



**National Institute of Electronic Government, Public Institute**

**Terms of Reference for the Recruitment of a Technical Assistance Firm  
for "in-house" Development of Systems and Management of  
Information Technology Infrastructure**

Maputo, April 2024

## 1. CONTEXT

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 Government services Electronic, 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 electronic services and information are accessible to all.

It is in this context that INAGE,IP intends to make use of the funds of the EDGE Project, financed by the World Bank, to hire a firm responsible for the provision of qualified technicians, for the development of Software solutions in order to boost Electronic Governance in the country. whose responsibility will be to support the institution's team in the design, development and implementation of large-scale technological solutions, including the maintenance and continuous improvement of the same, with the participation and monitoring of technicians from INAGE, IP or other public institutions indicated for this purpose.

The technicians provided by the contracted company must ensure the execution of several activities, the main ones being the following:

- Implementation and operationalization of the Citizen's Portal, including its progressive expansion in order to respond to the growing number of services in the Public Administration;
- Implementation and operationalization of the e-Government Interoperability Platform and its interconnection with the Civil Identification system to authenticate service users (e.g. e-KYC, biometric identification of social protection beneficiaries);
- Implementation and operationalization of a voice and SMS platform, which will support the launch of campaigns to assess citizen satisfaction with public services, as well as information and data collection campaigns in the area of health, education, agriculture, and possibly others.

- Support in the provision of essential digital services in various sectors, such as health, public administration, finance, education or agriculture.

## **2. MISSION OBJECTIVES**

To make available to INAGE,IP, highly qualified and experienced professionals in the areas of *design*, software development and management of software products to integrate the multidisciplinary teams of the institution, contributing with their skills and specialized knowledge to the fulfillment of institutional objectives, with particular attention to the activities of the EDGE project.

## **3. SCOPE OF WORK**

The selected company will be responsible for:

- Prepare the description of tasks based on the profiles required for INAGE, IP;
- Propose remuneration and social benefits for each position, taking into account the needs of INAGE, IP;
- Develop and present for approval, report models, which will allow INAGE, IP and the contracted firm, to monitor and evaluate the performance of each technician;
- Present, whenever requested and for each available position, 3 proposals for technicians and respective CVs, and it is up to INAGE, IP to choose the one it deems appropriate, being able to interview the proposed technicians whenever it deems necessary, being the responsibility of the consulting firm to schedule the interviews;
- Identify and allocate technicians to INAGE, IP obeying and specifications defined for each vacancy and within the deadline agreed for each case.

### **a. Training**

- Evaluate the level of knowledge of the technicians before they are allocated to INAGE, IP;
- Develop a training plan for technicians according to the levels of technicians, so that they are properly aligned with the needs of INAGE,IP;

Ensure the provision of all the necessary resources for the training of technicians so that they have the necessary technical qualifications to facilitate their integration in INAGE, IP and execution of their tasks;

### **b. Compensation and Benefits**

- The contractor will be responsible for the remuneration and all social benefits applicable to the technicians, strictly observing the labor legislation currently in use.

**c. Management**

The contractor will be responsible for:

- Propose a periodic evaluation of technicians, as well as criteria for their replacement based on performance or other variables previously defined for evaluation, including a replacement model;
- Design, develop and implement performance management strategies, with the aim of proactively identifying areas for performance improvement and implementing targeted improvement measures;
- Foster a culture of continuous learning and development within the team;
- Conduct regular performance reviews of allocated personnel, in collaboration with INAGE, IP to ensure that allocated technicians meet expectations and contribute effectively to the achievement of project objectives;
- Respond promptly to any request or feedback from INAGE, IP regarding the performance of technicians and implement proactive and reactive measures necessary for improvements.

**3.1. PROFILE DESCRIPTION**

41 Technicians

Projectos	Profiles
<p><b>Government Interoperability Platform</b> <b>(8 positions)</b></p>	<ul style="list-style-type: none"> <li>• 2 Full-Stack Developers</li> <li>• 1 System Administrator</li> <li>• 1 Infrastructure Specialist</li> <li>• 1 Information Security Specialist</li> <li>• 1 Data Governance Specialist</li> <li>• 1 Software Architect</li> <li>• 1 Software Tester</li> </ul>
<p><b>Citizen Portal (8 positions)</b></p>	<ul style="list-style-type: none"> <li>• 1 Product Owner</li> <li>• 1 Agile Delivery Manager</li> <li>• 1 Software Engineer</li> <li>• 2 Designers</li> <li>• 1 Business Analyst</li> <li>• 1 User Researcher</li> <li>• 1 Software Tester</li> </ul>

