



TERMS OF REFERENCE

Contracting of the Firm for the Execution of the Land Registry Operation on the Island of Santiago.

Praia, 2022

Contents

1. FRAMEWORK	3
2. OBJECTIVE	5
2.1 Specific Objectives	5
3. Institutional Arrangements	6
4. ACTIVITIES AND DELIVERABLES	6
4.1 Deliverables and Schedule	13
5. Quality Control	14
5.1 Internal quality control.	14
5.2 External quality control.	14
1. COMPANY QUALIFICATION	14
1.1 Key Experts	15
1.2 Non-key personnel	23
2. Required Reports, Format and Acceptance, Payment Schedule	24
2.1 Monthly Reports	24
2.2 Other reporting periods	24
2.3 Data Monitoring and Evaluation.	24
2.4 Deliverables and Deadlines	25

1. FRAMEWORK

Cabo Verde has a great opportunity in the tourism sector to improve its economy and promote economic development and poverty reduction, increasing family income. For this, one of the necessary measures should be to create the conditions for access to and availability of land, providing an effective, fast and quality service in the process related to real estate transactions. On the other hand, it is traditionally known that a large number of Cabo Verdean families living outside the main urban centers, despite owning large areas of the property, are unable to prove ownership, which would enable them to profitably use and manage this real estate asset, thus reducing their opportunities for increased income.

The information that exists on properties and the rights associated with them is still not secure and reliable at the national level and the transaction processes are still deficient, time-consuming, and unevenly performed between registered islands and those not yet registered. All this has led to many conflicts and makes it difficult to invest in property and create the conditions to improve the business environment and consequently improve people's living conditions.

The registration and correct and transparent management of properties constitute an essential aspect of the development of the country, and can only be guaranteed with the execution of the land registry, thus allowing the clarification of rights and boundaries of properties, increasing legal certainty, and reducing transaction time.

An ambitious reform agenda has been undertaken since 2010 by the Government of Cabo Verde with the aim of creating a single database with all information about properties to ensure greater legal certainty and efficiency in property transactions, a key factor in promoting a favorable environment for investment and development in the country.

Much of this reform began in 2012 with financial support from the *Millennium Challenge Corporation*, through the Property Management for Investment Promotion Project, called the Land Project, creating the legal, procedural and institutional foundations to begin the process of clarifying property rights and boundaries in Cabo Verde.

A technological platform called the Land Management *Information and Transaction System* (LMITS) was developed and implemented, which aggregates all information about the land, namely those under the responsibility of municipalities and the land registry office. This platform also supports the entire property clarification process and all subsequent transaction processes.

From these interventions carried out on the 4 islands (Sal, Boavista, Maio and the rural part of São Vicente) it was possible to aggregate a set of physical and legal information that characterizes each property, in a single database.

It is essential to expand this registry execution activity to the other islands in the country, particularly to Santiago Island, thus ensuring that property management and transaction procedures are carried out equally for these Islands.

From the results achieved, it is also possible to count on an adequate legal framework to continue the execution of land registry operations, in the remaining areas, once there is an operations manual that integrates the legal, environmental, social and gender tools and an installed national capacity, which can execute or lead all the stages of the work that will be executed in the other areas.

The existence of the installed technological platform that works in an integrated manner, with information from both the Municipal Councils, the registry office, the notaries and the National Institute of Territorial Management, is considered adequate to support the work-flow for the acquisition of registration data and the corresponding tasks associated with the clarification of the rights and boundaries of the buildings, thus guaranteeing the reliability of the infrastructure and the quality index in the management of the land.

1. Stages of execution of the Land Registry Operation

The execution of the land registry consists of 5 main steps:

- 1 - Preparation of the information contained in the public systems, both of the Municipal Councils and the registry offices and notaries;
- 2 - Data collection on rights (social, gender, environmental) and boundaries in the field from rights holders;
- 3 - Harmonization and issuance of an opinion on each building/property;
- 4 - Validation of the proposals by the holders through public consultation and by the Technical Support Team (made up of representatives from the Notary, the Land Registry, the Municipal Council and the Directorate General of State Patrimony and the National Institute for Land Management);
- 5 - Completion of the operation and building registration at the land registry office.

Input for the Clarification of Rights and Property Boundaries operation during fieldwork:

- An Operations Manual for the acquisition of rural registry information for Santiago Island in Cabo Verde.
- A database of existing spatial data for Santiago Island, such as urban plans, infrastructure, or environmental information, including protected areas and environmentally sensitive zones;
- Geo-referenced parcels for the urban areas of all municipalities on Santiago Island;
- A mobile application for data collection during fieldwork;
- Alphanumeric information from the Matrix Register (tax departments of the Municipal Councils of the island of Santiago);
- Information from the Land Registries for the Conservatory of Santiago Island;
- Orthophotos – produced in 2003, at 25cm/pixel for the urban area and 50cm/pixel for the rural area;
- Vector Cartography (DWG, SHP) – produced in 2010 at a scale of 1:10 000 for the entire island of Santiago, and at 1: 2000 for urban areas.
- Orthophotos – produced in 2010, at 12.5cm/pixel for the urban area and 40cm/pixel for the rural areas of Santiago;

- Topographic maps – produced in 1969 at a scale of 1:25000;

Table 1 - Inputs for clarifying property rights and boundaries.

