expected Monetary value, Monte Carlo  
Analysis, Decision Tree, Proving the Value of Project Management, Outputs of Quantitative Risk  
Analysis.

Risk Response Planning and Strategies, Outputs of Risk Response Planning.

Risk Monitoring and Control: Workarounds, Risk Audits, Risk Reassessments, Status Meetings, Reserve  
Analysis, Closing of Risks That Are No Longer Applicable. Outputs of Risk Monitoring and Control,  
Common Risk Management Errors.

#### **4.10 Procurement Management**

The variety of types of contracts and procurement documents and effective evaluation criteria  
Procurement Management Process.

Project Manager's Role in Procurement, Centralized/Decentralized Contracting, The management  
process

Inputs to the Procurement Management Process, Plan Purchases and Acquisitions (Make-or-Buy  
Analysis, Contract Type Selection, Cost Reimbursable (CR), Cost Plus Fee (CPF) or Cost Plus  
Percentage of Costs (CPPC), Risk and Contract Type, Incentives, Types of Contract Statements of Work,  
Procurement Management Plan

Plan Contracting: Non-Disclosure Agreement, Standard Contract, Special Provisions (Special  
Conditions), Terms and Conditions, Letter of intent, Privatizes, Non- Competitive Forms of Procurement  
Request Seller Responses: Bidder Conferences (Contractor Conferences, Vendor Conferences, Pre-Bid  
Conferences), Advertising, Qualified Seller List, Proposal (or bid).

Select Sellers: Independent Estimate, Screening System, Past Performance History, Presentations,  
Negotiation, What is a Contract, What Do You Need to Have a Legal Contract, Contract Management  
Plan, Main Items to negotiate and Contract Management Plan

Contract Administration: Conflict, Contract Change Control System, Buyer- Conducted Performance  
Review, Claims Administration, Records Management System, Contract Interpretation, termination.

#### **4.11 Stakeholders Management**

Project Stakeholder management is one of the most important job of the project manager, this session  
focuses on stakeholder management.

#### **4.12 Professional and Social Responsibility**

Ensure Individual Integrity: Tell the Truth in Reports, Conversations and Other Communications, Follow  
Copyright Laws, Put the Project's Needs Before-your Own, Do Not Give or Take Bribes or Inappropriate  
Gifts, Do the Right Thing, Follow the Right Process

Contribute to the Project Management Knowledge, Enhance Personal Professional Competence, Promote  
Interaction Among Stakeholders (Balance Stakeholders' Interests, Resolve Competing Interests, Deal with  
Problems and Conflicts as They Arise, Interact with Team and Stakeholders in a Professional and  
Cooperative Manner (identify and Understand Culture Differences, Uncover Communication Preferences  
when identifying Stakeholders.

## 1. Qualification Requirements/Short listing Criteria:

Ministry of Communication and Information Technology, now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the services described under paragraph 3 above. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The short listing criteria are:

A. The Consultant should be registered as legal entity and should have been in business for the last 5 years in providing consultancy services of similar assignment. The consultant should provide a copy of the business license with its EOI.

- *The Consultant while describing the assignment(s) should furnish the following details:*
- *Consultant should explain in what way the executed assignment(s) was/were similar in nature to the current assignment and also indicating the input of key experts provided for the same*
- *The Consultant should explain the exact role played by the Consultant in the assignment if the assignment was carried out in association with other firms as JV or in sub-consultancy for carrying out the assignment.*

*{Criteria ii&iii of above are indicative; the procuring entity can set short listing criteria differently if required}*

i. Requirements for Consultants participating as Joint Venture, Consortium or Association:

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. If consultants intend to associate with other firms, they are advised to clearly identify the lead partner and state the composition and nature of their association (JV/ sub-consultant) in their EOI.

In case of association between the firms are in the form of JV, the following requirements will also apply:

- Only the firm meeting not less (40) % of the shortlisting criteria shall act as the Lead Partner of the JV. The lead partner needs to be identified in JV agreement or intention of forming JV to be submitted with the EOI. Other member(s) of JV need to meeting not less (25) % of the shortlisting criteria. The figures for each of the partners of a JV shall be added together to determine the consultant’s compliance with the shortlisting criteria.
- The variance in similarity and complexity could be acceptable.

ii. Consultant having some regional experience is desirable

iii. The consultant is not black-listed by Government of Afghanistan.

