



National Institute of Electronic Government, Public Institute

**Terms of Reference for Recruiting a Company to Develop a
Public Service Catalogue and Conduct Data Collection on
Public Service Delivery**

Maputo, January 2024

1. BACKGROUND

The National Institute of Electronic Government, a public institute abbreviated as INAGE, IP, created by Decree No. 61/2017, of 6 November, whose competences, autonomy, budgetary regime, organization and operation were adjusted through Decree No. 35/2022, of 22 July, is a category A public institution, endowed with legal personality, administrative, financial and patrimonial autonomy with the fundamental mission of coordinating and providing Electronic Government services, fostering greater speed in the provision of public services and promoting initiatives to improve the efficiency and transparency of the Public Administration in its interaction with the citizen.

The success of e-Governance in the country requires a robust internal capacity, which involves several aspects ranging from empowered human resources to the efficient management of systems, electronic processes, and digital accessibility in order to ensure that digital services and information are accessible to all citizens, promoting digital inclusion.

It is in this context that INAGE,IP intends to make use of the funds of the EDGE Project, financed by the World Bank, under the management of the Ministry of Science, Technology and Higher Education (MCTES) to hire a company to produce a Catalogue of Public Services and conduct Data Collection on Public Services, to serve as a practical guide for citizens, guiding them on how to use public services; the necessary requirements for each of them; the necessary steps and the channels available to access these services; the estimated delivery time or time of the service, as well as channels and tools for support in case of doubts in accessing the services.

2. PURPOSE OF THE CONTRACT

Develop a Public Services Catalog that provides detailed information on the services provided by the Public Administration, which includes description, requirements, deadlines, costs (if applicable), service channels and other relevant information.

3. SCOPE OF WORK

The scope of the project are, among others, the following:

- Survey of services offered by the public administration, with details of the steps and procedures involved in the process of its request;

- Development of a Public Services Catalogue that should be delivered in *an offline and online version*, easy to navigate and understand, which should be integrated into the Citizen's Portal in order to facilitate navigation, understanding and enabling access to services;
- Integration of the Catalogue with other relevant systems and databases;
- Establishment of a process of regular updating of the information in the Catalogue in a dynamic and sustainable manner;
- Implementation of user *feedback* mechanisms to evaluate the quality of services.

4. SPECIFIC TASKS

The work will be carried out in 3 phases, which may overlap:

a) Preliminary phase: inventory, and collection of forms used in the provision of the service

Objective

Collect forms that are used for the provision of services, as a way to generate an inventory of the services provided. These forms can then be uploaded to the service portal, allowing users to save time by downloading and pre-filling them while the service does not become transactional.

Main activities

- Map the relevant institutions that can provide the necessary data or contribute to the realization of this activity;
- Work with the Ministry of State Administration and Civil Service to collect any data relevant to this work that they may have compiled;
- If the forms are produced by a central entity in Maputo, the company will collect all these forms from the competent authority (e.g. Imprensa Nacional de Moçambique - INM);
- If the *Imprensa Nacional de Moçambique* does not have part of the necessary forms in its possession, the firm will collect such forms directly from service providers in Maputo City, related to the following sectors:

- ✓ Civil registration and civil identification (e.g. certificate of authenticity, registration of birth, marriage, change of name, application for a new identification document, request for a copy of the identification document, etc.);
 - ✓ Administrative services (NUIT, Declaration of residence, DUAT, Criminal Record, application for a new passport, renewal, etc.);
 - ✓ Health services (vaccination certificates, medical certificates, etc.);
 - ✓ Educational services;
 - ✓ Utilities (water, energy);
 - ✓ Registration of companies;
 - ✓ Business licensing;
 - ✓ Start of activities;
 - ✓ Other relevant services.
- For each form, the company will also collect the following data:
 - ✓ Number of forms produced/used annually (such as the approximate number of times services are requested);
 - ✓ "Owner" of the service: the institution, the specific department and the person responsible throughout the country for the specific service (including the name, position and contact details of that person), as well as the institution responsible for delivery to the final beneficiary (e.g. delivery at provincial or municipal level, hospitals, individual schools, etc.);
 - ✓ Confirm whether the services associated with this form are partially or fully digitized, and the Information System associated with such digitization, if any, as well as the owners and managers of such systems (i.e. the department/institution responsible for their maintenance);
 - ✓ The cost of the services for the beneficiaries (citizen, company, etc.);
 - ✓ The coverage for the use of the form and this service (both geographically and governmentally), and whether it is harmonized at the national level, or only applicable to certain localities (e.g. is a service provided in the same way and using the same forms, at the national level or is it a form applicable only in Maputo City);

- ✓ The forms and information collected will be integrated into an inventory and catalogue of services, as well as into the number of forms produced annually. The information will be compiled in a comprehensive report (including a summary table Excel of the relevant services and information), organized by institution, with digitization of the collected forms and entry of the form fields in electronic format.

b) Quick survey to assess the public services most used by citizens and businesses.