Inputs	Preparatory Information	Estimated delivery to firm
Input for the Clarification of Rights and Property Boundaries operation during fieldwork:	Operations Manual for the acquisition of rural registry information for Santiago Island in Cabo Verde.	To be provided at contract signing
	A database of existing spatial data for Santiago Island, such as urban plans, infrastructure, or environmental information, including protected areas and environmentally sensitive zones;	Available for viewing after signing the contract.
	Geo-referenced parcels for the urban areas of Santiago Island.	Database to be provided after signing the contract
	Access to Mobile Field Data Collection software and LMITS.	Guaranteed after the training
	Alphanumeric information from the Matrix Register (tax departments of the Municipal Councils of the island of Santiago);	Supplied with contract signature
	Information from the Land Registries for the Conservatory of Santiago Island;	Available after signing the contract.
	Cartography and orthophotos – produced in 2003 and 2010 at 25cm/pixel for the urban area and 50cm/pixel for the rural area of Santiago Island.	Available after signing the contract.
	Topographic maps at 1:25000 scale, produced in 1969;	Available after signing the contract.

2. OBJECTIVE

The overall objective of these terms of reference is to clarify the rights and boundaries of about 235,452 (Two hundred thirty-five thousand, four hundred fifty-two) properties on Santiago Island.

2.1 Specific Objectives

- Prepare the information/evidence contained in the public systems, both of the Municipal Councils and the Conservatories and Notaries;
- Carry out Communication, Awareness Raising and Outreach Campaigns for the Land Registry Operation;
- Integrate the National Statistics System with the National Land Registry System;
- Collect evidence about rights (social, gender, environmental) and boundaries in the field, from the Cadastral holders;
- Harmonize the information collected in the field with the information in the public machine;

- Characterize and issue opinions on each building/property;
- Place in the Public Consultation all buildings with the provisional characterization;
- Handle the complaints made by the registry holders during the public consultation;
- Validation of the Proposals by the Technical Support Team (made up of representatives from the Notary's Office, the Land Registry, the Municipal Council and the Directorate General of State Patrimony and the National Institute for Land Management);
- Homologation of the definitive characterization by INGT;
- Completion of the operation and building registration at the land registry office.

3. Institutional Arrangements

An Inter-Institutional Technical Committee will be created to monitor the implementation of the Project. This Technical Committee is composed of representatives of the key institutions, and its main responsibility is to collaborate and coordinate; regularly supervise the firm's work; support the institutions in data collection and decision-making in order to speed up the process.

During the performance of the task, the firm will work closely with the following institutions:

- The Ministry of Infrastructures, Territorial Management and Housing (MIOTH) and, through the National Institute for Territorial Management;
- The National Institute of Statistics (INE);
- The Ministry of Justice, and in particular its Department of Registration, Notary and Identification (DGRNI);
- The Ministry of Finance particularly, the Directorate General of Patrimony and Public Procurement (DGPCP);
- The Operational Nucleus for the Information Society (NOSI);
- The Association of Municipalities of Santiago and the Municipal Councils of the island of Santiago, particularly through the Technical Office and Finance Services - Matrix Registry;
- Other institutions that may be relevant, including Cabo Verde Investments (CVI), local and regional NGOs, community associations, and others;

4. ACTIVITIES AND DELIVERABLES

Implementing this activity will require a significant amount of data/information gathering and decision-making about land occupation, property rights, and boundaries. It will be essential that the procedures for each stage of the process are following the legal framework of the Land Registry in Cabo Verde.

The tasks related to the clarification of rights and boundaries of properties on the island of Santiago consist of data collection, systematization of information, and the rights and boundaries of the parcels so that the firm can cover the entire territory of the island of Santiago, with all the registered parcels including the matrixed buildings and the occupations that must be registered in the national land registry system. Clarification of rights and boundaries will be based on the procedures established in the Operations Manual to systematically collect data/information on rights claimants and the parcels they own or occupy.

The fieldwork also seeks to identify and confirm the ownership/status of a given parcel: state-owned, municipally-owned, or privately-owned, and the nature of any secondary rights that may exist in a property that is subject to registration. The firm will be responsible for ensuring that 100% of the area of Santiago Island and all its corresponding parcels are surveyed, registered, and characterized.

DELIVERABLE 1 - Inception Report, including Detailed Plan.

After signing the contract, the initial phase will allow the firm to complete preparatory actions, such as document analysis, *software* and systems consultations, meetings with key partners and work planning.

- A detailed schedule of the execution of all tasks and products must be presented, showing all delivery dates and all intermediate steps for the firm's work and the institutional support needed to complete the work. The schedule includes the time for reviewing the results by the interested parties as well as the time required for the validation of the work by the INGT and the Municipal Councils.
- A schedule for the presentation of the communication plan and the time frame for implementation;
- A schedule for the delivery of completed parcels (steps for the entire process finished and completed: boundaries introduced in the registry, characterization, public consultation, Homologation), indicating how 100% of the surface area of Santiago will be completed (including the minimum of 235,452 installments) by the end of the contract, and intermediate targets to measure progress.
- A plan for internal quality control of resulting works, clarifying boundaries and rights associated with each parcel.
- A schedule for mobilizing human resources to perform the tasks during the life of the contract and a chart demonstrating the organization of the team;
- A plan for recruiting and training the firm's personnel;
- The list of equipment to be used by the firm during the field activity;

Task 1 - Capacity building of the main project elements.

