



## REPUBLIC OF CABO VERDE

### TERMS OF REFERENCE

#### Digital Cabo Verde Project

#### Technical Assistance for the development of a Digital Skills and Readiness Strategy

### 1. Background

The Government of the Republic of Cabo Verde received funding from the World Bank in the amount of US\$ 20 million (\$20,000,000) to fund the implementation of the Digital Cabo Verde Project (DCVP). The project aims to contribute to the country's transformation into a regional digital hub and accelerate its digital economy through an improved digital infrastructure and a strengthened demand for digital services and skills. The project comprises three main components, namely:

1. **Component 1: Enabling Legal and Regulatory Environment.** Support the Government of Cabo Verde (GoCV) in improving the legal and regulatory environment for a digital economy.
2. **Component 2: Digital Competitiveness.** Better equip individuals and companies across the country to be more competitive in the digital economy labor market and to stimulate innovation and productivity growth.
3. **Component 3: Digital Public Services and Markets.** Support activities aimed at increasing the GoCV's capacity to better deliver digital public services.

This Technical Assistance (TA) falls under Component 2 objective of ensuring that the population of Cabo Verde is digitally literate, able to access government on-line services, and with the relevant skillset for future jobs. Furthermore, for the private sector, this TA aims to strengthen the foundations of Cape Verde's digital competitiveness by contributing to the development of the appropriate enabling environment to foster businesses to thrive in the digital economy. For the public sector, this TA will increase access for public servants and enhance the provision of digital public services, directly contributing to the improvement of Digital Government Service Platforms, in particular, the participation of people using online government services.

Digital literacy is a fundamental building block for promoting lifelong learning opportunities for all. However, and despite recent efforts to enhance digital skills, educational initiatives in Cabo Verde need scaling and integration to succeed. The GoCV Education Sector Plan introduced digital subjects like programming and robotics in Grade 5, but materials and teacher training are pending. While NOSi's support has connected around half of public schools to broadband, discrepancies persist. The WebLabs initiative in 43 clusters offers IT courses to the school population, yet they are not part of formal



education. Finally, there is a notable gender gap in program participation, mainly due to stereotypes. It is therefore paramount to develop a comprehensive digital skills strategy that coordinates training programs, enhances private sector relevance, ensures long-term sustainability and bridges the current gender gaps.

On the other hand, and despite recent efforts to improve the business-enabling environment, Micro, Small and Medium Enterprises (MSMEs) in particular face significant challenges in Cabo Verde in terms of access to digital technologies and financial resources to implement them, among others. It is therefore paramount to conduct a digital readiness study for MSMEs in Cabo Verde in order to ensure that MSMEs are an integral part of Cabo Verde's digital development. The study will be essential to increase MSMEs' competitiveness and ensure their survival in the digital economy market.

**Gender-oriented interventions are critical for DCVP.** Activities will be designed to reduce the gender gap in a typically male-dominated sector, like technology. These will include (i) mechanisms for overcoming social and gender norms in business operations through efforts to address internalized biases on the role of women in economic activities, as well as (ii) women-only networking opportunities, customized training, and childcare services, when appropriate. Similarly, to women, interventions will set dedicated tracks for people with disabilities, and displaced youth through specific awareness-raising campaigns, trainings, support programs, and fast-track access to project support.

## 2. Objective & Scope of Work

### A. Objective of the Assignment

The objective of this consultancy is to assist the Ministry of Digital Economy (*Ministério da Economia Digital MED* in Portuguese) – the Client, and the Project Implementation Unit (*Unidade de Gestão de Projetos Especiais UGPE* in Portuguese) of the DCV project – in conducting a rapid assessment of the digital skills market and designing a comprehensive digital capacity building strategy and framework for the delivery of digital skills trainings for both the public and the private sector.

To support the implementation of the DCV project, the Client seeks to: (i) conduct a rapid digital skills market assessment to identify the technical and business skills in greatest demand in the country in the public and private sectors, (ii) design a national digital skills framework and strategy, (iii) provide a digital readiness study for Public Administration and micro, small and medium enterprises in Cabo Verde, to help them adapt and benefit from technological advances and current digital trends<sup>1</sup>; and (iv) design and implement at least two pilot digital capacity building programs to deliver technical and business skills trainings to the public and private sectors.

### B. Scope of Work

The Firm is expected to undertake, but is not limited to the following activities:

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<sup>1</sup> The MSME digital readiness study must focus on priority sectors such as tourism, agriculture, fishing, health and trade & industry, including recommendations for the adoption of digital technologies such as automation, artificial intelligence, the internet of things, among others.