- iv. Declaration by the Consultant that the consultant does not have any conflict of interest in terms of taking any assistance / support from individual / firm / consultants who have been part of the Project... .. consultancy or the procurement process.
- v. Declaration by the Consultant that the information furnished in EoI is correct and for any misrepresentation detected at any stage of selection process or during execution of the resultant contract if successful, the Consultant to be taken up under the Laws of Afghanistan.
- vi. The EOI with all details should, preferably, not exceed 40 pages in total.

## 2. Legal References

The attention of interested Consultants is drawn to ‘Chapter 4 - Process of Request for Proposal’ of “Rule of Procurement Procedure” issued by Government of Islamic Republic of Afghanistan. The consultants are also required to maintain high standard ethics throughout the procurement process. The Consultants’ attention is also drawn to Article 16 of Afghanistan Public Procurement Law for compliance. The consultants can download the Public Procurement Law and Procedure from: [www.npa.gov.af](http://www.npa.gov.af)

## 3. Method of Selection

A Consultant will be selected in accordance with the *Quality and Cost Based Selection (QCBS)* set out in Rule 59 of Procurement Procedures.

## 4. Submission Deadline of EOI

Expressions of interest as per Annexure ‘A’ attached must be delivered in a written form to the address below *address* by 20<sup>th</sup> June Thursday, 10:00 Am Kabul Local Time.

### Address:

Ministry of Communication and IT (MCIT)  
14TH Floor Procurement Directorate, Consultancy department, Ministry of Communication and IT  
Mohammad Jan Khan Watt, Kabul – Afghanistan

Further information in respect to this REOI can be obtained at the address below by email or in person during office hours [08:00-3:30 Hours].

### Attention:

*Aslam Sharad*  
*Acting General Manager of Consultancy & Procurement*  
*Ministry of Communication and IT (MCIT)*  
*14<sup>TH</sup> Floor Procurement Directorate, Consultancy department, Ministry of Communication and IT*  
*Mohammad Jan Khan Watt, Kabul – Afghanistan*  
*Email: [aslam.sherzad@mcit.gov.af](mailto:aslam.sherzad@mcit.gov.af) copied to [romalsadat10@gmail.com](mailto:romalsadat10@gmail.com) &*  
*[khyber.seddiqi@mcit.gov.af](mailto:khyber.seddiqi@mcit.gov.af)*  
*TOR and REOI can be downloaded from the following sites:*  
*Website: <https://mcit.gov.af/> , [www.ageops.net](http://www.ageops.net) (NPA) and Arman Mille.*

## ANNEXURE 1: FORMAT FOR EXPRESSION OF INTEREST

The expression of interest in English language must be submitted as per the following format:  
*{Note: In case documents submitted are in any language other than English, the consultant should submit a self-certified copy of the translated document in English (along with originals).}*

**SECTION 1:** Organization Details (In case the EoI is being submitted as a Joint Venture/Sub-Consultant, the information has to be submitted for the Lead Partner as well as other members of the Joint Venture separately/Sub-Consultant.)

Part 1: Organisation Detail		
I.	Name of the Organization	
II.	Details of the Organization	<ul style="list-style-type: none"> <li>• Address of the Registered Office:</li> <li>• Telephone:</li> <li>• Facsimile:</li> <li>• Website:</li> </ul>
III.	Information about Organization	<ul style="list-style-type: none"> <li>• Year of Establishment:</li> <li>• Status of the Organization: (Public Ltd./Private Ltd./LLP etc.)</li> </ul>
IV.	Name and designation of the person authorized	<ul style="list-style-type: none"> <li>• Name</li> <li>• Designation</li> <li>• E-mail</li> <li>• Contact Number</li> </ul>
V.	Number of Personnel	<ul style="list-style-type: none"> <li>• Total employee strengths on the payroll of the company as on (specify the date)</li> <li>• Number of qualified technical personnel on its</li> </ul>



		payroll or panel working in the area of (specify the area)
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**Part 2** EOI Respondent firm needs to mention its core business areas and any other relevant details / experience in a descriptive format. EOI Respondent firm needs to mention its Technical and managerial capability for executing the scope of services.