The firm's key personnel, soon after approval of the work plan, will be trained in the relevant contents of the Operations Manual by INGT. Content related to the fieldwork process, workflow, and the key aspects for the efficient completion of fieldwork and the subsequent management of property rights and land management system will be covered.

Capacity building and awareness-raising on the social and gender, environmental and urban planning elements and the nature of the vulnerabilities of the cadastral holders and/or stakeholders in relation to land use rights, and ways designed to ensure adequate and fair attention for the holders and/or stakeholders.

The firm, through key personnel, will be responsible for replicating the training content to non-key personnel (e.g., field and office teams). INGT will ensure the training of the firm's key personnel, the Technical Support Team (EAT), and the Inter-Institutional Technical Committee (CTI).

The firm must deliver a training plan and the corresponding modules. The training plan will indicate dates, locations, participants, and agendas for the training. Regarding the modules, the Operations Manual itself should be the basis of the training to be delivered, but other training tools and materials should be developed as part of the modules to ensure clear, efficient understanding by the trainees.

The training plan developed by the firm should include: 1) A summary of content and schedule for delivering courses and curricula; 2) Trainers - in the case of institutions or individuals; 3) A list of course materials and production schedule, 4) The logistics of material delivery including time to inform participants of training dates and locations. The firm will have the primary responsibility to inform and invite identified participants to the training in advance.

DELIVERABLE 2: Training Action Report

At the end of the training, the firm must present a brief training completion report identifying the minimum number of people trained in relation to the plan and participation in each session. The report should include the degree of satisfaction of the participants, regarding the contents and methodologies used during the sessions. Constraints and possible corrections during the Project execution phase.

Task 3 - Publicity and Communication

The firm will develop and implement communication, awareness-raising and outreach campaigns to ensure proper understanding among beneficiary populations of the objectives and processes of the field activity, and the rights and responsibilities associated with land rights holders or occupants. Appropriate communication, awareness-raising, and outreach will also be directed at government institutions and municipalities, and other private entities.

The start of the communication, awareness-raising and outreach campaign must coincide with the declaration by the INGT of the beginning of the Land Registry Operation on the island of Santiago, as well as the constitution of the Inter-Institutional Technical Commission (CTII) and the Technical Support Team (EAT), and under the current legislation.

The communication and awareness-raising campaign will target the island of Santiago and will continue for a period commensurate with the completion of the work on the island. Broad communication and awareness-raising will begin at the start of the work, and more targeted communications will be sequenced as data/information gathering begins in each new area.

The campaign will contain at least the following approaches.

- a) **Direct communication to groups** - teams composed of local officials, NGOs, community-based associations and religious congregations, with a significant presence among the population, will have to hold meetings with those groups to convey messages based on the Operations Manual: Explain the objectives of the fieldwork, the benefits, rights and responsibilities of rights applicants, the rights award processes, a checklist related to admissible evidence of rights, rights and responsibilities of field teams, firm resources

available to provide assistance, and the strategies that claimants for parcel rights should use to mark their boundaries prior to the arrival of field teams, etc.

- b) **Media Materials** - TV, radio, and print materials will be developed for broadcast and distribution. Materials used in similar projects on the other islands can be used as sources of ideas. Internet tools and SMS should be considered as well.
- c) **Individualized outreach**- communication specialists should go on door-to-door visits to distribute information and answer questions from property occupants. Officials from participating institutions can also provide information about the process in response to questions. NGOs or community organizations can also be designated as resources that people can go to for additional information and individualized assistance.
- d) **Diaspora Outreach** - Collaboration with the Cabo Verdean diaspora should also be undertaken, using the Internet, collaboration with Cabo Verdean embassies, and other approaches that have proven successful for the GOCV (Government of Cabo Verde) in other areas of diaspora communication.

DELIVERABLE 3: Proposed Communication, Awareness Raising and Outreach Plan.

The plan will establish the operational framework and logistics for the execution of the communications, awareness-raising, and outreach campaign. The plan will indicate the communication strategies for the distinct target audiences, considering the simple language and the use of graphics. The use of the Creole language should also be considered. The plan will consider the time needed to train any individuals or organizations that will be responsible, under the general supervision of the firm - to convey information to groups or individuals. The plan will explain the various stages of the fieldwork process: the timing of major initial communication efforts, the timing of more localized communication efforts linked to the sequencing of the planning of zones and subzones for fieldwork on the island, and the timing of the publicity period, etc.

Task 4 - Implementation of Communications, Awareness Raising and Outreach Campaigns.

After the communication and awareness-raising plan is approved by INGT, the firm starts the wider communication, awareness-raising and outreach campaign covering the entire country, the Santiago Island, and the diaspora through the mass media. In addition, this process will sequentially continue with more specialized communications and outreach during all phases of the Land Registry Operation.

DELIVERABLE 4: Report on the Implementation of Mass Communications, Awareness Raising and Mass Outreach Campaigns.