- Conduct a quick in-person survey of the public services most sought-after, used or needed by citizens and companies [about 100 people, from varied backgrounds (urban/rural), in Maputo and outside Maputo]. The survey will be used to create a list and summary of the most used public services and associated pain points (e.g. expensive, requiring many trips to the service provider, etc.);
- In a summary table of *MS Excel*, compile a detailed report with the results of the survey, which should include the relevant services and information that should be prioritized by order or importance; degree of use by citizens and companies, and for each service include:
 - Name of the service and associated institution/department;
 - Annual attendance according to different profiles of the interviewees;
 - Pain points and challenges/barriers to access with the service;
 - Associated direct or indirect costs;
 - Rapid assessment of the complexity in the provision of services (how many steps, average delays in accessing services, number of institutions involved in the provision of the service, complexity in the digitalization of the service, etc.).

Additionally, the company should provide some recommendations to facilitate the prioritization and selection of services to be supported by the project, taking into account the value they add, and the number of businesses/people impacted (e.g., prioritizing simple services over complex services that would require significant effort to digitize).

c) In-depth evaluation of the 20 services

Based on the results of the two previous tasks, INAGE,IP, with the collaboration of the main stakeholders, should select 20 priority services (new) that will be digitized and added to the Citizen's Portal, and the company should support the next phase of this work, which will consist of carrying out the following activities for each of the 20 priority services selected:

- Description of the Standard Operating Procedures and detailed workflow from inception to delivery of the service, bringing the complete journey from the user's perspective on how the user generally finds information on how to access the service and should also submit the documents to be provided at each stage of the procedure and related procedures;
- Cost for each procedure (minimum/maximum and/or average and/or estimated if the rate changes according to the location) for the user, and recommendations on the appropriateness of the cost;
- Number of users of the service per year, or other approximate data that may give an indication of the number of users of the service, in the last 3 years. If no data are available, request an estimate (possibly from multiple sources) and conduct a literature search for more information;
- Estimation of the actual time required for a user to perform each procedure until the service is obtained (average, minimum and maximum);
- Service level agreements on information and on the legal delays in place to provide the service, or each step of the service, if applicable;
- estimated cost of providing the service per service provided or annual budget of the public service managing the public service provided;
- Collection of qualitative information/*feedback* from some users of each service: main difficulties encountered, avenues of reflection to facilitate access to the service, other expectations;
- Business process re-engineering (BPR) for priority services that require simplification, including suggestions on simplifying forms in order to eliminate superfluous information that is not necessary for the provision of a particular service;
- Simplify the workflow, to remove unnecessary barriers to access to the service for the end user and pain points, as well as increase efficiency on the government side, without prejudice to the legal instruments in force, and if there is a need to review the legislation

for the better functioning of the services, it should be included in the report as a proposal for INAGE, IP;

- Assessment of the state of the digitalization process, if applicable, including information systems associated with the provision of services, including data flow between systems, technology, problems with process digitalization (including user-friendliness, user capacity), end-to-end digitalization opportunities, etc.

5. PROJECT APPROACH, RESULTS AND GOVERNANCE

INAGE,IP will provide a credential that will facilitate the presentation and scheduling of meetings with each institution, including ministries and other public institutions, such as MAEFP and MEF, which will also facilitate work in any other public institutions, and INAGE,IP may appoint one or more technicians to accompany the company whenever justified.

The project will have a Project Manager appointed by INAGE,IP who will be available for weekly, monthly or bimonthly meetings, to take stock of the progress of the work, discuss the blockages/problems encountered, including problems of access to information or resource people, with a view to finding solutions and obtaining the support of INAGE, IP. The data collected will be shared regularly with the government.

Monthly strategic meetings will be held conducted by the Director-General of INAGE,IP or by someone delegated by him. In addition to the Director-General of INAGE, these meetings will include the Deputy Director-General, the Director of the Digital Transformation Division, the Head of the Planning and Cooperation Department, the Project Manager, the contracted company and other stakeholders who are invited by the Director-General of INAGE,IP.

INAGE,IP may appoint a technician to work with the firm at a technical level to enable knowledge transfer and internal capacity building, and this technician should work closely with the Project Manager who in turn will report to the Director General of INAGE,IP or someone delegated by him.

The company must present its work plan before starting in order to be approved by the Director General of INAGE,IP and throughout the work it must produce reports, according to the table below, where it will indicate, among other important aspects, the sources of information related to qualitative and quantitative data, and when it comes to estimates.

It should be noted that all final reports, including other work items, must be submitted in Portuguese and interim reports may be submitted in English.

