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Terms of Reference

Technical Assistance to prepare and support an integrated key-competency-based Human Capital Management Model for NOSi – *Núcleo Operacional da Sociedade de Informação*

1. Background

The Republic of Cabo Verde has requested a \$20 million loan from the World Bank to finance the Digital Cabo Verde (DCV) project. The project will aim to support the Government of Cabo Verde (GoCV) in the implementation of the main priority initiatives of the national Information and Communications Technologies (ICT) and e-governance strategies, as well as continue to support the strengthening of the national telecommunications sector.

The DCV project will support this activity, TA to prepare and support an integrated Key competency-based Human Capital Management Model for NOSi, under the component 1 - Legal, Regulatory Environment, sub component, Institutional structure, and capacity.

NOSi dates to the founding of the State Financial Administration Reform Unit (RAFE – *Reforma da Administração Financeira do Estado*) in 1998, under the superintendence and limited to the Ministry of Finance, with the mission of creating new budget, financial and asset management instruments supported by a technological platform.

In 2003, under Decree No. 15/2003, the GoCV established the Information Society Operational Nucleus (*Núcleo Operacional para a Sociedade de Informação*, NOSi) as an operational unit of the Interministerial Commission for Innovation and Information Society. In 2014, under Decree No. 13/2014, NOSi was converted into a Public Enterprise Entity (NOSi, EPE). Under a new strategy and organizational structure (2019–2022), with the mission of leading digital transformation of the public sector through innovative, citizen-centric technological solutions developed with the private sector. NOSi, EPE's strategy aims at contributing the GoCV's digital transformation and improvement of its competitiveness, hence making a difference in Cabo Verdean's daily lives, promoting the entrepreneurial technological innovation ecosystem, improving the business environment, and enhancing job opportunities.

The GoCV is committed to ensuring NOSI EPE's structure is composed of high-performance teams to bolster its sustainability, this entails transforming the talent hiring strategy as well as the development and performance assessment management system. Under its Enabling Legal and Regulatory Environment component, the DCV Project will support the GoCV in its efforts to improve NOSI, EPE's Institutional structure and capacity, through financing a TA to prepare and support an integrated key competency-based Human Capital and Management Model. This model will support NOSI, EPE's transformation into a more agile and competitive organization, fully equipped to monitor and interact with its employees, customers, suppliers, and private sector partners in real time, including the international market.

It is important to note that NOSi, EPE's current commitment - as set under the three Pillars established for the 2019-2022 triennium - entails a structured balance between the need to introduce disruptive



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changes, tech-based and the need to maintain the regular functioning of State administrations, as shown below:



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 of platforms and systems. NOSi, EPE is focused on the adoption of *an integrated key-competency-based Human Capital Management Model to be certified in accordance with standard, given the country's digital strategy. This enhanced model to be proposed will support the new vision*, which shall imply that new functions and competencies of the organic and functional structures are to be developed, based on a more agile model.

2. Objective(s) of the Assignment

In line with Strategic Global Action Plan, the objective of the assignment is to prepare NOSi for the certification process of the Human Capital Management Model. This will be accomplished through a



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detailed review and optimization of the existing Human Capital Management Model, based on a chosen norm or standard like the NP4427:2018 or similar, which includes performance management, training management, employee's satisfaction, and compensation systems. Other relevant aspects not covered by the standard, such as cost management of Human Capital and subcontracting process should be added to the reference model.