The firm shall prepare the report to summarize the results of the mass campaign period, indicating goals achieved, the number of participants, the material produced according to the approved plan and the means of communication used for the communication, awareness-raising and outreach of the project, or other information that may be requested by INGT.

Task 5 – Integration of the Registry with the National Statistical System.

Considering the problem of the existence of several sources of statistics data, collected by different institutions and with different collection techniques, often contradictory, there is a need to harmonize the statistical data of the different sectors in a single database. The National Land Registry System is a dynamic system that systematically surveys the smallest collection unit (parcels/buildings), thereby providing up-to-date information at a level of detail that is of fundamental importance for its integration with the National Statistics System (SNE) serving as a basis for the preparation of census campaigns such as population, agricultural and others, whose collection unit is linked to a building/parcel.

This approach of integrating the National Land Registry System with the SNE will lead to the simplification of field data collection workflows by the various institutions in the country, improving both the quality of the data and its harmonization. In addition, these integral sectors will have accurate and up-to-date data, which will reduce the time of the preparation of the base for the collection of field data and also the cost of the operation itself.

Therefore, the integration of the Registry with the National Statistical System must be ensured and made operational, as a way of adding value to the land registry, providing important inputs, and enhancing other sectors of activity.

DELIVERABLE 5: Proposal for the Integration of the Registry with the National Statistical System.

The firm must present a proposal for a conceptual methodology for the integration of the National Land Registry System and the National Statistical System covering the different data producers whose collection unit is directly or indirectly related to the parcel. The proposal should indicate the components to be integrated as well as the integration strategies and the description of the various steps of the process. The proposal should also include the description of redundant/duplicated data in the different sectors and propose harmonization strategies between them, in order to constitute a single base among the institutions so that everyone has access to the same information.

Task 6 – Implementation of the Integration of the Registry with the National Statistical System.

After the integration proposal is approved by the sectors, the firm begins the development of the integration, and improves the registration data collection form, which will be used in the campaign of Execution of the Land Registry Operation, thus extending its purpose and optimizing the time and the cost of collecting such sectoral data. After collecting this data the sectors will have up-to-date and accurate access to this data in a single, centralized database.

DELIVERABLE 6: Report on the Integration of the Registry with the National Statistical System.

The firm should prepare the report to summarize the results of the integration of the two systems indicating goals achieved, data from the different integrated sectors, constraints, and limitations. In addition, the report should provide sufficient detail to fully understand the integration. The integration report should be submitted by INGT and approved together with the different sectors.

Task 7 - Collection and Characterization of the Buildings

After completion of the above tasks, the firm will carry out a sequence of steps for the provisional characterization of the data including fieldwork, data harmonization, creation of the proposal and issuance of sectoral opinions, holding the Exhibition and Public Consultation, and handling the claims of all the identified parcels on Santiago Island.

After the completion of the above tasks, the firm will carry out a sequence of steps for the provisional characterization of the data including fieldwork, data harmonization, creation of the proposal and issuance of sectoral opinions, holding the Exhibition and Public Consultation, and handling the claims of all the identified parcels on Santiago Island.

The exact number of parcels on Santiago Island is not yet known, but it is known that the number will not be less than 235 452 as shown in the table below. The firm will therefore be responsible for identifying the real number of buildings on the island of Santiago, registering them and inserting them into the Land Registry database.

The execution of the Land Registry Operation in Santiago Island should follow the order of the table below. Therefore, the first area of activity called “**area A**” constituted by the municipalities of Praia, São Domingos and Ribeira Grande de Santiago, secondly, work will be started in “**area B**” constituted by the municipalities of Santa Catarina, Tarrafal and São Miguel and lastly, “**area C,**” constituted by the remaining municipalities.

Table 2 - Estimated buildings and lead time by municipality.

Municipalities	Population (2021)	Buildings (2021)	Matrix Register	Agricultural Buildings (DGASP)	number of Parcels (Estimative)	Duration (Months)	Areas of Intervention	Order
Praia	142 009	34 663	42 095	1560	86560	13.2	A	1st
São Domingos	13 958	4 263	6 533	4121	20 121	3.1		
R. G de Santiago	7 632	2 400	2 136	1598	13 598	2.1		
Santa Catarina	37 472	12 295	26 716	10179	36179	5.5	B	2nd
Tarrafal	16 620	6 554	13 049	5658	23 308	3.6		
São Miguel	12 906	5 206	18 653	6994	29 644	4.5		
S.S do Mundo	7 452	2 350	3 102	2765	10315	1.6	C	3rd
S.L dos Orgãos	6 317	1 949	3 225	2877	8 877	1.4		
Santa Cruz (Rural)	-----	-----	-----	6805	6 805	1.0		
Total	244 366	69 680	115 509	42 557	235 452	36		

For each parcel (properties/land and buildings, including condominium / horizontal properties), the survey of the buildings' boundaries will be collected, as well as their characterization, and inserted into the land registry system. The steps are described in the Fieldwork Operations

Manual. It should be noted that the steps listed below are not all sequential, some will proceed in parallel, others in sequence, as will be detailed in the firm's work plan. Overall, the firm should develop and utilize rigorous and systematic workflows, human resources, and information management systems for the management and supervision of the completion of each stage related to each parcel.

