



REPUBLIC OF CAPE VERDE

MINISTRY OF DIGITAL ECONOMY

TERMS OF REFERENCE (TOR):

TECH4GOOD HUB PROGRAM AND OPEN INNOVATION & HACKATHON SERIES

1. Background

The Government of the Republic of Cape Verde received funding of US\$20 million (\$20,000,000) from the World Bank to fund the implementation of the Digital Cape Verde Project (DCV) Project. The project will support the government's strategy to transform the country into a skills-based service economy, increasing its competitiveness and attracting more investment. The project seeks to accelerate and develop the country's digital economy through improved technological and digital infrastructure, in response to an increased demand for strengthened digital services leveraging new digital skills.

The DCV Project comprises three main components, namely:

- 1. Component 1: Favorable Legal and Regulatory Environment** to support the Government of Cape Verde in improving the regulatory environment for the development of the digital economy.
- 2. Component 2: Promote Digital Competitiveness** to better prepare individuals and companies across the country to be more competitive in the job market, to stimulate innovation and productivity.
- 3. Component 3: Improve the Governance of Public Services and Digital Markets** based on the principles of dematerialization to improve the governance of public services.

This ToR fits within the objective of Component 2 to support the Government of Cape Verde in its efforts to improve the capabilities of individuals in the country and the diaspora to be more competitive in the digital economy's job market. More specifically, Component 2 comprises eight projects (please see Figure 1 below) that aim to foster a digital innovation and entrepreneurship ecosystem, transforming the country into Africa's Digital Hub. Among the eight projects depicted in the figure below, this ToR focuses on the implementation of Project 3: Tech4Good Hub Program and Project 5: Open Innovation & Hackathon Series. The former aims to establish a digital and physical hub in Cape Verde for entrepreneurs, tech talents,

ToR to hire a firm to design, implement and manage the Tech4Good Hub Program & Open Innovation & Hackathon Series

startups, tech creators, makers, and doers to collaborate. The latter seeks to evolve Cape Verde’s existing hackathon¹ series to solve local challenges and create impactful solutions.

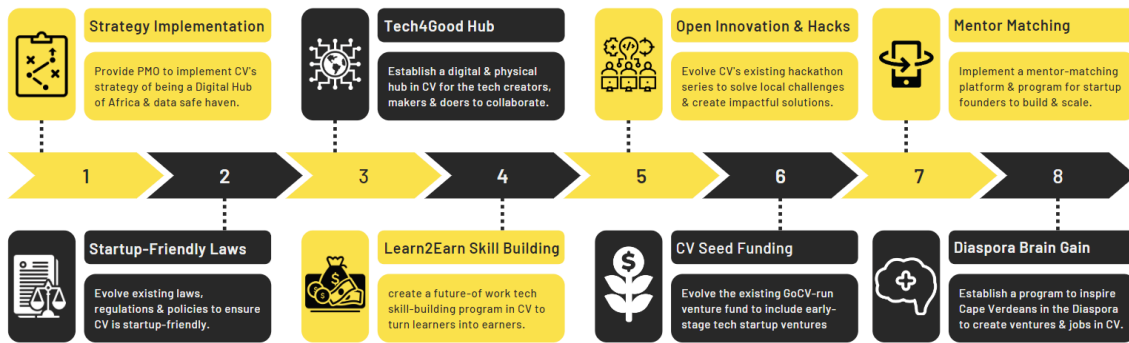


Figure 1: Component 2.3 Promote Digital Competitiveness Eight Projects List.

Gender-oriented interventions are critical for the project. 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 when appropriate, and childcare services. In addition, interventions will set dedicated tracks for persons 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. General Objective of the Assignment

The general objective of this ToR is to assist the Ministry of Digital Economy (Ministério da Economia Digital – MED in Portuguese) – the Client, and the Special Projects Management Unit (Unidade de Gestão de Projetos Especiais – UGPE in Portuguese) of the DCV Project, in designing, implementing and managing a Tech4Good Hub Program and an Open Innovation & Hackathon Series.

