

REPÚBLICA DE CABO VERDE

TERM OF REFERENCE

Technical Assistance to implement a corporate governance plan for e-embassy digital transformation

BACKGROUND INFORMATION

The Government of Republic of Cabo Verde has received financing in the amount of US\$ twenty million dollars (\$20, 000 000) from the International Development Association (World Bank) toward the cost to facilitate the implementation of DIGITAL CABO VERDE PROJECT, which has as objective to contribute to transforming the country into a regional digital hub for accelerating its digital economy through an enhanced digital infrastructure and strengthened demand of digital services and skills. The proposed project will support the Government's strategy to transform the country into a digitally enabled service economy, raising its competitiveness and attracting further investments. Enhancing the supply and demand of broadband connectivity and data depositories (digital infrastructure) is critical to support the development of digital platforms, both public and private, and to create new services for individual, businesses and governments.

In its Digital Public Services and Marketplaces component 3, sub component 3.2 E-Embassy & ComVida Platforms the Project will support the GoCV in its recent efforts to support activities aimed at increasing the GoCV's capacity to better deliver digital public services in the domains: G2G; G2B and G2P, in a context where user's digital maturity to access online services continues to pose challenges.

1. Relevant country background

Cabo Verde is a diasporic Nation and an Archipelago country with most of its population living abroad all over the world.

The government defined a national strategy for its digital transformation and decided to implement this reform from the outside in, with the focus on the Diaspora and Foreign Investment.

In 2018, the government created the diplomatic representation digital transformation project covered by ordinance n° 27/2018 of march 30 and designated the embassy in Portugal as the project management entity with the mission of adopting and experimenting solutions that would subsequently be replicated to all other Cabo Verde Diplomatic Missions abroad, contributing to a substantial reduction in waiting time for assistance and the provision of final services to its citizens seeking Consular Services. In some cases, the services include the evacuation of patients and students as well as the advice to foreigners who intend to invest or reside in Cabo Verde. The project also includes the digital transformation of the financial services with the construction of a new and integrated financial management system that privileges a dematerialized process.

During this journey of disruptive Digital Transformation, the embassy team done a lot of changes in the diplomatic missions and especially at the embassy of Cabo Verde in Portugal, but the governance model remains almost the same.

The Consular Portal and the ongoing transformations in consular services delivery is the most impactful project for the UMDD (Digital Transformation Mission Unity) so far. The system is utilized by more than twenty embassies and consulates all over the world and more than a hundred honorary consulates that will be joined in the near future.

Information Systems Created along the journey:

- Consular Portal of Cabo Verde (Web and mobile)
- Financial and HR Management Systems
- Evacuated Patients Management System

Ongoing changes (roles and teams):

- Digital Transformation Project Management team, responsible to conduct the digital transformation at the diplomatic missions with the following projects in progress:
 - Mobile consular portal upgrade
 - Consular Portal Communication and promotion
 - Financial and HR Systems Upgrade
 - Corporate Governance

- Developers Team, responsible to support the project leader in the system development processes and to acquire the required knowhow to support the transition to the current management when the project cycle is finished.
- Helpdesk team to all the embassies and consulates all over the world
Responsible to support the diplomatic mission's employees in their day-to-day work
- Electronic documents (Passport and National Identity Card) validation team
Responsible for validating the electronic documents requests registered in the foreign countries at our embassies and consulates or online in the consular portal, including image validating and treatment.
- Online Consulate team
Responsible to attend citizens and provide services remotely utilizing the consular portal web and mobile applications
- Cabo Verde's cultural centre in Lisbon

Rational for a corporate Governance in the near future

Good corporate governance helps to build an environment of trust, transparency and accountability necessary for fostering long-term investment, financial stability and business integrity, thereby supporting stronger growth and societies that are more inclusive.

With the online services 24 hours a day and 7 days a week all over the year and the projects in progress, namely the Consular Portal Mobile App Upgrade and the Consular Portal Communication and Promotion strategy, we estimate a huge rise of online services request and in consequence we will need do adjust our team and our current working hours, despite the effort in services streamline and automation.

The online consulate team needs to work in the weekend and more hours a day to fulfill all the citizens' needs at the time they expected as we provide services abroad with different time zone. The Helpdesk team needs to work more hours a day because of the time difference between the receptor's countries for our diplomatic missions and the citizens requesting help at any time.