As mentioned in this document, the exact number of buildings on the island of Santiago is unknown. The following table provides additional information that is currently available:

Table 3 - Additional information available

Building type	Estimated number	Assumption
Buildings on the island of Santiago in the Matrix Registry.	Approximately 122,730 Buildings.	The firm should be aware that this number is a general estimate and may not correspond to the actual numbers in the municipal matrix. Also, be aware that the information in the municipal matrix may be incorrect, there may be more than one record for a single parcel, and those records cannot be considered in the Registry.
Total parcels in urban areas on Santiago Island georeferenced (i.e., with geo-located known area boundaries)	Approx. 87418 polygons.	This information also demonstrates how incomplete and confusing the parcel information is. The number of georeferenced parcels should be equal to the urban land register number. The difference means that not all records in the municipal matrix are also part of existing urban plans.
Total buildings in rural areas for rainfed, irrigated and mixed agriculture.	Approx. 42,557 polygons.	The firm should be aware that this number is a general estimate and may not correspond to the actual numbers of rainfed and irrigated farm buildings. Also be aware that the information in the agricultural census does not portray the issue of property rights, so there may be more than one record for a unit identified in the agricultural census and vice versa.

DELIVERABLE 7 - Periodic report on the Collection and Characterization of Buildings

Periodically, the firm must submit a report that includes the identification of the number of registered buildings introduced in the system, with their respective opinions and qualifications, constraints, and proposed improvements.

The building characterization reports will be submitted periodically for validation and payment.

DELIVERABLE 8: Final Report on the Execution of the Registration Operation.

This report reflects the firm's assessment of all phases of the work performed from initial communications and disclosure to data collection and the definitive characterization of the building. The report will include minimum legal and procedural approaches; logistical operations

and approaches; technological approaches; environmental, social and gender approaches, duration of activities; evaluation of the operations manual and its components, and the effectiveness of training courses and communication campaigns. The report will include recommendations on how the work could be improved for the remaining islands in the country and recommendations on the proposed revisions to the Operations Manual. This information will be fundamental to the Cape Verdean Government (GOCV) for future replication of the methodology on other islands.

4.1 Deliverables and Schedule

The firm will present the following products:

Table 4 - Products and Deliverables

Products	Tasks	Qty	Output	Deadlines
<u>Deliverable 1:</u> - Inception Report, including Detailed Plan.	Must contain all the tasks to be performed, the material and human resources; the description of the methodology to be used for each of the activities; and a detailed schedule for the execution of the tasks.	1	Initial Report	15 days after signing the contract.
<u>Deliverable 2:</u> Capacity Building Action Report	Should describe the initial results, the training of those involved in the Land Registry operation, and the difficulties encountered during implementation.	1	Report	30 days after signing the contract.
<u>Deliverable 3:</u> Communication and Outreach Plan Proposal.	Should describe the strategy for communication and outreach of the project both on Santiago Island and in the diaspora, using the different communication channels.	1	Proposal for a Communication and Outreach Plan for the Project.	45 days (2.5 months) after signing the contract.
<u>Deliverable 4:</u> Report on the Implementation of Mass Communications and Outreach Campaigns.	Should describe the results of the communication and publicity campaign for the Land Registry project.	1	- Report	75 days (2.5 months) after signing the contract.
<u>Deliverable 5:</u> Proposal for the Integration of the Registry with the National Statistical System.	Should describe the integration strategy, defining the data and the sectors to be integrated.	1	Proposal for the Integration of the Registry with the National Statistical System.	75 days (2.5 months) after signing the contract.
<u>Deliverable 6:</u> Report on the Integration of the Registry with the National Statistical System.	Should describe the tasks performed, the integrated data, the constraints and limitations.	1	- Report	75 days after (2.5 months), the signing of the contract.
<u>Deliverable 7:</u> Periodic Land Registry Execution Reports	Should describe the results of the data collection and characterization of the buildings, the progress made, and the difficulties encountered and foreseen during implementation.	n/a	- Periodic Report	Periodically, after the field operation has been started.
<u>Deliverable 8:</u> Final Report (by area of action) of collection and Characterization work of the buildings, and exposed in the public consultation.	Should describe the results of the data collection and characterization of the buildings, the progress made, and the difficulties encountered and foreseen in the implementation, as a way to do better in other municipalities. This report reflects the firm's assessment of all phases of the work performed, it will include recommendations on how the work could be improved for the remaining islands in the country.	1	- Area A Report	540 days (18 months), after signing the Contract.
			- Area B Report	870 days (29 months), after signing the Contract.
			- Area C Report	1 080 days (36 months) after signing the Contract.
<u>Total</u>		44		1 080 days (36 months)

Note: Notwithstanding the deliverables in the table above, the firm must submit to INGT the monthly work progress report and also the report for payment issues, which must be submitted monthly.

5. Quality Control

5.1 Internal quality control.

It is expected that the firm will implement its own methods for internal quality control for the tasks to be performed and the results to be presented. The firm must submit a plan for the control of deliveries for all stages of the internal quality field activity.

The quality control methods to be applied to field data collected by the firm will be based on research standards already developed by the MCA-CV II work. These standards establish the requirements for parcel boundary identification. ISO9100 standards will also be used for quality control purposes.