To achieve the desired human capital management model and full assumption of the strategic thinking and digital driven architecture model, the following specific objectives have been set for the assignment:



- (i) 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 by NOSi, EPE. The new model will foster clarity and transparency in public work relations, focused on the strategic planning in line with the relevant international standards. Within the context of full compliance with Cabo Verde's National Legislation and with such international reference standards, the structure of such Manual will need to evidence the adoption of consolidated and transversal systems and subsystems, customized according to NOSi, EPE's culture of public service and strategy defined by its Management Team.
 - a. The assessment is to be conducted, to confirm whether NOSi, EPE's structure is applying a human capital management model of continuous improvement, ensuring that all relevant and recommended internal policies are strictly followed and aligned in conformity with the designated official reference standards, notably on the following relevant fields:
 - i. Talent acquisition, retaining and development of human capital's system.
 - ii. Full compliance with the applicable legislation on human capital management.
 - iii. Fulfilment of documentation requirements:
 1. Human Capital Management Model Manual
 2. Other documented procedures and registration updated procedures, to control, approve, issue, and distribute all documents and data.
 - iv. Management commitment and responsibility on human capital development, approval, and communication-related policies.
 - v. Human Capital Strategic Planning, applied to NOSi's business plans.
 - vi. Human Capital administrative management system and internal procedures (notably, recruitment and selection, admission, onboarding and integration, internal codes of conduct and professional ethics, professional development, training, qualification of competencies, careers, acquisition of goods and services according with procurement and purchasing requirements, etc., and
 - vii. Measurement (performance evaluation, internal satisfaction, internal audits, control of non-compliant practices), data analysis and continuous improvement (corrective actions, review of non-conformities), etc.
- (ii) The drafting of an integrated key-competency-based Human Capital Management Model to be certified in accordance with the chosen standard (hereinafter designated as "***Human Capital Management Manual***"), able to turn NOSi, EPE into a smarter organization, monitoring and



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interacting with its employees in real time, i.e., making NOSi, EPE more adaptive and competitive:

- a. The Human Capital Management Manual should be entirely aligned with Vision, Mission, Values and Culture, to ensure the existence of a set of procedures and methodologies directly contributing to the improvement and competitiveness of its management processes and allowing completion of the objectives of quality management system to which the organization has set itself to achieve, benefiting from the involvement and efficiency of all its employees.
 - b. Such Manual must, therefore, evidence that human capital management policies to be adopted (e.g., talent acquisition, recruitment and selection, public employment relationship management, training, remuneration and compensation, motivation, performance evaluation policies and other policies) are, by far, one of the most differentiated and relevant vectors for obtaining a competitive advantage, notably in Cabo Verde, as NOSi EPE's Management Team qualifies its staff as the most important asset and added value factor of the organization.
 - c. Strategies to promote team satisfactory involvement and identification with the public priorities and strategies impacting directly on its performance and on the achievement of organizational objectives is key, for NOSi, EPE to respond with excellence and expertise to all public and organizational needs to be satisfied, to improve its quality of services and its credibility before stakeholders.
 - d. Ensure that NOSi, EPE in the immediate future has sufficient and appropriate technical and human capacities, to provide a higher quality public service with greater value for society, thus fulfilling its mission, which determines it to be increasingly concrete, predictable, and transparent in the goals and priorities of the Public Policy digital transformation of the Cabo Verdean public sector and Industry 4.0, designed according to public strategy defined by Cabo Verde's Government.
 - e. Evaluation of requirements and design of an innovative management by key-competencies model, based on the measurement of the value of the various functions and its impact in the results of NOSi, EPE applying the Balanced Scorecard methodology or other suitable methodologies.
 - f. Definition of a portfolio of NOSi, EPE key competencies, adaptable to NOSi, EPE's new organic structure, or to any other future organic structure that will support NOSi, EPE's business strategy.
- (iii)** Definition of the implementation strategy of the Human Capital through the renewed Human Capital Management Model duly validated, NOSi, EPE shall be transformed into a more intelligent and digital focused organization, prepared to monitor, and interact with its employees, customers, suppliers, and partners in real time, i.e., making it more adaptive and competitive. Efficient sharing of common services, responsibilities, and secure communication throughout the State Administration (central and local), through the readjustment of the internal competencies of NOSi, EPE.
- a. Focus shifting to building a vision of Cabo Verde State Administration based, notably on a model of continuous interoperability, i.e., on the capacity of interaction, not only between the Administration services, but especially between the Administration, the citizens and their organizations, especially companies, on the promotion of the