### **Activity 1: Rapid Market Assessment for the Public and Private Sectors**

The Rapid Market Assessment aims to provide a rapid contextual analysis of the local digital economy, with a special focus on digital skills. The assessment includes, but is not limited to the following sections:

1. Potential of Cabo Verde's digital economy in terms of job creation and GDP growth.
2. Overview of industry associations, main employers, and training providers
3. Overview of demand and supply of skills across the public and private sector in Cabo Verde including:
  - **Demand:**
    - Identify and describe national demand for services and employment among public sector entities and digitally enabled businesses across sectors.
    - Identify opportunity areas and the skills needed in those, including leveraging current strengths found across public institutions and private sector firms.
    - Investigate and report where job opportunities through digital skills development exist in specific high-growth sectors with high demand for employment, including tourism, agriculture, fishing, health and trade & industry.
    - An assessment of the salary scales for different job categories in Cabo Verde.
    - The analysis would include a robust digital job taxonomy, connecting job families to skills, for low/ medium/ high complexity digital skills.
  - **Supply:**
    - Assess the capability of public and private sector institutions and initiatives that support development of identified digital skills (whether through training, coaching, mentoring, and providing guidance or other means).
    - Assess the capability of Universities and Technical Schools to provide the required digital skills to the market (i.e. cybersecurity)
    - Provide a breakdown of current and future workforce in terms of current skills compared to the demand.
    - Assess barriers for access by identified vulnerable groups.
4. Rapid overview of market failures in labor and training market, e.g., information asymmetries (skillsets needed in the economy), negative externalities (i.e. high turnover reduces incentives to invest in training), market concentration (i.e. small number of training providers/employers dominate the market), etc.
5. The firm would assess ways to engage the private sector, who will benefit from a bigger supply of skilled workforce due to project activities (i.e. scholarships, funding for digital infrastructure such as connectivity, industry-academia linkages, and industry-startup linkages).
6. The firm will also identify local training providers and private sector entities interested in collaborating to support and implement digital skills trainings and certifications at the national level, contributing to the project's long-term sustainability.

The assessment would look at technical and business skills in greatest demand in the market for the public and private sectors, including those conducive to remote work arrangements. It will also assess the current capacity of public and private training and education institutions to support the development and



delivery of skills and identify gaps that will define training activities and intervention needs (including for women, people with disabilities, and at-risk youth). It is anticipated that this would determine market gaps and appetite for digital skills in the national market and create a coherent vision at a regional and national level to design and implement the most relevant digital skills activities for the country.

The Firm is expected to review national strategies and reports, analyze available data – including data from job-matching platforms, and conduct necessary surveys, focus groups and semi-structured interviews.

### **Activity 1 Deliverables:**

The activity includes, but is not limited to the following deliverables:

#### **1) Rapid Contextual Analysis**

- Rapid analysis conclusions and recommendations for the public and private sectors, including:
  - Cabo Verde Digital Economy Potential;
  - Digital Economy ecosystem challenges;
  - Digital Skills Repository;
  - Demand and Supply analysis; and,
  - Market failures overview.

#### **2) Data pack**

- Primary data from the study; and,
- Exploration of secondary data used to support key elements of the report.

### **Activity 2: Design of the Digital Skills Strategy and Framework**

The firm would leverage the rapid market assessment for the public and private sectors from Activity 1 to design a Digital Skills Strategy and Framework for Cabo Verde. The Digital Skills Strategy will constitute Cabo Verde's five-year roadmap to create a digitally literate population that enables the country to become a regional digital hub. The strategy will include timeline, activities, roles and responsibilities, taxonomy and competencies that have been approved by all stakeholders, both for public servants and the population.

As part of the Digital Skills Strategy and Framework, the firm will undertake an extensive desk research to compile a synthesis of digital literacy frameworks in their respective contexts in the region and globally. The firm will provide a list of informed recommendations on which global framework is better aligned with the country's vision. The chosen framework will be tested via a set of short pilots in activities 3 and 4 to be designed in collaboration with the client. The results of these pilots will be used to validate the strategy and framework assumptions, as well as pivot them based on the outputs and outcomes achieved.