For results that reflect the progress of tasks associated with spatial or alphanumeric data capture, data sets, data organization, data analysis, and recommendations based on data analysis, these will undergo a quality control review by the GOCV through INGT. Quality Certification may be required before the invoice is submitted for settlement.

5.2 External quality control.

INGT will conduct periodic auditing of a stratified random sample of 10% of the parcels completed by the firm in each parcel inserted into the land registry system, including quality control of physical boundaries and property rights. If inconsistencies are found, the firm must correct the errors at its own cost. If multiple discrepancies are found in work within a particular cadastral area, INGT reserves the right to require the firm to carry out remedial work in these areas.

Once the deliveries are selected, INGT will have 10 working days to perform the quality control of the registration data and make the respective payment. At the end of this period, INGT will approve the results and communicate the approval to the firm, or communicate any revisions or corrections to be made. Costs for corrections or revisions will be the responsibility of the firm. Corrections must be made by the firm within 10 days or within a time frame agreed upon with INGT, depending on the complexity of the corrections required.

1. COMPANY QUALIFICATION

The work must be carried out by a firm with a minimum of 10 years of experience in matters of property law, land management or related areas, coordinated by one of its members, who must have relevant experience in the fields of property law, land management or related areas. The technical team must be of recognized repute and professional experience in the above-mentioned field.

The table below indicates the key personnel and their respective skill and experience levels required. Since all key personnel is required, competing companies are free to propose the assignment of responsibilities within the team. However, the team leader position will be full-time for the duration of the contract.

Proficiency in Portuguese must be sufficient for the preparation of communications and technical presentations to interested parties and the preparation of all reports.

1.1 Key Experts

The evaluation of key personnel is part of the technical evaluation. During the term of the eventual contract, any proposal to change key personnel will require the prior written approval of INGT.

The firm must include eight (8) key specialists, as shown in the table below, and they must be dedicated exclusively and full-time to the project throughout the implementation phase.

The firm must demonstrate that it also has sufficient computer and topographic equipment and qualified technicians to carry out the work of the various specialties and produce deliverables according to the specifications and within the established deadlines.

Table 5 - Key Personnel

Key personnel	Key Skills and Experience
K1. Team Leader	<p>University degree of at least a Bachelor's degree in law, public administration, geography, business administration, or other relevant fields;</p> <p>A minimum of 10 years of work experience in areas related to property rights clarification and land registry operations (which may include topics such as legal aspects, surveying or topographic surveys, GIS, database management, and land conflict resolution);</p> <p>At least 5 years of proven experience in managing large projects with a strong field operations component;</p> <p>Proven experience in leading and managing large multi-disciplinary teams;</p> <p>Proven experience in using or developing complex information technology tools (software systems, database management systems, data collection and field data systematization);</p> <p>Demonstrated skills in communicating orally and in writing with a wide range of stakeholders, including senior government officials;</p> <p>Fluency in Portuguese is required;</p> <p>Reading and speaking English is an advantage.</p>

Key personnel	Key Skills and Experience
<p>K2: Cadastral survey specialist / Field team supervisor</p>	<p>University degree of at least a Bachelor's degree in Surveying/Topography, Geography Cartography or other relevant fields;</p> <p>Minimum of 10 years of work experience related to land registry preparation on the physical and legal sides;</p> <p>Experience in directly conducting fieldwork for large teams of technicians;</p> <p>Experience in the quality control of cadastral/topographic survey data and the quality of georeferencing works.</p> <p>At least 5 years of proven experience in using cadastral/topographic and mapping techniques and procedures, adjusting techniques and procedures to meet the needs of specific projects in this domain in local contexts and developing mapping processes based on cost-benefit analysis to support improvements in property registration processes</p> <p>Demonstrated experience in handling and systematizing large volumes of topographic data in GIS environments and alphanumeric database systems; Demonstrated experience in using innovative and cost-effective technologies for collecting large amounts of spatial data;</p> <p>Proven experience in producing thematic maps to illustrate project progress;</p> <p>Proven experience leading and working with multidisciplinary teams;</p> <p>Experience with conducting <i>on-the-job</i> training/coaching in surveying, cadastral/topographic surveying, cartography, and other related areas;</p> <p>Proficiency in Portuguese, both oral and written.</p>

<p>K3: Jurist specialized in property rights/land tenure regularization</p>	<p>University degree of at least a Bachelor's degree in Law;</p> <p>At least 7 years of experience in drafting and implementing legislation and procedures related to property rights, regularization and adjudication of property rights. Experience in providing <i>on-the-job</i> training in the field of property rights, regularization and adjudication of property rights;</p> <p>Experience of at least 7 years applying a legal framework to judge or regularize the legal status of specific parcels, including the application of legislation related to the management of natural resources and protected areas;</p> <p>Experience in developing innovative new legal procedures that allow for the fair and efficient regularization of land rights, and in applying mechanisms for resolving land conflicts and disputes between private landowners and public institutions;</p> <p>Proven experience in advising central and local government officials regarding the application of the legal framework on real rights in Cabo Verde or countries with land-related legal structures similar to Cabo Verde;</p> <p>Experience in developing user-friendly procedural guides to guide entitlement settlement processes;</p> <p>Demonstrated ability to analyze resettlement situations arising from cases of land conflicts between private parties and the State;</p> <p>Proven experience in leading multidisciplinary teams;</p> <p>Proficiency in Portuguese and written and oral communication is required.</p>
---	--