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(re)design of organizational processes based on the needs of citizens, companies and other organizations in society, supported by new technologies and ultimately, on the implementation of the best common performance international standards and specifications, ensuring the interconnection of systems;

- (iv) Preparation to grant that the Human Capital Management Model is strictly implemented by NOSi, EPE in accordance with Standard best practice, as to allow its consequent certification, as a procedure aimed to formalize the transparency and adequacy of NOSi, EPE's internal policies at the level of performance evaluation, training management, evaluation of internal satisfaction and compensation systems, among others.

The role of the Consultancy Firm in this specific assignment shall, therefore, imply confirmation that all relevant actions and procedures have been duly adopted by NOSi, EPE for further certification process of the Human Capital Management Model.

3. Scope of Services, Tasks and Expected Deliverables

The procedure of preparation and support of an integrated key-competency-based Human Capital Management Model to be certified in accordance with standard, given the country's digital strategy shall be divided into 3 sequential stages, distributed as follows:

3.1. Scope of Services

The following section lists the scope of services to be performed in each sequential stage under defined and related tasks and expected deliverables to be ensured by the selected Consultant:

- 3.1.1. Proposal of a Human Resources Management System norm or standard to be used as reference for this consultancy. The standard/norm to be used, needs to be agreed with NOSi.
- 3.1.2. Assessment of "as-is" status of the Human Capital Management Model based on requisites of the chosen standard/norm (based on current best practice standard, which includes performance management, training management, employee's satisfaction, and compensation systems, staff roles and responsibilities), to adjust it to the policies and internal practices of human resources management, aligned with the NOSi, EPE's digital transformation strategy.
 - 3.1.2.1. Assessment of Cabo Verde's National Labor Legislation in relation to NOSi.
 - 3.1.2.2. Assessment of key competency requirements for NOSi, EPE
 - 3.1.2.3. Development of a key competency requirements portfolio, including strategy to address unexpected demands
 - 3.1.2.4. Support with the definition of technological requisites for a technological solution to support the process.
- 3.1.3. Design of the integrated Human Capital Management Model Manual, drafted according to the requirements set by the chosen standard. This manual should:
 - Evidence the adoption of consolidated and transversal systems and subsystems, customized according to NOSi, EPE's culture of public service and strategy defined by its Management Team



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- Evidence that human capital management policies to be adopted (e.g., talent acquisition, recruitment and selection, public employment relationship management, training, remuneration and compensation, motivation, performance evaluation policies and other policies) are the most differentiated and relevant vectors for obtaining a competitive advantage.
- Ensure that NOSi, EPE in the immediate future has sufficient and appropriate technical and human capacities, to provide a higher quality public service with greater value for society, thus fulfilling its mission.

3.1.4. Assessment of the financial sustainability of NOSi's Human Capital

- Analysis of current business sustainability conditions.
- Financial assessment of potential human capital cost.
- Understanding potential new businesses and new skills to take advantage of emerging technologies.
- Scaling of current and future workforce ex: more Efficient contract and Onboarding, new skills competencies required, the business growth expected
- Simulations of impacts, ex: to estimate and adjust budgets for the next 3 years.
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3.1.5. Definition of the human capital processes, quality objectives and the respective Plan of Action for each process, including, notably:

- Definition of the NOSi, EPE transversal and functional competencies' model that supports the implementation of the digital transformation strategy, in alignment with the Mission, Vision and Organizational Values.
- Design and implementation of a methodology for mapping the key-competencies necessary for NOSi, EPE's human capital and identification of development needs, based on the digital strategy defined.
- Drafting of a report presenting the organizational results of the mapping of competencies of NOSi, EPE's Human Capital along the organizational structure; and
- Conducting individual follow-up sessions.