To support the implementation of the DCV Project, the Client seeks to: i) conduct a rapid assessment of Cape Verde’s current digital entrepreneurship ecosystem, with a special focus on Cape Verde’s ecosystem support organizations and hackathons currently in place; ii) design the Tech4Good Hub Program and Open Innovation & Hackathon Series; iii) implement and manage the approved Program and Series; and, iv) develop and implement an outreach strategy for the activities to ensure maximum visibility.

B. Specific Objectives of the Assignment

The specific objectives of this ToR are the following:

¹ A hackathon is an event where participants engage in rapid and collaborative programming over a relatively short period of time (usually between 24 and 48 hours). The goal of a hackathon is to create functioning solutions by multi-disciplinary teams, in response to a specific issue or request by the public or private sector.

1. Evaluate the current landscape of ESOs (incubators, accelerators, FabLabs, makerspaces, co-working spaces, specialized hubs operating in the Blue Economy, Green Economy, FinTech industry, FemmeTech, etc.) as well as incubation and acceleration programs for startup innovators and entrepreneurs within Cape Verde;
2. Design industry-standard frameworks, models, best practices, systems, and structures for ESOs to run successfully and sustainably in Cape Verde;
3. Facilitate the incorporation of Cape Verdean ESOs into the [Cabo Verde Digital](#) (CVD) community and design a framework for cooperation between CVD and the ESOs. This framework will enable the ESOs to access opportunities and resources within the CVD community, and also partner with CVD to execute entrepreneurship and startup support activities such as hackathons and capacity building programs;
4. Establish a Tech4Good program, incorporating an all-island approach, focused on connecting entrepreneurs, innovators, creators, makers, doers & technologists to cross-pollinate knowledge, build skills, and foster a culture of entrepreneurial thinking and spirit geared toward startups gaining access to markets, customers, revenue, and investors;
5. Evaluate the first edition of Re!nventa Cabo Verde - Re!nventa Turismo, an open innovation, market-building, and hybrid hackathon launched in 2021 to generate new ideas that solve local challenges in the tourism sector;
6. Evolve the existing program, hybrid platform, strategy, and tactics into a series that covers a variety of problem statements and opportunities to solve local challenges practically;
7. Launch and manage four additional editions in the series of open innovation and hackathons, including the blue economy; culture and creative industries; health, youth, sports; and fintech;
8. Identify a recurring set of themes, in addition to the four already established, with corresponding problem statements to be considered for the future (i.e. Blue Economy, Green Economy, FemmeTech, FabLabs, etc.);
9. Inspire creators, makers, doers, technologists, and entrepreneurs across Cape Verde to apply, actively participate, think critically, solve local problems, create local tech solutions, and launch local startups with the ability to build, scale, and thrive in today's knowledge-driven economy;
10. Prepare youth participants with the relevant skillset for digital entrepreneurship² and provide the appropriate enabling environment to let digital startups thrive in the digital economy;
11. Develop a locally relevant, interactive, gamified, and practical program for entrepreneurs to think critically, and develop local tech solutions that address real-world issues;
12. Introduce pathways for income earning among rural and urban tech entrepreneurs or tech intrapreneurs;

² Digital entrepreneurship includes solution providers that develop and manufacture digital technology products, digital services or digitally enabled products/services.

13. Establish mechanisms to engage national Entrepreneurship Support Organizations (ESO)³, both public and private, to guarantee the long-term sustainability of the program.