<b>Government SMS Platform (5 Positions)</b>	<ul style="list-style-type: none"> <li>• 1 Product Owner</li> <li>• 1 Business Analyst</li> <li>• 1 Software Developer</li> <li>• 1 Software Architect</li> <li>• 1 Software Tester</li> </ul>
<b>Government Call Center (2 positions)</b>	<ul style="list-style-type: none"> <li>• 1 Product Manager</li> <li>• 1 Business Analyst</li> </ul>
<b>Support for various sectors (health, education, agriculture) (7 positions)</b>	<ul style="list-style-type: none"> <li>• 1 Product Owner</li> <li>• 1 Software Engineer</li> <li>• 1 Agile Delivery Manager</li> <li>• 1 Business Analyst</li> <li>• 1 Digital Health Specialist</li> <li>• 1 EdTech Specialist</li> <li>• 1 ICT for Agriculture Specialist</li> </ul>
<b>Capacity building (3 Positions)</b>	<ul style="list-style-type: none"> <li>• 1 Government training project manager in advanced digital skills and digital transformation</li> <li>• 2 Administrative and logistical assistants</li> </ul>
<b>General (8 Positions)</b>	<ul style="list-style-type: none"> <li>• 1 Scrum Master</li> <li>• 1 Data Governance Specialist</li> <li>• 1 Cybersecurity Specialist</li> <li>• 1 Data Protection Specialist</li> <li>• 2 Project Assistants</li> <li>• 2 Communication Specialists</li> </ul>
<b>Total</b>	41 Technicians

Depending on the needs of INAGE, IP, the contractor must allocate additional technicians with a profile similar to the existing ones, or allocate different profiles. Each Profile will have an initial allocation of 1 year, which can be extended for an equal period depending on the need. In case of poor performance of the allocated technician, INAGE may request its replacement at any time, which must occur within a maximum of 60 days after notification. The same deadline must be observed in case of unavailability of the technician for a period of more than 30 days.

#### 4. ROLES AND RESPONSIBILITIES

##### 4.1. ALLOCATED PERSONNEL

**a. Professional Conduct and Integration**

- **Integration in INAGE, IP:** Fully comply with internal policies, procedures and ethical standards, including adherence to confidentiality agreements and security protocols. Proactively integrate into the institution's teams, adapting to its work environment, culture and methodologies, fostering positive relationships within the institution and with existing stakeholders.

**b. Role-Specific Responsibilities**

- **Task Execution and Quality of Work:** Diligently perform assigned tasks and responsibilities based on their specific duties, adhering to the highest professional standards;
- Ensure that all works produced comply with the quality standards established by INAGE, IP, always maintaining high levels of accuracy, functionality and usability in the *design* and development of software solutions.
- **Meeting Deadlines:** Strictly meet project deadlines, contributing to their timely completion;
- **Problem Solving and Support:** Actively participate in problem solving within their area of expertise, providing innovative solutions and support to overcome project challenges.

**c. Collaboration and Communication**

- **Teamwork and collaboration:** Actively participate in team meetings, discussions, and collaborative activities;
- Contribute positively to the team dynamics and the results of the project.
- **Regular Reports:** Always keep the INAGE,IP management up to date with the progress, challenges and any needs arising from the activities.

**d. Performance & Improvement**

- **Self-Assessment and Improvement:** Conduct regular self-assessment and seek feedback to continuously improve your performance;
- **Adaptability and Learning:** Demonstrate a high capacity for learning and adaptation in multicultural environments, as well as constant evolu-

tion in the field of ICT, thus ensuring a high quality of the solutions developed and compliance with the latest internationally accepted standards.

**e. Compliance and Ethics**

- **Legal and Ethical Compliance:** Comply with all legal, ethical, and regulatory requirements applicable to their duties, always maintaining professionalism and integrity;
- **Confidentiality and Security:** Maintain the confidentiality of sensitive information and contribute to the security of digital and physical assets as well as intellectual property of INAGE, IP.

**4.2. SELECTED COMPANY**

**a) Staffing**

- **Provision of Qualified Personnel:** Provide a team of highly qualified and experienced professionals, and ensure that they fit the specific requirements of INAGE, IP.
- **Conduct thorough verification processes:** ensure the integrity, reliability and suitability of all staff in the exercise of their duties in the Public Administration based on applicable laws and instruments.