3.1.5.1. Human Capital Team's Training on the new Model.

3.1.5.2. Support processes implementation.

3.1.5.3. Review and design the process of the System/Model of Document Management.

3.1.6. Confirmation that all relevant actions and procedures have been duly adopted by NOSi, EPE for further certification process of the Human Capital Management Model.

3.1.6.1. Participation in the Internal Audit of the Human Capital System; and

3.1.6.2. Follow the External Audit and provision of support in the analysis of report issued by the Certification Entity of the chosen standard.

3.2. Expected Deliverables

The following section lists the expected deliverables (**D1** to **D5**), to be ensured by the selected Consultant:

3.2.1. Inception Report (**D1**).

3.2.2. "As-is" status and assessment report (**D2**).

3.2.3. Human Capital Manual (**D3**), including:

- Functions and roles



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- Governance of the performance assessment and management model
 - Human capital management internal policies
 - Competencies' model catalogue of human capital performance assessment and management by role/function/project areas.
- 3.2.4. Report on the assessment of the financial sustainability of human capital and its impact.
- 3.2.5. Roadmap of processes' implementation, in line with the chosen standard requirements and New Human Capital Management Manual – preliminary draft (D4).
- 3.2.6. Analysis of report issued by the Certification Entity of the chosen standard and presentation of New Human Capital Management Manual (final version) (D5).

4. Team Composition & Qualification Requirements of the Consulting firm

The assignment will require that its execution be performed by a consulting firm with at least 10 (ten) years of experience in strategic people management consulting. 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.

Will be most valued if the firm demonstrated experience at least one project with the NP4427 or similar.

4.1. Individual qualification of the Team Members / Key Experts

The team should be comprised of the following key experts:

- (i) **Team Leader:**
- ✓ Holding a university degree in Human Resources Management, or equivalent.
 - ✓ 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.
 - ✓ At least 5 project assignments related to management and performance models, skills and talent management, organizational redesign, job analysis, descriptions, and assessment programs
 - ✓ Holding a Training Certificate (as Certified Trainer) is preferable
 - ✓ Quality management experience is valued.
 - ✓ Portuguese and English language skills are required
- (ii) **Specialist Manager:**
- ✓ Holding a university degree in Human Resources Management, or equivalent.
 - ✓ 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.
 - ✓ Organizational Psychologist experience with profile/competencies assessments or academic qualification is required.
 - ✓ At least 3 project assignments related to management and performance models, skills and talent management, organizational redesign, job analysis, descriptions, and assessment programs



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- ✓ Holding a Training Certificate (as Certified Trainer) is preferable
- ✓ Portuguese and English language skills are required

(iii) Technical quality expert:

- ✓ Holding a university degree in Human Resources Management, Engineering or equivalent;
- ✓ With, at least, 7 (seven) years of experience – in quality systems, consultancy, coordination, implementation and training;
- ✓ With at least 3 projects related to auditing and consultancy for certification. Will be most valued if including the NP4427 or similar;
- ✓ Certification in audit for the domain of quality systems;
- ✓ Portuguese and English language skills are required

(iv) Financial Specialist

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

(v) Technical IT expert:

- ✓ Holding a university degree in technologies Management, or equivalent.
- ✓ With, at least, 5 (five) years of experience – leading teams' development digital solutions including management and performance, skills, and talent management.
- ✓ At least 3 consultant assignments related to management and performance models, skills, and talent management,
- ✓ Portuguese and English language skills are required

5. Reporting Requirements and Time Schedule for Deliverables

5.1. Reporting Requirements

Any specific relevant reporting requirements to be applied to the current Terms of Reference, besides the ones already herein stated, shall be duly defined by the Parties, with the adjudication and to the extent necessary, within the consulting services.