### **Activity 2 Deliverables:**

The activity includes, but is not limited to the following deliverables:

#### **1) Design of the Digital Skills Strategy and Framework:**

- Design the Digital Skills Framework to create digitally literate population in Cabo Verde:



- Desk Research on digital literacy frameworks in other comparable countries and regional peers, for the general population and public servants.
- List of informed recommendations regarding the most appropriate frameworks for Cabo Verde nuances and characteristics, for the general population and public servants.
- List of alternative options available and rationale for not being part of the list of recommendations.
- Assist the client and UGPE in the selection of the framework that will be implemented by the firm, for the general population and public servants.
- Define the implementation framework for the Digital Skills Strategy.
- Design the five-year horizon plan to create digitally literate population in Cabo Verde based on the framework chosen:
  - Identification of the people (citizens, public servants, and businesses) that need to be reached:
    - Target groups defined in terms of what their access needs are.
    - Summary of the career-related competencies for priority sectors (required skills per business sector and public entities/public administration in the use of digital technologies that are important for particular business sectors and public entities, e.g., Govtech systems for public officials and local technology providers to comply with digital standards (data protection, interoperability, digital certifications, open source), as well as user-centric design, and agile software development.
  - Program objectives:
    - Articulation of what must be delivered to make program participants work-ready and support business and public agencies.
    - Include occupational standards, educational outcomes, qualifications and credentials, coaching outcomes, level and training duration, business, and employment outcomes, as necessary.
    - The above mapped to agreed frameworks, taxonomies, and qualifications.
  - Resources and infrastructure:
    - Mapping and categorization of existing digital skills resources and infrastructure needed for program delivery.
    - Identification of local training providers and mechanisms to partner with them and contribute to curriculum development.
    - Definition on how training and coaching will use available infrastructure to reach beneficiaries (tailored to their circumstances).
    - Identification of platforms (and delivery services) for job-matching, business advisory, business development and change management advisory.
    - Focus on long-term sustainability, building capacity of local training centers where possible.
    - Look at different business models and evaluate if PPPs can be leveraged to increase access to training. A change management approach will be a key factor of success.
    - Create working groups/institutional arrangements for collaboration between public/private sector, academia, civil society.
  - Strategic partnerships:
    - Strategic partnerships needed for program delivery and sustainability, varying from communication (incl. traditional media organizations or social media) to alignment with international initiatives. These could include recommendations to create



partnerships between the Republic of Cabo Verde and local/ regional/ international institutions that include but are not limited to: coaching, training, job facilitation.

- These partnerships must explore ways for the private sector to come in, including industry, academia, entrepreneurs, investors etc.

## **2) Implementation framework for the Digital Skills Strategy – Pilot testing:**

- Activities and Key Processes (necessary resources, institutional stakeholders, and individual roles involved). An approach to a culture of change will need to be addressed;
- Operational Plan including cost structure, program budget, key risks, mitigation strategies and sustainability considerations;
- The implementation framework should reflect the considerations of the socioeconomic circumstances of target beneficiaries (individuals, public entities, and firms), training capacity, and any barriers that might affect access, modalities for programme delivery, how skills-to-jobs pathways might be improved over time (including the better use of job-matching platforms, improved employability skills, international labour agreements or conventions, or other methods);
- Execute a set of pilots under activities 3 and 4 to test the implementation framework for the digital skills strategy, including activities, key processes, change management, operational plan...

### **Activity 3: Public Administration Digital Readiness Study**

In addition to the Digital Skills Strategy from activity 2, as one of the main employers in the country, the public sector digital readiness needs to be assessed. The study will determine public administration digital readiness and capability to work in a new digital environment (people, processes, technology) and to interact with citizens on-line and face to face about the new digital on-line services available to the public. It is therefore paramount to conduct a digital readiness study for the public administration in Cabo Verde in order to ensure that those entities are an integral part of Cabo Verde's digital development. The study will be essential to increase public administration agility and productivity in the digital economy environment. A change management approach will be paramount to contribute to shifting the public administration mindset.

Under this activity, the public administration digital readiness study will identify the most pressing needs and challenges faced by the public administration in Cabo Verde. The study will include gaps in access by public servants to digital technologies and to the appropriate skills, which are currently hindering the development and adoption of digital government services by public servants and the general population. The firm will research and tailor successful digital readiness initiatives and strategies for the public administration from other comparable countries. Under this activity, the firm is also responsible for designing and implementing a pilot capacity-building program for the public sector in Cabo Verde, aimed at testing the program to improve their digital skills and ability to take advantage of the benefits of digital readiness. The pilot will leverage the digital skills assessment conducted under Activity 1 demand and supply analysis and the digital skills framework and strategy from the second activity.