The UMDD has so far followed the transformation process with several limitations, given the level and size of responsibilities. Given the need for long-term management, it does not make sense for UMDD to do this. Therefore, the intervention of the government is necessary for greater sustainability and to maintain the impacts achieved so far.

The transition from the project to current management

The digital transformation that the government are undergoing at the embassies, and particularly at the embassy in Portugal, for reasons we are already explained, is tremendous. Nevertheless, if we want to maintain and evolve everything that has been achieved so far, nothing it can be like before when it comes to corporate governance. Human resource management, working hours, organizational structure, salaries, recruitment, information systems (IS) and information technology (IT) governance, and so on. The disruptive change that is taking place in the reengineering of business processes, in the 24/7 multichannel service delivery, in dematerialization and interoperability, in the democratization of access to services at a click distance, in the consolidation of the various teams that we have created during the project must be accompanied by a Disruptive Governance.

New divisions and functional areas are expected to be designed under the guidance of a new organizational model with more flexible and project-oriented structures, representing a whole new set of competencies, aimed at promoting human resource and digital skills, innovation, business agility, interoperability between people and systems.

The consultancy firm shall develop an action plan that covers the areas of environmental awareness, ethical behavior, corporate strategy, compensation, and risk management for new corporate and digital transformation processes.

Change management in the ongoing project is expected to incorporate organizational changes without impacting the ongoing workflows and strategies. This involves transitioning to a new plan of action to handle unexpected changes.

1.1. Specific objectives

The Specific Objectives include:

- 1.** Perform an initial digital transformation and corporate governance diagnostic and assessment for the diplomatic representation in Lisbon as a pilot.
- 2.** Develop a new Corporate and Digital Transformation Governance conceptual framework helping the embassy and the government to decide how to manage all the changes in place and new structures created with the project to assure the principles of performance, transparency, accountability, participation, leadership, consensus orientation and fairness.

3. Implement the new Corporate and Digital Transformation and Corporate Governance Framework approved by the embassy and the government.
 - a. The consultant firm shall estimate and propose de financing model to support the transformations and the news structures created with the project that goes beyond the budget for the embassy in Portugal.
4. knowledge transfer program
 - a. To define a program to implement a structured balance between the need to introduce disruptive changes tech-based and the need to maintain the regular functioning of State administrations.

2. EXPECTED RESULTS / DELIVERABLES

Tasks

Foreseen tasks shall include but not limited to:

1. Diagnostic

The purpose of this task is to have a clear and complete picture of the corporate and digital transformation governance. Assessment of the Human Capital processes, policies, and practices, including the existent organogram, career structure, financial cost, staff roles and responsibilities, to build internal policies, practices, guidelines, and organizational requirements to be followed.
2. Roadmap for new corporate and digital transformation governance with the focus in the organization changes originated by the digital transformation project and the new competencies that the government transferred from central services to the embassies and particularly to the embassy in Portugal that are supporting the project so far.
3. Development plan for the new corporate and digital transformation governance framework

The proposed governance framework should be flexible to incorporate changes in progress and a solution to help the government take decisions about how to govern all

the disruptive transformations, solutions and teams emerging during the project implementation.

4. Corporate and Digital Transformation Governance conceptual framework development according to the development plan developed in the previous point.
5. New corporate and digital transformation governance framework implementation plan
The implementation plan must be flexible to be possible a peaceful adoption on the way and according to the government decisions.
6. New Corporate and Digital Transformation governance framework implementation
7. Online and on the job training and knowledge transfer for the board of directors and the Employees in general.

The consultancy firm shall put in place a learning program about the new corporate and digital transformation governance for all employees and namely:

- Internal procedures
- Processes design
- New profiles and functions
- Understand, create and prepare the change mindset
- Understand motivational processes
- Create an organizational culture to support the changes
- Create a client centric service approach to better delivery
- Ensure that the organization in the immediate future has sufficient and appropriate technical and human capacities, to provide a higher quality public service with greater value for society, designed according to public strategy defined by Cabo Verde's Government.

3. QUALIFICATION OF THE CONSULTANT

The assignment will require that its execution be performed by a consulting firm with at least 10 (ten) years of experience in strategic governance framework. A notable footprint in digital programs related to people management is also valued. The proposal

to be presented must contain references from at least three (3) clients/projects related to similar services (Which includes performance management, training management, employee's satisfaction, and compensation systems, staff roles and responsibilities).