5.2. Time Schedule for Deliverables

The deliverables above identified in 3.2. – Globally considered - shall be released and provided to NOSi, EPE within a maximum period of 6 (six) months from the date of signature of the contract, according to the planning detailed below – estimation, which shall subject to agreement of the Parties (Consultant and NOSi, EPE):

Deliverables / Products	Description	Payment after Approval	Schedule
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		by the Client	
D1) Inception Report	Report with an overview of the tasks within the scope of work and methodology to carry out in the consulting services	15%	Signing of the contract (SoC) + 1 week
D2) "As-is" status report of all human capital management processes	Diagnosis of all human capital management processes with the identification of the improvement opportunities	15%	SoC + 5 weeks
D3) Human Capital Manual	<p>Functions and Roles Description of the main roles, responsibilities, behavioral and technical competencies, and associated requirements</p> <p>Governance of the performance assessment and management model Definition of the governance of the performance assessment model with the description of the main stakeholders and respective responsibilities</p> <p>Human capital management internal policies Description of the human capital policies according to chosen standard</p> <p>Competencies' model catalogue of human capital performance assessment and management by role/function/project areas 1. Description of the transversal and functional competencies. 2. Report on employees' assessment results - NOSi's mapping of competencies organizational results and impact on NOSi's Human Capital strategy and organization.</p>	15%	SoC + 11 weeks
D4) Financial Sustainability Evaluation Report	The output of the study must be a report, which includes a clear overview of the current financial costs of human capital, and the financial sustainability of HR based on the current and future needs of the institution. The analysis will also include a list of concrete recommendations to improve the financial sustainability of the human capital strategy of NOSi, based on the institutions financial position.	10%	SoC + 14 weeks
D5) Roadmap of processes' implementation, in line with chosen Norm /standard NP-4427:2018 requirements and New Human Capital Management Manual – preliminary draft	Implementation Plan Definition of the calendar and main milestones (Roadmap) and presentation of an integrated Human Capital Management Manual shall be prepared and validated, being the innovative management by competencies model in line with such Manual – preliminary version	30%	SoC + 20 weeks



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	<p>Human capital management internal processes Definition of the human capital manual management model, with the identification of the processes according to the chosen standard</p> <p>Tools to support the implementation of the performance assessment and management model Identification of instruments and tools to support the performance evaluation cycle</p> <p>Training Sessions Training strategy and materials to support evaluators and evaluate employees and training sessions to employees on new model implementation.</p> <p>Technical solution requirements and framework to continuously monitor, manage and mitigate organizational risks System requirements according to the human capital model. Validated resilience tools and methodologies to continuously monitor and manage NOSi's organizational risks shall be identified and applied.</p>		
<p>D6) Report issued by the Certification Entity according to chosen standard/ Norm and presentation of New Human Capital Management Manual (final version)</p>	<p>Analysis of report issued by the Certification Entity according to the chosen Norm/standard Analysis of non-conformities and support in the definition of improvements and presentation of New Human Capital Management Manual (final version).</p>	<p>15%</p>	<p>(SoC + 24 weeks) + up to 12 months (maximum duration of the certification procedure)</p>

Note: The Certification Procedure is out of scope of this ToR and will be performed by an independent, certified, and external entity. The products of D12 should be delivered after the Certification Process, which must be concluded within a period of 12 months.

6. Duration of the assignment

The assignment will be carried out over a maximum **period of six (6) months** (24 weeks) from the date of signature of the contract, exception made for the non-conformities and support Stage (D5) to be accompanied by the Consulting Firm to the extent of allowing the presentation of the final version of the New Capital Management Manual Report.

7. Organization of the assignment

The selected firm shall undertake the assignment in close consultation with NOSI – Núcleo Operacional da Sociedade de Informação, EPE. NOSi shall follow and support the assignment.



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

8. Contract

A Lump-Sum form of Contract shall be signed with the Consulting Firm, and the inherent payments are linked to approval of deliverables specified on item 5.2. above (Time Schedule for Deliverables) and the payment of reimbursable expenses are made upon presentation of the receipt of the incurred expenses at the actual cost.