### **Activity 3 Deliverables:**



The activity includes, but is not limited to the following deliverables:

**1) Public administration Digital Readiness Study**

- Detailed report on the needs and challenges of public administration in Cabo Verde with regard to digital readiness, including information on gaps in access to digital technologies and relevant skills.
- Identify the main digital skills needed for each of the areas under analysis. Define degrees of digital maturity for public entities.
- Comparative study of successful digital readiness practices and strategies in other similar economies, with recommendations adapted to the specific needs of public administration in Cabo Verde.
- Assessment of the ability of the public administration in Cabo Verde to adopt and integrate digital technologies.
- Proposal for specific solutions and strategies for the development of digital infrastructure that supports the public administration in Cabo Verde, including access to high-speed internet services.

**2) Pilot training and capacity building program for the public administration in Cabo Verde**

- Pilot detailed action plan with an emphasis on change management.
- Pilot training program must ensure Knowledge of available productivity instruments.
- Pilot training program will take advantage of productivity tools (AI, office, collaboration platforms, business analytics, etc.).
- The pilot must ensure effective dissemination of these tools to increase awareness among public officials and citizens.
- Pilot will prepare public servants for the challenges of growth and change.
- Develop training policies, online in person, (various topics).
- Pilot training program must prepare trainers/evangelizers of the digital paradigm.
- Key metrics and indicators to evaluate the success of the pilot.
- Financing plan for at least one pilot training and capacity building program for the public administration.

**3) Comprehensive communication to promote the digital readiness of the public sector in Cabo Verde, including awareness campaigns and dissemination of success stories.**

- Conduct a socialization workshop for the public sector in Cabo Verde, with the aim of presenting and discussing the results of the study, proposed strategies, and financing opportunities.
- Integrate the chamber of commerce in the process and relevant partners.

**4) Data pack**

- Primary data from the study;
- Exploration of secondary data used to support key elements of the report.

**Activity 4: MSMEs Digital Readiness Study**

The firm will conduct a digital readiness study to identify the most pressing needs and challenges faced by MSMEs in Cabo Verde. The study will include gaps in access to digital technologies and financial resources currently hindering the development of digitally enabled MSMEs in the country. The firm will research and tailor successful MSMEs digital readiness initiatives and strategies from other comparable countries. Under this activity, the firm is also expected to design and implement a pilot capacity building



program for MSMEs in Cabo Verde, aimed at improving their digital skills and ability to take advantage of the benefits of digital readiness. The pilot will leverage the digital skills assessment conducted under Activity 1 supply analysis and the digital skills framework and strategy from the second activity.

#### **Activity 4 Deliverables:**

The activity includes, but is not limited to the following deliverables:

##### **1) MSMEs Digital Readiness Study**

- Detailed report on the needs and challenges of MSMEs in Cabo Verde with regard to digital readiness, including information on gaps in access to digital technologies and financial resources.
- Identify the main business areas of MSMEs that need to be simplified and/or digitized.
- Identify the main digital skills needed for each business area. Define degrees of digital maturity for companies.
- Comparative study of successful digital readiness practices and strategies in other similar economies, with recommendations adapted to the specific needs of MSMEs in Cabo Verde.
- Assessment of the ability of MSMEs in Cabo Verde to adopt and integrate digital technologies, including information on the digital skills and knowledge of entrepreneurs and workers.
- Mapping the role of the existing SMEs Industrial and Chambers of Commerce and Associations.
- Mapping of available funding sources to support the digital readiness of MSMEs in Cabo Verde and a strategic plan to facilitate access to these resources.
- Recommendations and proposal for improvement as far as MSMEs digital readiness is concerned.
- Proposal for specific solutions and strategies for the development of digital infrastructure that supports MSMEs in Cabo Verde, including access to high-speed internet services and the creation of coworking spaces and business incubators.

##### **2) Pilot Training and capacity building program for MSMEs in Cabo Verde**

- Pilot detailed action plan.
- Pilot training program will include specific training for Government Tools for SMEs to be aware of the potential existing digital public services provide.
- Pilot training program must demonstrate SMEs how these tools can improve efficiency and reduce bureaucracy, improving the interaction and response capacity and handling of digital instruments.
- Pilot will increase knowledge of productivity instruments focused on company growth.
- Pilot will also include available incentive programs for SMEs.
- Key metrics and indicators to evaluate the success of the pilot.
- Financing plan for at least one pilot training and capacity building program for MSMEs.