<p>K4: Communications specialist and public outreach specialist</p>	<p>University degree, of at least a degree in communications or other domain related to the outreach tasks required in these Terms of Reference;</p> <p>At least 10 years in development and execution of mass communication and awareness-raising campaigns;</p> <p>At least 5 years of proven experience in using a variety of communication channels including radio, television, printed materials, SMS, live broadcasting, and other innovative mechanisms;</p> <p>Proven experience in running campaigns for a wide range of target audiences, including local communities, women and vulnerable groups, business leaders, local and national authorities, and diaspora populations;</p> <p>Proven experience in graphic design for creating simple products that enable the efficient transmission and correct understanding of messages and or procedures;</p> <p>Proven experience in leadership and working with multidisciplinary teams;</p> <p>Oral and written fluency in Portuguese is required, and knowledge of Cabo Verdean Creole is an advantage.</p>
---	--

<p>K5: Specialist in gender and social issues</p>	<p>University degree of at least a Bachelor's degree in sociology, anthropology, economics, or other relevant social science fields;</p> <p>At least 10 years of experience in complex projects from a social and gender perspective;</p> <p>At least 5 years of proven experience in conflict resolution arising from the application of legal reforms related to land tenure rights with strong social and gender impact</p> <p>Proven experience in communicating with vulnerable groups on issues related to land tenure, procedures and processes developed within the scope of this project, dispute and conflict resolution, resettlement policies and available legal resources;</p> <p>Proven experience in advising central and local government officials on the impacts on vulnerable groups, including women, of the application of land rights legislation and other complementary procedures</p> <p>Experience in developing user-friendly procedure guides for mitigating possible negative social, gender and environmental impacts from the rights clarification process;</p> <p>Experience in developing and applying mechanisms for conflict resolution and land rights disputes between private parties (including arbitration and mediation);</p> <p>Proven experience in leadership and working with multidisciplinary teams;</p> <p>Fluency in spoken and written Portuguese is required, and knowledge of Cabo Verdean Creole is an advantage.</p>
---	---

<p>K6: Information Technology Specialist</p>	<p>University degree of at least a Bachelor's degree in Computer Science, Business Administration or other relevant areas;</p> <p>Minimum of five (5) years of experience in the development, implementation, handling and evaluation of computerized land administration systems; Knowledge and experience in implementing or evaluating appropriate capacity-building measures for users in the public technology sector;</p> <p>At least 5 years of proven experience providing viable recommendations in the use of systems for collecting, providing and integrating spatial and alphanumeric data;</p> <p>Fluent Portuguese, reading and spoken English is an advantage.</p>
--	--

<p>K7: Environmental planning and relocation specialist</p>	<p>University degree of at least a Bachelor's degree in environmental management, spatial planning, social sciences, natural sciences or areas relevant to the tasks required under the terms of reference;</p> <p>At least 7 years of experience in environmental risk screening/analysis, environmental planning and management, and/or definition and implementation of Resettlement measures;</p> <p>At least 5 years of demonstrated experience in analyzing situations that require Resettlement, arising from the resolution of conflicts over land rights between private parties and the State, including the application of the procedures adopted by the World Bank under OP 4.12. or by the <i>International Finance Corporation</i> – IFC under Performance Standard 5, on Land Acquisition and Involuntary Resettlement;</p> <p>At least 3 years of demonstrated experience in setting up and implementing environmental management systems and risk management systems;</p> <p>Experience in public outreach and verbal / written communication with various stakeholders, public officials, local communities and civil society representatives;</p> <p>Familiarization with land use management tools such as Geographic Information System (GIS);</p> <p>Proven experience working with multidisciplinary teams;</p> <p>Proficiency in spoken and written Portuguese.</p>
---	---

K8: Statistical Specialist	<p>University degree, of at least a degree in Statistics, Mathematics or areas relevant to the tasks required under the terms of the reference;</p> <p>At least 7 years of experience in the field of statistics, and/or definition and integration mechanism between statistical sectors.</p> <p>At least 3 years of demonstrated experience participating in the implementation of statistical data management systems.</p> <p>Familiarity with management tools such as Information Systems.</p> <p>Proven experience working with multidisciplinary teams;</p> <p>Proficiency in spoken and written Portuguese.</p>
----------------------------	---

1.2 Non-key personnel

Indicative profiles of Non-Key Personnel are given below. Bids can propose the profiles, and the quantity of non-key personnel to be used to complete the required work according to the firm's proposed methodology in the non-key personnel framework, and does not require INGT approval.

The successful completion of the work described in these terms of reference will require additional non-key personnel. The firm may, following the proposed methodology and work plan for the completion of the required tasks, identify the profiles of Non-Key Personnel, as well as determine the man-month number for each team member and the assignment of the number of days for each task and deliverables.

Table 6 - Non-key personnel

Non-key personnel	Function
Inquirers	Field Data Collection
Surveyors	Surveying property boundaries
Geographers/Architects	Emission of environmental/urbanistic opinion
Harmonizers	Harmonization of evidence and creation of proposals.
Experts or assistants in legal rights requests/claims	Issuance of legal opinion and Conflict and Executive Summary.
Communication Specialists or Assistants	Disclosure and communication.
Social and gender specialist	Issuance of the Social and Gender Opinion.