Findings	Deliverable	Deadlines
Inception Report	<ul style="list-style-type: none"> - Presentations made to different agencies and institutions about the study, including its objectives and methodology. - Report on the reactions of the different institutions and agencies - Detailed methodology and work plan, taking into account the <i>feedback</i> received. 	3 weeks after the effectiveness of the contract
Task 1: Preliminary phase, inventory, and form collection	- Results of the preliminary inventory and catalogue, digitization of all forms collected, summary of difficulties and problems encountered, list and contacts of people found.	2 months after the approval of the preliminary report
Task 2: Quick Assessment	- A comprehensive report presenting the results of the survey.	3 months after approval of the preliminary report
Task 3: In-depth evaluation	- An exhaustive report on the 20 most used services.	4 months after approval of the preliminary report
Presentation Workshop	Facilitation of a workshop to present the results of the report to relevant stakeholders and support decision-making on the services to be supported as a priority by the project.	5 months after approval of the preliminary report

Task 4: In-depth analysis of 5 services	Full company report for 5 priority services. Presentation of the findings of the report to all interested parties.	6 months after approval of the preliminary report
Task 5: In-depth analysis of 10 more services	Full report from the firm, for a further 10 priority services. Presentation of the findings of the report to all interested parties.	7 months after approval of the preliminary report
Task 6: In-depth analysis for 5 more services	Full report from the firm, for 5 more priority services. Presentation of the findings of the report to all interested parties.	8 months after approval of the preliminary report
Final Report	Final report, compiling all reports and catalogs produced during the consultancy, feedback from the work, lessons learned, and recommendations for next steps.	9 months after approval of the preliminary report

The company shall consider and include in its final report the comments received from the government through INAGE,IP.

6. QUALIFICATION AND EXPERIENCE

6.1. FIRM'S QUALIFICATION AND EXPERIENCE

For this consultancy, we seek to hire a Firm with relevant and proven experience in the Information and Communication Technology Industry. To be considered qualified to perform the services, the Firm must be able to demonstrate the ability to deliver all of the tasks specified in these Terms of Reference and, specifically, must be able to demonstrate:

- At least 3 successful experiences in:

- ✓ Data collection, and conducting surveys to users (citizens and public companies, private companies, etc.) in close interaction with Public Administration;
- ✓ Experience in carrying out similar activities in developing countries, including Africa;
- ✓ Development of standard operating procedures.

6.2. STAFF

The members of the CONTRACTOR's technical team must be based on the following requirements:

Profile	Qualification
Team Leader	<ul style="list-style-type: none"> • Bachelor's degree in public administration or related field (Master's degree is an advantage); • In-depth understanding of the political, social and economic context of Mozambique; • Familiarity with the structure and functioning of the government and public administration of Mozambique; • Proven experience in public administration reform projects in developing countries; • Solid knowledge of the laws and regulations that guide the Public Administration in Mozambique; • Ability to analyze data and identify areas for improvement in public administration; • Ability to collaborate with diverse stakeholders, including state institutions, the private sector, and civil society organizations; • Proactivity in seeking innovative solutions to challenges in public administration.

<p align="center">Specialist in Public Administration</p>	<ul style="list-style-type: none"> • Master of Business Administration (MBA) or similar field; • Specific certifications in Organizational Development, leadership, such as PMP (Project Management Professional) or other management-related certifications are advantageous; • Proven experience of more than 10 years of acting in similar projects; • Ability to lead processes of organizational changes; • Ability to make quick and assertive decisions; • Analysis of situations and consideration of impacts of decisions; • Efficiency in time and task management to meet deadlines; • Adherence to high ethical standards.
<p align="center">Legal Specialist</p>	<ul style="list-style-type: none"> • Master's Degree in Law; • Practical experience as a legal advisor; • Knowledge of relevant jurisprudence; • Strong negotiation skills to effectively represent the interests of the organization. • Develop strategies to mitigate legal risks; • Integrity and ethical conduct in all professional interactions.
<p align="center">Senior Process Reengineering Specialist</p>	<ul style="list-style-type: none"> • Bachelor's degree in Computer Engineering, Informatics, Computer Science or related fields (Master's degree is an advantage); • Certification in Business Process Management (BPM) is an advantage; • At least 5 years of proven experience in process reengineering;

	<ul style="list-style-type: none"> • In-depth understanding of process reengineering methodologies, such as Six Sigma, Lean, BPM, among others; • Deep mastery of process modeling tools; • Strong project management skills to drive re-engineering initiatives from start to finish; • Ability to analyze complex challenges and find effective solutions.
<p style="text-align: center;">Public Consultation Specialist</p>	<ul style="list-style-type: none"> • Higher education in the field of communication (the Master's degree is an advantage); • At least 5 years in the development and implementation of communication strategies. • Specific experience in the organization of public consultations, preferably in matters of the use of technologies; • Have work experience in Mozambique; • Strong understanding, design and use of qualitative analytical tools and techniques, including the collection, transcription and translation of relevant qualitative data; • Fluent in English, Portuguese.
<p style="text-align: center;">Systems Analysis Specialist</p>	<ul style="list-style-type: none"> • Bachelor's degree in Computer Engineering, Informatics, Information Systems, or related fields (Master's degree is an advantage); • Proven experience of 5 years in systems analysis, requirements gathering and documentation; • Practical experience of 3 years in software development projects; • Familiarity with modeling tools for UML (Unified Modeling Language);

	<ul style="list-style-type: none">• Solid understanding of software architecture and design;• Relevant certifications in systems analysis or related fields can be a plus.
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7. DURATION

The company's mandate is expected to be for a period of 12 months.

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