



# Mekong River Commission

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## TERM OF REFERENCE

### 1. Consultancy Summary:

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|---|---|
| - Title:                                      | Independent Enterprise-Resource-Planning Expert                 |
| - Consultancy type:                           | Short term consultancy  |
| - Division:                                   | Administration Division   |
| - Duration: (Tentative)                       | From 1 <sup>st</sup> November 2018 to 31 <sup>st</sup> Dec 2018 |
| - Duty station:                               | Based in Vientiane, Lao PDR, at MRC Secretariat's headquarters  |
| - Reporting to:                               | Director of the Administration Division                         |
| - Total number of days for this consultancy:  | 45 working days   |
| - Required deliverables for this consultancy: | Yes   |
| - Daily timesheet requirement:                | Yes   |
| - Monthly/weekly team meeting requirement:    | Yes   |
| - Finger print scanning requirement:          | No  |
| - Monthly work plan requirement:              | Yes   |
| - Monthly timesheet requirement:              | Yes   |

### 2. Background

The Mekong River Commission (MRC) was established by the 1995 Agreement on Co-operation for the Sustainable Development of the Mekong River Basin, between the governments of Cambodia, Laos, Thailand and Vietnam. In accordance with this Agreement, the mission of the MRC is: "To promote and coordinate sustainable management and development of water and related resources for the countries' mutual benefit and the people's well-being by implementing strategic programmes and activities and providing scientific information and policy advice."

The MRC has a three-fold governance structure, consisting of the Council as the highest-level decision-making body (at ministerial level), the Joint Committee (JC) and the MRC Secretariat – complemented by National Mekong Committees (NMCs) in each MRC Member Country. The MRC Secretariat is the operational arm of the MRC. It provides technical and administrative services to the JC and the Council to achieve the MRC's mission. The office of the Secretariat is in Vientiane (OSV), Lao PDR, and a Regional Flood Mitigation and Management Centre is based in Phnom Penh, Cambodia.

In 2010, the heads of government of the four MRC member countries held their first MRC Summit in Hua Hin, Thailand, and decided on a vision of a financially self-sustained organisation by 2030. To achieve this 2030 goal, the MRC has since embarked on a comprehensive organizational reform towards a leaner and more efficient organisation, based on the decentralisation of activities to the member countries. This reform includes structural, staff and financial reform.

A new organisational structure has been implemented since July 2016 and the recruitment process for almost all new positions is now being finalised. The financial reform has focused on the establishment of a basket fund where development assistance support and member countries' contributions are pooled to fund one overall annual budget for MRCS, replacing the previous dual budget structure. A new Enterprise Resource Planning (ERP) accounting platform was also installed and configured at MRCS in 2016. The new Financial Management Information System is based on Microsoft Dynamics NAV, to substitute the Microsoft Dynamics SOLOMON System that was in place for more than 10 years. The new software has become the production environment and has coincided with:

- A new Chart of Accounts enforced by changes to the accounting basis and move to new accounting system
- Unresolved matters regarding accruals-basis processes and outcome/output budgeting in the new system, with impact on the quality and completeness of the data migration

The change of software has also coincided with the departure of senior team members giving rise to a considerable shortfall in strategic accounting expertise.

This has all led inter alia to many implementation and transitional issues remaining unresolved that are critically impacting the effectiveness of the new application, and lead in turn to the emergence of manual processes that subvert the NAV system purely to manage day-to-day accounting and management reporting priorities.

Therefore, it is necessary to introduce experienced accounting expertise familiar with Microsoft Dynamics NAV or an independent expert to support the MRC Finance team to analyse the gap of the customised software to be in line with the current requirement and to complete the implementation of the software and train the MRC finance team to be fully proficient and independent in the use of the new platform. This work will be of necessity a team effort, and include MRC finance team and IT resources, as well as support from the vendor as required.

### **3. Objective of the Consultancy:**

The main objective of this work is to provide gap analysis and provide right solution for repairing or new implementation to support to the MRC finance team in the implementation of software platform, ensuring that the system is fully operational at technological and user level and that the finance team is fully proficient and independent in its use.

After this consultancy, the MRC will have the full list of requirements and the designed processes so that the finance team should be able to make the new system deliver accurate, reliable, timely and meaningful management reports, based upon good quality source data.