The firm needs to address the legal framework that will play an active role in helping the consular organizations to make key innovation decisions and advise on how to take steps without compromising on the underlying legal fundamentals of the businesses.

The firm need to go deep in learning about the policy issues specific to the organization and to define solutions, have international project experience in public and private sector and understanding complex governance issues and designing the transition for an effective change in governance structure.

3.1. Individual qualification of the Team Members / Key Experts

The team should be comprised of the following key experts:

1. (I) Team Leader:

- a. Holding a university degree in Human Resources Management, or equivalent.
- b. With at least 9 (nine) years of experience in management and performance models, skills and talent management, organizational redesign, job analysis, descriptions, and assessment programs.
- c. At least 5 project assignments related to management and performance organizational models, skills and talent management, organizational redesign, job analysis, descriptions, and assessment programs
- d. Holding a Training Certificate (as Certified Trainer) is preferable
- e. Quality management experience is valued (ISO or similar).
- f. Portuguese and English language skills are required

2. (ii) Specialist Manager:

- a. Holding a university degree in Human Resources Management, or equivalent.
- b. With, at least, 7 (seven) years of experience in management and performance models, skills and talent management, organizational redesign, job analysis, descriptions, and process design.
- c. Organizational Psychologist experience with profile/competencies assessments or academic qualification is required.

- d. At least 3 project assignments related to change management and performance models, skills and talent management, organizational redesign, job analysis, descriptions, and assessment programs
- e. Holding a Training Certificate (as Certified Trainer) is preferable
- f. Portuguese and English language skills are required

3. (iii) Legal expert:

- a. Holding a university degree in legal area (master or Doctorate in international studies and diplomacy, MBA will be added value);
- b. International experience in similars countries for the assignment
- c. With, at least, 7 (seven) years of experience – in adequacy of legal implication implementation of design organizational model.
- d. With at least 3 projects related to legal organizational framework in public administration,
- e. Deep understanding of legal framework in private sector
- f. Excellent attitudes and practices within the legal benchmark and digital transformation in organizations.
- g. Portuguese and English language skills are required.

4. (iv) Financial Specialist

- a. Holding a university degree in business management, financial, accounting or equivalent.
- b. With at least 5 (five) years' experience in strategy advisory services, developing strategic plans, business plans, market studies, feasibility studies, PMO and analytics, commercial due diligence, value creation and value realization analysis.
- c. At least 3 consultant assignments related to financial assessment of human capital.
- d. Portuguese and English language skill are required

4. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

The assignment is expected to take 6 (six) months to complete. The consultant must deliver the monthly report to UGPE.

<i>Deliverables</i>	<i>Schedule</i>
Deliverable 1 – Inception Report	10 days after the contract signature
Deliverable 2 – Diagnostic of the governance. Assessment of “as-is” status of the Human Capital Management Model based on requisites of the chosen best practice standard/norm	3 weeks after the contract signature
Deliverable 3 - Governance framework draft, change management plan, training plan Design and implementation plan methodology for mapping the key competencies	5 weeks after the contract signature
Deliverable 4 – Governance Framework Development and change management, with an integrated key-competency-based Human Capital Management Model	10 weeks after the contract signature
Deliverable 5 – New Governance implementation plan	13 weeks after the contract signature
Deliverable 6 – Change management and New corporate governance implementation	22 weeks after the contract signature
Final report	24 weeks after the contract signature

5. ORGANIZATION OF THE ASSIGNMENT

The selected firm shall undertake the assignments in close consultation with the Mission Unit for Digital Diaspora UMDD, which shall follow and support the assignment.

The Consultant will report to Unidade de Gestão de Projetos Especiais (UGPE) for contract administration.

The firm is responsible for and will organize the logistics for capacity building implementation. The deliverables and the reports shall be submitted to UMDD with UGPE in copy. The Reports shall be submitted in Portuguese Language

The working language is Portuguese.

6. CONTRACT TYPES

A Lump-Sum form of Contract shall be signed, payments of the Consultant remuneration are linked to approval of deliverables, and the payment of reimbursable expenses are made upon presentation of the receipt of the expenses occurred at the real cost.