C. Scope of Work

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

ACTIVITY 1: RAPID ECOSYSTEM ASSESSMENT

The rapid ecosystem assessment will be two-fold:

- I. On the one hand, regarding the Tech4Good Hub Program, the rapid ecosystem assessment will evaluate the current landscape of Entrepreneurship Support Organizations (ESO), including physical spaces, as well as incubation and acceleration programs for startup innovators and entrepreneurs available in Cape Verde.
- II. On the other hand, regarding the Open Innovation & Hackathon Series, the rapid ecosystem assessment will evaluate the first edition of Re!nventa Cabo Verde - Re!nventa Turismo, an open innovation, market-building, and hybrid hackathon launched in 2021 to generate new ideas that solve local challenges in the tourism sector, as well as other Hackathon type events currently available in Cape Verde, both by the public and private sector.

The rapid assessment will also assess the current capacity of national Entrepreneurship Support Organizations (ESO) to address digital entrepreneurship needs and provide information on the target population for tech-entrepreneurship development (including women, persons with disabilities, and at-risk youth). It will analyze existing ESOs to identify strengths, weaknesses, opportunities, and threats and it is anticipated that the rapid assessment will determine market gaps and appetite for digital entrepreneurship in the national market and create a coherent vision at a regional and national level to design and implement the most relevant Tech4Good Hub Program and Open Innovation & Hackathon Series activities for the country.

The rapid assessment is key especially in a multi-island country like Cape Verde, with a small local market and population scattered across different islands, which needs to look at regional and international markets to expand the country's economy and growth. Regional integration and access to international marketplaces like those available under the Digital Economy, are a great opportunity for Cape Verde to reduce the country's brain drain, retain talent, and show that Cape Verdeans' ideas and startups may be monetized without having to leave their country. As a result, this monetization will contribute to the country's economic expansion without having to become part of the growing diaspora to improve their livelihoods (it is estimated that the Cape Verdean diaspora is up to five times the current population in the country).

The firm is expected to use mixed methods, including reviewing national strategies and reports, analyzing available data – including data from digital entrepreneurship and investment

³ In this context, Entrepreneurship Support Organizations (ESO) comprise the ecosystem of incubators, accelerators and civil associations supporting the creation of digital businesses in the country.

platforms, and conducting necessary surveys, focus groups, and semi-structured interviews.

Activity 1 Deliverables:

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

1. **Rapid Assessment:** The Rapid Assessment will include, but is not limited, to the following:
 - I. Overview of the current landscape of Entrepreneurship Support Organizations (ESOs) including, but not limited to the following:
 - Physical Spaces (tech and innovation hubs);
 - Virtual programs;
 - Incubation programs;
 - Acceleration programs;
 - Business associations;
 - Training centers and providers;
 - Co-working spaces;
 - Others.
 - II. Overview and evaluation of the first edition of Re!nventa Cabo Verde - Re!nventa Turismo, as well as other hackathon-type events currently in place in Cape Verde.
 - III. Overview of market failures in the ESO ecosystem and hackathons, e.g., information asymmetries (skillsets needed by digital startups), negative externalities (high turnover reduces incentives to invest in startups), local market structure (lack of ESO/hackathons or a small number of ESOs/hackathons dominate the market), etc.
 - IV. Assessment of ways to engage the private sector and ESOs who will benefit from a larger pipeline of better equipped digital startups due to project activities, and ways to engage national and regional ESOs and hackathons, both public and private, establishing partnerships with them to guarantee the long-term sustainability of the program.
 - V. Recommended strategies to build a Tech4Good Hub Program and Open Innovation & Hackathon Series in Cape Verde, including intervention/investment strategies with proposed rank-ordering and regional synergies and cooperation opportunities within the project context, including:
 - Modalities for program delivery, including considerations of whether they should be delivered face to face, virtually, or in a hybrid format;
 - Frameworks to combine entrepreneurial, technical, and soft skills as needed and tailored to startup profiles and lifecycle phase (idea stage, launch stage, and growth stage);
 - How the digital startups pipeline might be improved through revamped ESOs, hackathons, mentorship, improved use of market information, or other tactics.