Specifically, the full implementation of Microsoft Dynamic NAV or any else needs to be complete according to auditable standards, and ensure that:

- All 5 modules that are part of the first phase of implementation (Finance, Procurement, HR, Fixed Asset and Workflow and Corporate modules) are complete, compatible, implemented, stable and live;
- Staff are mentored and trained in the use of key processes;
- The relevance, accuracy and usage of tactical, operational, management and statutory/regulatory reports are assessed, engaging with the implementation supplier to guide remedial work on their part where necessary

### **4. Responsibilities and tasks:**

The consultant will be requested to undertake the following tasks:

- Gap Analysis of the current situation of the Microsoft Dynamic system and study into the requirements of the finance, procurement, fixed assets, and HR. Come up with a report outlining the issues and recommendations.
- Configure/Reconfigure Microsoft Dynamics NAV or any other software scheme to meet MRCs requirements of the accounting system to align it with the existing accounting practice, (budgeting, income, expenditure, obligation, fixed assets and cash advance);
- Ensure the optimum day to day operation and implement of the Microsoft Dynamic NAV or any else;

- Onsite support to the Finance team in developing customised financial reports structure and forms for the chosen software (Microsoft Dynamic NAV or any other), Jet report, or other tools including design, develop and testing of the reports necessary to support the monthly and annual cycles closure;
- Ensure accuracy of the system generated financial reports (Expenditure, Income, Profit and Lost Statement, Balance Sheet, Cash Flow Projections, Budgeting, Monthly Bank Reconciliation and Obligation) by Division, Outcome, Output, Activity, and Task;
- Fund management reporting works, day to day accuracy in transaction processing, and the ability of the implementation model to support the reporting needs. Especially Chart of Accounts, Vendor (AP), Customer (AR), Employee, Cash advance aging and other relevant to our daily transactions;
- Defining the KPI measurement for the principal analytic reports or graphical chart reports (BI);
- Coordination and work alongside with the software provider or developer;
- Coordination to develop the user manual and provide training to all users.
- The delivery of value from this intervention will be contained almost wholly within the Microsoft Dynamic system or any other, and its functionalities. A comprehensive financial and budget report is however expected, as well as a short project completion report. This report includes the identification of major risks for the future implementation and respective recommendations and should be submitted no later than 28<sup>th</sup> Dec 2018.
- Preparation for any technical possibility of automation of data collection from terrain or any communication means, data transmission and data processing in the near future.

#### 5. Deliverables and timelines:

<b>Deliverables</b>	<b>Tentative Deadline</b>
Gap Analysis of the current situation of the Microsoft Dynamic system and study into the requirements of the finance, procurement, fixed assets, and HR. Come up with a report outlining the issues and recommendations.	22 <sup>nd</sup> Nov 18
Configure/Reconfigure Microsoft Dynamics NAV software or any other to meet MRCs requirements of the accounting system to align it with the existing accounting practice, (budgeting, income, expenditure, obligation, fixed assets and cash advance);	30 <sup>th</sup> Nov 18
Ensure accuracy of the system generated financial reports. Expenditure, Income, Profit and Lost Statement, Balance Sheet, Cash Flow Projections, Budgeting, Monthly Bank Reconciliation and Obligation by Division, Outcome, Output, Activity, and Task are developed and tested.	15 <sup>th</sup> Dec 18
Training materials and training provided to Finance staff	21 <sup>st</sup> Dec 18
Project completion report	28 <sup>th</sup> Dec 18

#### 6. Working Arrangement:

The Consultant will work closely with the MRC Administration Division and with the finance and IT teams. He/She will report to the Director of the Administration Division, and the Chief Financial Officer of MRCS.

The consultant is under the obligation of confidentiality.

#### 7. Qualifications and Requirements:

- Bachelor or advanced degree in Finance/Accounting/Information Systems/Computer Science or another relevant field.
- A minimum 8 years of experience in financial management or accounting software management.

- Demonstrated 5 years' hands on experience in implementing Microsoft Dynamics NAV or 10 years' hands on experience in implementing or development of another ERP.
- Knowledge of Jet Reports and/or EDI software or other new technology.
- Troubleshooting and support experience with Microsoft Dynamics NAV is preferred.
- Excellent English verbal and written skills and general communication skills.

**8. Condition of payment**

A. Pay per deliverables according to an agile development methodology on monthly iterations.

**9. Intellectual property rights:** Intellectual property rights - IPR: Information, data, database, knowledge resources in the forms of briefings, reports, proceedings, articles, essays, etc. issued by and for the MRCS will be the MRCS property. Any utility, announcement and disclosure that are without MRCS highest levels of authority' permission is considered illegal and will be charged by relevant local and international legal procedures.

**10. English competency:** TOEIC score of 600-700 (or equivalent). Expected enough professional English in writing and communication

**11. Other requirements:** daily timesheet, monthly workplans, monthly deliverables reporting, daily standup meeting if working at MRC Secretariat, finger print scanning if working at the MRC Secretariat office

**12. Signature Block**