**b) Administrative Responsibilities**

- **Contractual and Legal Compliance:** Ensure full compliance with all contractual obligations and legal requirements, particularly those related to employment, social security and confidentiality.
- **Service Level Agreement:** Develop and maintain clear deadlines for replacing staff in the event of poor performance or another situation that may jeopardize the course of activities.

**4.3. O INAGE, IP**

**a) Integration**

- **Team Integration:** INAGE, IP, will take the lead in the integration of each professional allocated to the specific area or team, which includes the framing of the institutional culture, workflows and organizational objectives.
- **Role-Specific Task Allocation:** Assign tasks and responsibilities to each member based on their assigned role (developers, *product managers*, *product*

owners, and designers). This includes setting clear goals and expectations for their actions.

- **Provision of Necessary Equipment and Resources:** Ensure the availability of all essential equipment and resources necessary for personnel to perform their duties effectively, which includes the provision of workstations, software tools, and any necessary technical infrastructure. Additionally, it should provide resources for remote work, such as reliable internet access and necessary communications tools.
- **Support and Guidance:** Offer ongoing support and guidance to the allocated staff, assisting them in their adaptation to INAGE, IP, and monitoring the progress of the integration, as well as identifying and resolving any concerns.

#### **b) Performance Management**

- **Monitoring and Evaluation:** Regularly monitor and evaluate the performance of each allocated professional against the defined objectives, as well as track their progress on specific projects and contributions to the team's objectives.
- **Performance Improvement Initiatives:** proactively identify areas to improve performance and implement targeted measures, as well as foster a culture of continuous learning and development within the team.
- **Reporting and Feedback:** For the purpose of transparent evaluation, open lines of communication should be maintained with the contractor, for the sharing of regular performance reports and feedback. This should include any challenges faced by the allocated staff.
- **Conflict Resolution and Support:** Act as the primary point of contact to address any issues or conflicts that arise, providing the necessary support to resolve them efficiently and maintain a harmonious and productive work environment.
- **Compliance and Ethical Standards:** Ensure that all activities and interactions with allocated personnel follow the highest standards of ethical conduct and compliance with government regulations and policies.

#### **c) Duration and Results**

This consultancy must comply with a **time-based contract, which will last for 2 years**, and after the effectiveness of the contract, the company is expected to:



- After 2 months: provide 80% of starting positions (section II)
- After 3 months: provide 100% of starting positions.
- Whenever requested, it must provide the technicians that INAGE,IP needs;
- Monthly: provide activity reports to all technicians approved by INAGE, IP.

## 5. QUALIFICATION AND EXPERIENCE

### a) FIRM'S QUALIFICATION AND EXPERIENCE

For this consultancy, we seek to hire a Firm with relevant and proven experience in the human resources industry, specifically in the recruitment and management of human resources in the area of Information and Communication Technologies. To be considered qualified to perform the services, the Firm must demonstrate the ability to deliver all of the tasks specified in these Terms of Reference and, specifically, demonstrate:

- At least 2 successful experiences in carrying out similar activities;
- Proven and successful experience of 3 years in the recruitment and management of Human Resources in the area of Information and Communication Technologies;
- Proven knowledge of Mozambique's Labor Laws;
- Strict compliance with deadlines and budgets;

### b) ADMINISTRATIVE TEAM

Master's/MBA in Human Resources Management, Business Administration or any other management activity;

Position	Qualification
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Bachelor's degree in Computer Science, Software Engineering, Information Technology or related areas;</li> <li>• Minimum of 5 years of experience in IT Project Management;</li> <li>• Minimum of 10 years of experience in the IT sector;</li> <li>• Strong organizational and communication skills;</li> <li>• Minimum of 4 years of work experience in IT in the Public Sector;</li> <li>• Excellent documentation skills.</li> </ul>

<b>Human Resources Manager</b>	<ul style="list-style-type: none"><li>• Master's/MBA in Human Resources Management, Business Administration or any other management activity;</li><li>• Minimum of 15 years of experience in Human Resource Management;</li><li>• Minimum of 10 years of experience as a Senior Human Resources Manager;</li><li>• Experience in talent management;</li><li>• Strong knowledge of Mozambique's Labor Laws;</li><li>• Experience working in at least two multinational companies;</li></ul>
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