2. Assessment Tools: Survey/assessment tool to assess the ecosystem in Cape Verde.

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

ACTIVITY 2: TECH4GOOD HUB PROGRAM AND OPEN INNOVATION & HACKATHON SERIES DESIGN AND IMPLEMENTATION

This activity is in two parts; 1) the Tech4Good Hub Program which is further broken into the ESOs Support and the Tech4Good Hub Program for entrepreneurs; 2) the Open Innovation & Hackathon Series.

Under the ESO Support component, the firm will leverage the outcome of the rapid assessment to design industry-standard frameworks, models, programs, best practices, systems, and structures for existing ESOs to operate successfully and sustainably in Cape Verde, considering factors such as funding, mentorship, and networking opportunities. The firm will foster engagements between the ESOs and CVD to facilitate the incorporation of the ESOs into the Cabo Verde Digital (CVD) community. The firm will design a framework for cooperation between CVD and the ESOs to enable the ESOs to leverage CVD's network of partners and provide them access to opportunities and resources within the CVD ecosystem. This framework will also create grounds for collaboration between CVD and the ESOs to design and execute ecosystem support activities such as hackathons and capacity-building programs.

Under the Tech4Good Hub Program for entrepreneurs, the firm will leverage the rapid assessment from the first activity to design, in collaboration with MED, a national Tech4Good Hub Program, and the Open Innovation & Hackathon Series. The Tech4Good Hub program design must indicate exactly what is expected of startups and trainers, providing tools and mechanisms to transform their ideas into Beta products and/or Minimum Viable Product (MVP), while fostering the development of entrepreneurial skills amongst program participants. Tech4Good Hub Program, to be implemented in cohorts and must incorporate an all-island approach, focusing on connecting entrepreneurs, innovators, creators, makers, doers and technologists to cross-pollinate knowledge, build skills, and foster a culture of entrepreneurial thinking and spirit geared toward startups gaining access to markets, customers, revenue, and investors.

The Open Innovation & Hackathon Series design will focus on evolving the existing programs, such as Re!nventa Cabo Verde hybrid platform, strategy, and tactics to a series that covers a variety of problem statements and opportunities to solve local challenges in a practical manner. The series design will include four editions focusing on key sectors like the blue economy; culture and creative industries; health, youth, and sports; and, fintech. The Open Innovation & Hackathon Series design will also identify a recurring set of themes, in addition to the four already established, with corresponding problem statements to be considered for future series (i.e. Blue Economy, Green Economy, FemmeTech, etc.).

The program design for the Tech4Good Hub Program & Hackathon Series will include:

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- Detailed program concepts and objectives;
- A detailed operational plan, including the application process and campaign, selection process, a platform to deliver the program, monitoring, and evaluation mechanisms, among others;
- Required resources, infrastructure, and expertise to deliver the programs, including potential PPP elements;
- Strategic partnerships, including with international and regional Startup Platforms and Programs;
- Cost structure and sustainability considerations, including key risks and mitigation strategies.

As described earlier in this ToR, the design of the Tech4Good Hub Program and the Hackathon Series must carefully consider implications for female participants and persons with disabilities. Different studies show that technology can represent a great opportunity for women, but also a potential risk. Under the right conditions, it allows for greater communication and partnership and, in many cases, provides opportunities for flexible working practices that help empower women. Likewise, it is recognized that ICT can be of help to persons with disabilities.

It is therefore essential that the program includes a holistic understanding of these needs, making it a key element of the program design, incorporating flexible schedules, day-care services, and motivational speeches by successful women entrepreneurs and professionals, as needed. Another key element for the program's success is the outreach campaign and selection of candidates' framework, which will contribute to talent identification and pipeline creation for the Tech4Good Hub program. The outreach campaign must seek maximum awareness across all islands, including collaboration with key universities, influencers & other entities relevant to engaging youth interested in digital entrepreneurship.