Information Technology and Database Specialists or Assistants	Technical assistance in the computer platform (Mobile and LMITS).
Statistician	Support the definition and integration of the national land registry system with the different statistical sectors.

The bidding companies are free to propose a human resources strategy, the profiles and the number of team members needed to execute the contract requirements. Man-month can be used continuously or intermittently, in alignment with the firm's approach and work plan.

2. Required Reports, Format and Acceptance, Payment Schedule

2.1 Monthly Reports

Monthly reports will include data on the progress of the work. The monthly report should include the number of parcels identified and/or treated by the company per zone or sub-zone and the data on the number of parcels in each step of the process. The monthly reports will also include figures indicating the ratio of parcels per day completed by the field teams in the fieldwork phase. The execution of the communications and outreach campaign should also be included in the monthly reports.

Since the invoicing will be on a monthly basis, according to the qualification of the parcels, a report accompanying the invoice will be required with the relevant documentation certifying that the process was followed and parcels were handled correctly. These documents can include quality, certification by technical support teams, or other tools or reports that will document and certify the work performed.

2.2 Other reporting periods

The firm shall hold periodic evaluation meetings with the INGT and the Inter-Institutional Technical Committee, during the period in which the work is carried out. Regular meetings may take place with the technical support team and any other relevant official authorities, including municipalities. INGT may request additional periodic information to support presentations to senior managers or other senior officials, as brief points, reflecting implementation progress.

2.3 Data Monitoring and Evaluation.

The firm is responsible for tracking and reporting on the relevant indicators identified in the table below in each report submitted to INGT, as well as changes that may arise over time. The firm will report on progress against the indicators in the table below and any other indicators that may be added in the future.

Table 7 - Data monitoring and evaluation indicators.

Indicators	Definition	Unit	Breakdown
Stakeholders who received <i>on-the-job</i>	Official state or municipal institutions or non-governmental or community development organizations that have	Nº	(A) Male / Female; (B) Institution (INGT/ MJ / NOSI /Municipalities

training or technical assistance	received <i>on-the-job</i> training or technical assistance.		/NGOs and community organizations); (C) Training Areas
The total surface area of Santiago Island entered into the Transaction Information Management System (LMITS)	<p>Island area(s) with high potential for tourism investment that is incorporated into the transaction information management system, including the total area of buildings in which:</p> <p>a) the physical boundaries have been surveyed/mapped,</p> <p>b) existing land rights have been confirmed (or a new right has been adjudicated) and c), the said building is legally recognized in the "Land Registry". Areas classified as "deferred registration" (pending buildings) will also be disaggregated and reported.</p>	%	<p>(A) Island area(s) of Intervention with high potential for tourism investment</p> <p>(B) Surveyed and characterized buildings;</p> <p>(C) Urban / Rural.</p> <p>(D) Buildings Qualified in Registration</p> <p>(E) Buildings qualified in Deferred Registrations.</p> <p>(F) Private, State or Municipal;</p>
Buildings corrected or incorporated into LMITS	<p>Buildings with relevant information corrected or newly entered into LMITS (whether the system is for the land registry, registry, or an integrated system).</p> <p>The "building" corrected or incorporated into the land system (LMITS) is reported when:</p> <p>a) its physical boundaries are surveyed/mapped,</p> <p>b) existing land rights have been confirmed (or a new right awarded) and</p> <p>c) the said building is legally recognized in the "Land Registry".</p>	Nº	<p>(A) Rural or Urban</p> <p>(B) Private, State or Municipal;</p> <p>(C) Buildings Qualified in Registration;</p> <p>(D) Buildings qualified in Deferred Registrations.</p>
Successfully mediated/resolved conflicts	Land and property rights dispute cases, that have been resolved by local authorities, service providers, mediators, or courts.	Nº	N/A

2.4 Deliverables and Deadlines

The total duration for the execution of this work is of 36 (thirty-six) months, according to the *timing* established in the table below.

Deliverables	Deadlines	% Payment upon acceptance
--------------	-----------	---------------------------

		and approval by the Client
Contract Signing		10%
<u>Deliverable 1:</u> Inception Report, including Detailed Plan.	15 days after signing the contract.	N/A
<u>Deliverable 2:</u> Capacity Building Action Report	30 days after signing the contract.	5%
<u>Deliverable 3:</u> Communication and Outreach Plan Proposal.	45 days after signing the contract.	N/A
<u>Deliverable 4:</u> Report on the Implementation of Mass Communication and Outreach Campaigns.	2.5 months after signing the contract.	5%
<u>Deliverable 5:</u> Proposal for the Integration of the Registry with the National Statistical System.	2.5 months after signing the contract.	N/A
<u>DELIVERABLE 6:</u> Report on the Integration of the Registry with the National Statistical System.	2.5 months after signing the contract.	5%
<u>Deliverable 7:</u> Periodic Land Registry Execution Reports ¹	Monthly, after the start of the field operation.	70%
<u>Deliverable 8:</u> Final Report (by area of action) of collection and Characterization work of the buildings, and exposed in the public consultation.	15 days before the end of the Contract	5%
<u>Total</u>	36 months	100%

¹ Achievable percentage based on the registered building number.