##### **3) Comprehensive communication to promote the digital readiness of MSMEs in Cabo Verde, including awareness campaigns and dissemination of success stories.**

- Conduct a socialization workshop for MSMEs in Cabo Verde, with the aim of presenting and discussing the results of the study, proposed strategies, and financing opportunities.





- Integrate the chamber of commerce in the process and relevant partners;
- 4) Data pack**
- Primary data from the study;
  - Exploration of secondary data used to support key elements of the report.

#### **Activity 5: Grievance Redress Mechanism (GRM)**

Compliance with World Bank Group Environmental and Social Safeguards mandates the establishment of a Grievance Redress Mechanism (GRM). The firm would develop and implement a GRM according to best practice, in order to ensure that candidate, partners, and other stakeholders can file complaints and that the complaints are dealt with in the most appropriate way. The GRM would need to be made available in a transparent way in various media (paper, electronic, etc.) The GRM would add but also be interconnected to the overall DCV Project GRM under UGPE. The GRM would ensure that complaints received are promptly reviewed and addressed in a timely manner. The firm would need to develop a process to properly respond to complaints. This process, as well as the means with which people can voice their concerns, would require approval from the client, UGPE and the World Bank<sup>2</sup>.

#### **Activity 5 Deliverables:**

This activity includes but is not limited to the following deliverables:

##### **1) GRM, including inter alia:**

- a. Grievance Redress strategy that allows easy access and confidentiality to those who complain. The firm will present evidence of the implementation of this strategy.
- b. Report on the number of complaints received and processed. The firm will prepare a report of complaints received throughout the program, how they were addressed, as well as their status at the end of the program.

### **3. Reporting Requirements**

#### **Inception Report**

An Inception Report and a detailed Work Plan is required within 2 weeks after the signing of the contract. The Inception Report would update the methodology and the work program, including deployment of personnel that would be included in the Firm's proposal and used as a basis for agreed pricing, noting the changes and detailing any difficulties encountered, together with a proposal on how they may be overcome. The Client would review and comment on the Inception Report and provide final acceptance. The Firm's established Work Plan may be revised from time to time, but acceptance by the Client would need to be requested each time.

#### **Progress Reports**

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<sup>2</sup> SMEs and individuals affected by the project may also submit their complaint to the Independent Inspection Panel, which determines whether there, has been, or could be, damage because of the World Bank's non-compliance with its policies and procedures.



The Firm would report on the implementation progress of the Project to the Project Coordinator at the Client through interim reports every two weeks. The interim reports would include project implementation status (description of the activities for the period and comparison of progress of work with the projected work plan), updated work schedule, major issues, and proposed corrective actions. The reports would be in Portuguese.

### Completion Report

A Completion Report at the end of the assignment would be submitted immediately after activities have been completed and would summarize the activities and approach/methods used during the assignment, including a brief section on recommendations with lessons learned for future projects of similar nature.

## 4. Deliverables, timetable and payment schedule

The selected consulting firm must carry out the project within five (5) months from the date of signing the contract. The following remuneration schedule is set for each part of the contract. Bidders should adhere to these in their proposals, within the total budget given. Deliverables completed per the remuneration schedule will be approved by the Client, after which invoices may be submitted for payment as per the remuneration schedule below:

Deliverables	Schedule	Payment (After client approval)
Inception Report and detailed Work Plan with precise planning of the assignment	Signing of contract + 2 weeks	10%
Grievance Redress Mechanism (Activity 4)	Signing of contract + 6 weeks	10%
Rapid Market assessment (Activity 1)	Signing of contract + 8 weeks	10%
Design of the Digital Skills Strategy and Framework (Activity 2)	Signing of contract + 12 weeks	15%
Public Administration Digital Readiness Study (Activity 3), including pilot training and capacity building program for the public administration	Signing of contract + 16 weeks	15%
MSMEs Digital Readiness Study (Activity 4) , including pilot training and capacity building program for MSMEs	Signing of contract + 18 weeks	15%



Final Versions of “Digital Skills Strategy and Framework”, Public Administration Digital Readiness Study” and “MSMEs Digital Readiness Study” leveraging the results from the pilots in activities 3 and 4, submitted	Signing of contract + 20 weeks	10%
Final report and Financial Closure	Signing of contract + 21 weeks	15%

## 5. Qualification Criteria

The firm to provide the consulting services must meet the following minimum requirements to be considered during the evaluation:

- Must have and demonstrate technical, economic, and regulatory expertise and experience for the development and implementation of ICT policy frameworks and supporting national implementations.
- At least 10 years of experience, with specific skills and knowledge in digital technology, business, finance, MSMEs, strategic planning and with deep experience of the business reality of Cabo Verde.
- Have professionals with recognized credentials in conducting studies relating to digital literacy, and establishing digital skills strategies, frameworks, and definitions for the private and public sector in a variety of different countries around the world in the last five (5) years.
- Demonstrate the ability to design toolkits for disseminating learning.
- Firms should submit, at least three signed recommendation letters from previous clients of similar projects (in the field of policy formulation in Digital Skills development or related) with the same magnitude and complexity.
- Ability to work in Portuguese and English.
- The firm should include professionals who have been published in research circles in topics that include digital skills, digital inclusion, public and MSMEs sectors, and making meaningful use of the internet.
- Be familiar with challenges and opportunities in Cabo Verde, other small island states, Africa, as well as the developed world.

The team should be comprised of the following key experts (3):

- Two (2) highly qualified consultants/expert with a master’s degree or above;
- One (1) Local Consultant;

The Consultancy firm may propose additional staff as part of the consulting team as necessary with adequate justification towards the realization of study objectives with dedicated roles/positions for evaluation explicitly detailed.



i. **Team Leader:**

- At least a Master's degree or equivalent university diploma in Engineering (ICT, Computer Science), in Economics or an MBA.
- At least 3 years of proven experience in Project Management and Strategic Planning.
- Must have and demonstrate technical, economic, and regulatory expertise and experience for the development and implementation of ICT policy frameworks and supporting national implementations with a minimum of 8 years' experience, five of which must have been in public and MSMEs sectors and economic issues regarding digital economy and digital literacy.
- Team leader must possess demonstrated experience in major commercial transactions in the public and private sector, in at least 3 projects (as adviser, other regulatory tools, drafter of technical documentation, etc.)
- Demonstrate professional experience, in at least 5 projects in developing countries in general and Africa in particular.
- Must have conducted similar activities for at least 3 projects, assisting with the establishment and development of digital economy strategies.
- Have recognized credentials, at least two, in conducting studies relating to digital literacy, and establishing digital skills strategies, frameworks, and definitions for the private and public sector in a variety of different countries around the world in the last five (5) years.
- Excellent written and spoken English.
- Knowledge of Portuguese with excellent communication, drafting and reporting skills.

ii. **Financial / Economic expert:**

- At least a Master's degree or equivalent university diploma in Management, Finance or Economics.
- At least 5 years of professional experience in topics that include digital skills, digital inclusion, public and MSMEs sectors and impacts.
- At least three consulting projects in similar assignments.
- Excellent written and spoken English.
- Knowledge of Portuguese is desired.
- Excellent communication, drafting and reporting skills.
- Knowledge of software tools relevant for this project assignment



### iii. Local Technical expert:

- At least university diploma in Engineering (ICT, Computer Science), Economics or Business Management (a Master's degree will be a plus).
- At least 4 years of professional experience in conducting studies relating to digital education and digital assessment of the public and MSMEs sectors and impacts, and establishing digital skills strategies, frameworks, and definitions for the private and public sector in a variety of different countries around the world in the last five (5) years.
- Have recognized credentials, at least two, in conducting studies relating to digital literacy, and establishing digital skills strategies, frameworks, and definitions for the private and public sector in the last five (5) years.
- At least three consulting assignments related to digital economy to promote private sector regulation, including the development of small markets.
- Excellent written and spoken English.
- Excellent communication, drafting and reporting skills.

## Additional Resources

The firm is expected to leverage existing studies on digital skills and education, including but not limited to the following:

- National Strategy for Digital Transition and Transformation in the Cabo Verdean Educational System: from Primary to Higher Education, by 2022/26 horizon;
- Project WebLab I Evaluation Document - Phase 1, Cabo Verde 2021, and Conceptual Model Definition for WebLab II Phase 2;
- Application of UNESCO's Internet Universality Indicator (ROAM-X) in Cabo Verde. 2022 report
- Cabo Verde Sustainable Development Strategic Plan - PEDS II;
- EGDCV – Cabo Verde Digital Governance Strategy and Action Plan;
- Document "Cabo Verde Ambição 2030";
- Africa Blueprint for Capacity Building and skills development in education (Smart Africa);
- ITU Digital Skills Insights 2021;
- Continental Education Strategy for Africa 2016 – 2025 by the Africa Union;
- Pan African Initiative for Digital Transformation of TVET and Skills Development Systems in Africa;
- ITU Digital Skills Toolkit.