Once the Tech4Good Hub Program and Open Innovation & Hackathon Series designs have been approved by the Client and UGPE, the firm will be responsible for implementing and managing the programs until August 2025. After this date, the entire program, materials, M&E results, and operations manual will be transferred to the Client and UGPE. During Tech4Good Hub program implementation, the Client aims to reach a minimum of 200 youths/entrepreneurs by August 2025 with a 50% target of women participation for the Tech4Good Hub Program. For the Open Innovation & Hackathon Series the firm will organize a minimum of 4 hackathons until August 2025, with a minimum of 500 participants and a 50% target of woman participation. Startup creation is a key indicator for the project, with the objective of supporting them to formalize their businesses and/or create meaningful jobs. The project aims to support at least 200 startups, out of which 70% must become formal businesses. Program implementation would also count on the support of local partners, such as the private sector, academia, civil society, and the diaspora. All support would need to comply with the World Bank's social and environmental safeguards policies.

Activity 2 Deliverables:

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

1. ESOs Support:

I. Framework Documents:

- Develop industry-standard frameworks, models, best practices, and operational structures tailored for ESOs in Cape Verde. This should be presented in detailed documentation.
- Provide resources, toolkits, and materials developed to provide ongoing support and guidance to ESOs in Cape Verde, aiding in their sustainable operation and growth.

II. Integration of ESOs with the Cabo Verde Digital (CVD) Community and Cooperation Framework:

- Facilitate the incorporation of Cape Verdean ESOs into the CVD community by establishing communication channels and collaboration mechanisms.
- Design a framework for cooperation between CVD and ESOs to enable mutual benefit, facilitating access to resources, opportunities, and partnership avenues within the CVD ecosystem. This should include a formalized document outlining the cooperation between Cape Verdean ESOs and the Cabo Verde Digital community, specifying roles, responsibilities, and possible opportunities for collaboration channels.
- Facilitate at least two successful execution of entrepreneurship and startup support activities such as capacity-building programs, and collaborative events between CVD and the ESOs.

2. Tech4Good Hub Program Design

I. Identification of target participants:

- Define target groups in terms of what startup life cycle phase they are at (ideation stage, launch stage, growth stage).

II. Program objectives:

- Outline what must be delivered to make program participants startup-ready and support business and public agencies.
- Include educational outcomes, qualifications and credentials, mentoring outcomes, level and training duration, and business, and employment outcomes, as necessary.

III. Resources and infrastructure:

- Map and categorization of existing ESOs and infrastructure needed for program delivery, including those that require adjustments, and identification of any missing resources needed to address gaps.

- Identify local ESOs and mechanisms to partner with them and contribute to program development and implementation.
- Define how training, mentoring, and coaching will use available infrastructure to reach beneficiaries (tailored to their circumstances).
- Focus on long-term sustainability, building capacity of local ESOs where possible.
- Review different business models. See if PPPs can be leveraged to increase access to training.
- Create working groups/institutional arrangements for collaboration between the public/ private sector, academia, and civil society.

IV. Activities and Key Processes: Detailed description of key activities and relevant processes, including the articulation of necessary resources, institutional stakeholders, and individual roles involved, with a special focus on outreach campaign, application process, and selection of candidates:

- **Application Campaign:** The firm will develop the application campaign for the Tech4Good Hub program, including the application form and eligibility criteria to be approved by the Client, UGPE, and the World Bank. The outreach campaign for each cohort must seek maximum awareness across all islands, including collaboration with key universities, influencers & other entities. The firm will prepare a simple but comprehensive application form to gather information on the business idea or concept and the demographics of the applicant. The application form shall be available in digital format through a dedicated website containing information about the Tech4Good Hub Program and overall DCV Project. The firm would propose which validation/identification documents to be attached to the application and facilitate the submission of such documents and application forms, both online and offline.
- **Selection of Entrepreneurs:** Following the application campaign, the firm would identify eligible applications for each cohort according to established criteria, including the startup life-cycle phase (ideation, launch, growth). The firm would develop a standard evaluation rubric to assess the applications. This should be done through a systematic semi-formal process where all eligible applications are reviewed by an internal selection team/evaluators, ensuring that names, contacts, and location of candidates are not disclosed, in strict compliance with the standard selection criteria approved by the Client and UGPE. Out of the total national applications, at least 50 candidates per cohort for a total of 4 cohorts will be selected to participate in the Tech4Good Hub Program, with half of those selected being women. Concerted efforts need to be made to reach all islands in Cape Verde.
- **Tech4Good Hub Program:** The program would include training on the opportunities available through the digital economy, infusing the concept