**Please provide a response with details in not more than 3 pages**

**SECTION 2:** Documents to be submitted

	<b>Information to be provided</b>	<b>Documentary Evidence to be Provided</b>	<b>Page number as part of Annexure</b>
1	Firm must be registered legal entity. Information on their status as a legal entity and submit relevant supporting documents. (In case of JV, it should be met by the lead Partner but need to be submitted for other JV Members/Sub-consultant also)	Copy Certificate of Incorporation issued by relevant authority in country of establishment	
2	The consultant shall demonstrate having sound financial situation by submitting audited financial reports or any other credible financial documents for last [3] years		

	<b>Information to be provided</b>	<b>Documentary Evidence to be Provided</b>	<b>Page number as part of Annexure</b>
3	<p>The Consultant shall provide proven experiences of having executed one contract during last [5] years of similar assignment (comprising of completed or on-going projects) which should showcase the expertise/ strength of the consultant for undertaking such assignments. In case of a JV only the firm meeting not less (40) % of the shortlisting criteria shall act as the Lead Partner of the JV. The lead partner needs to be identified in JV agreement or intention of forming JV to be submitted with the EoI. Other member(s) of JV need to meeting not less (25) % of the shortlisting criteria. The figures for each of the partners of a JV shall be added together to determine the consultant's compliance with the shortlisting criteria.</p> <p>The information in regard to the experience also need to be submitted for other JV Members/Sub-</p>	<p><i>Details of the experience should be submitted as per format in Section 3 along with the following documents:</i></p> <p>For completed projects:</p> <ol style="list-style-type: none"> <li>1. Copy of Contract(s)</li> </ol> <p>For On-Going projects:</p> <ol style="list-style-type: none"> <li>1. Copy of Contract</li> <li>2. Copy of the letter from authorised client representative / Self-Certified declaration by authorized Signatory of the EoI Respondent Entity stating that scope of services completed till date along with payment realised for the project.</li> </ol> <p>Please note: <i>The credentials cited under this must have been executed by the EoI Respondent or the JV partner and not its parent/child company</i></p>	

	<b>Information to be provided</b>	<b>Documentary Evidence to be Provided</b>	<b>Page number as part of Annexure</b>
	consultant as separate statements)		
4	The details of the Consultant's regional experience if any.	List the Contracts executed with details such as contract number, the client detail, period of the contract, value of the contract, brief about the assignment etc.	
5	Other relevant documents	i. Declaration that the firm is not black-listed by any Government agencies in Afghanistan ii. Declaration that the consultant does not have any conflict of interest in terms of taking any assistance / support from individual / firm / consultants who have been part of the Project... ..... consultancy or the bid publication process. iii. Declaration by the Consultant that the information furnished in EoI is correct and for any misrepresentation detected at any stage of selection process or during execution of the resultant contract if successful, the Consultant to be taken up under the Law of the Land.	

**SECTION 3:** Format for furnishing details of Credentials / Past Experiences for projects as at Sl. No. 3 of Section 2. The information need to be furnished as per the Format below for each credential.

The project citation should be a maximum of 2 pages per credential/project along with documents as mentioned under Sl. No. 3 of Section 2 (above). The citation need to be furnished for each credential.

Assignment name:	Country: Location within the country
Name of Client:	Address:
Name of the Legal Entity in whose name the contract is:	Duration of assignment (months):

No. of man month of the assignment:	Start date (Month/year): Completion date (Month/year):
Approx. value of the overall contract (in USD):	Approx. value of the services provided by your firm under the contract (in USD):
Name of associated organizations, if any:	Role of Consortium member:
Narrative description of the Project:	
Detailed Scope of services, coverage of the project: <ul style="list-style-type: none"> <li>• <i>Consultant should explain in what way the executed assignment(s) was/were similar in nature to the current assignment and also indicating key experts input for the assignment(s) including their qualifications and experience (CVs of such key staff are not required to be attached)</i></li> <li>• <i>The Consultant should explain the exact role played by the Consultant in the assignment if the assignment was carried out in association with other firms as JV or in sub-consultancy for carrying out the assignment.</i></li> </ul>	
Relevance of Project to the current scope (i.e. relevant project components in detail)	
Details of the impact of the project for the client:	

Copy of Contract(s)?	YES / NO
Copy of certificate from the client with explicit information to meet the specific requirement of the criteria attached?	YES / NO
Copy of self-certificate with explicit information to meet the specific requirement of the criteria attached?	YES / NO