of digital entrepreneurship, and how participants don't need to leave their country to innovate and generate economic and job growth. The objective is to increase the odds of program participants succeeding in a highly competitive market like the digital startup ecosystem. The program could be structured following a venture-building bootcamp methodology, including all relevant training materials and sessions for participants to submit a short-written business plan during the program that will be developed into a venture at the end of the program. The venture-building bootcamp would include training on how to develop a business idea, how to design a team, how to elaborate a business model, how to forecast earnings and job needs, and how to calculate capital needs to take the business to the next phase of growth, distinguishing among idea stage, launch stage, and growth stage. The Canvas model can be used as a business plan model for the training sessions. The firm would also develop a business plan form, for participants to follow a common model, which will be included in the Program's Operations Manual. The firm will also need to define the M&E framework to monitor and verify outcomes/impact, which will be key during program implementation.

V. Strategic Partnerships:

- Strategic partnerships are needed for program delivery and sustainability, varying from communication (including traditional media organizations or social media) to national and regional ESOs.
- These could include recommendations to create partnerships between the Republic of Cape Verde and local/regional/international institutions that include but are not limited to mentorship, training, funding, and job facilitation.
- These partnerships must explore ways for the private sector to support the program, including industry, academia, entrepreneurs, investors, etc. contributing to the long-term sustainability of the training program.

VI. Operational Plan: The firm will outline the key objectives and goals and how to reach them. The operational plan will include short-term and long-term goals in a clear way so that the Client and UGPE know their responsibilities and have a clear understanding of what needs to be done. The plan will also include a plan for identifying and mitigating key project risks.

VII. Cost Structure and Sustainability Considerations:

- Definition of program budget across all activities.
- Identification of the links and interfaces that will ensure sustainability and adaptation to change.

VIII. MED Working Groups: The firm would prepare working groups with MED and key ecosystem stakeholders (i.e. Pro-Empresa, Cabo Verde Digital) to support in

brainstorming the design and implementation of project activities. The working group should be organized at the beginning and end of each cohort.

3. Open Innovation & Hackathon Series Design

I. Identification of Target Participants:

- Define target groups in terms of the problem statements to be solved and the multi-disciplinary teams to be created during the event.

II. Program Objectives:

- Evaluate the first edition of Re!nventa Cabo Verde - Re!nventa Turismo, an open innovation, market-building, and hybrid hackathon launched in 2021 to generate new ideas that solve local challenges in the tourism sector.
- Identification of local hackathons and similar programs beyond Re!nventa Cabo Verde and mechanisms to partner with them and contribute to program development and implementation.
- Design a series that covers a variety of problem statements and opportunities to solve local challenges in a practical way.
- Launch and manage four additional editions in the series, including the blue economy; culture and creative industries; health, youth, and sports; and, fintech.
- Identify a recurring set of themes, in addition to the four already established, with corresponding problem statements to be considered for the future (i.e. Blue Economy, Green Economy, FemmeTech etc.).

III. Resources and Infrastructure:

- Map and categorize existing hackathons and similar programs beyond Re!nventa Cabo Verde, as well as the infrastructure needed for program delivery, including those that require adjustments, and identification of any missing resources needed to address gaps.
- Define how the training, mentoring, and coaching will use available infrastructure to reach beneficiaries (tailored to their circumstances).
- Focus on long-term sustainability, building capacity of local hackathons and similar programs where possible.
- Look at different business models. See if PPPs can be leveraged to increase access to training.
- Create working groups/institutional arrangements for collaboration between the public-private sector, academia, and civil society.

IV. Activities and Key Processes: Detailed description of key activities and relevant processes, including the articulation of necessary resources, institutional

stakeholders, and individual roles involved, with a special focus on outreach campaign, application process, and selection of candidates:

- **Application Campaign:** The firm will develop the application campaign for the Open Innovation & Hackathon Series (i.e. for each of the 4 events), including the application form and eligibility criteria to be approved by the client and UGPE. The outreach campaign for each event must seek maximum awareness across all islands, including collaboration with key universities, influencers & other entities. The eligibility criteria would include at minimum: (i) being a Cape Verdean national with an Identity Card, or other relevant form of identification, attached to the application; (ii) having attained secondary education or above; and, (iii) having the form fully completed and submitted on time for each problem statement. The application form shall be available in digital format through a dedicated website containing information about the Open Innovation & Hackathon Series and the overall DCV Project. The firm would propose which validation/identification documents to be attached to the application and facilitate the online submission of such documents and application forms.
- **Selection of Participants:** Following the application campaign, the firm would identify eligible applications for each cohort according to established criteria and screening rubrics, including the multi-disciplinary teams to be created during the event. Through a systematic semi-formal process, the firm would examine all eligible applications received by using an internal selection team/evaluators, ensuring that names, contacts, and locations of candidates are not disclosed, in strict compliance with the standard selection criteria approved by the Client and UGPE. Out of the total national applications, 125 candidates will be selected per hackathon event to participate in the Open Innovation & Hackathon Series. Half of those selected would be women. Concerted efforts need to be made to reach all islands in Cape Verde.
- **Open Innovation & Hackathon Series:** The Open Innovation & Hackathon Series would evolve existing programs in Cape Verde, like Re!nventa Cabo Verde, hybrid platform, strategy, and tactics to a series that covers a variety of problem statements and opportunities to solve local challenges in a practical fashion. In the first four editions, the series will focus on the blue economy; culture and creative industries; health, youth, and sports; and, fintech. Furthermore, the firm will identify a recurring set of themes, in addition to the four already established, with corresponding problem statements to be considered for the future. The firm will design the framework to select the Open Innovation & Hackathon Series winners and the transition route to the Tech4Good Hub Program. Hackathon participants will be invited to pitch their solutions in front of the jury by the end of each event. The firm would establish the criteria and scoring rubrics and provide recommendations for the jury that will select the winners. The selection jury would be composed of government representatives and MED officials, business managers, relevant people in

the diaspora, members of organizations working on entrepreneurship, and management of capital investment funds for startups, among others. Factors for selection and transition to the Tech4Good Hub Program would include the level of alignment with the problem statement; capacity to create employment for women and youth; digital innovation and capacity; and long-term feasibility of the proposed solution. A gender quota system will be used, in order to aim for at least 50% of the candidates who pass the different stages of the Open Innovation & Hackathon Series and graduate to the Tech4Good Hub Program to be women.

V. Strategic Partnerships:

- Strategic partnerships are needed for program delivery and sustainability, varying from communication (including traditional media organizations or social media) to national and regional hackathons.
- These could include recommendations to create partnerships between the Republic of Cape Verde and local/regional/international hackathons that include but are not limited to mentorship, program delivery, and management.
- These partnerships must explore ways for the private sector to support the program, including industry, academia, entrepreneurs, investors, etc. contributing to the long-term sustainability of the training program.

VI. Operational Plan: The firm will outline the key objectives and goals and how to reach them. The operational plan will include short-term and long-term goals in a clear way so that the Client and UGPE know their responsibilities and have a clear understanding of what needs to be done.

VII. Cost Structure and Sustainability Considerations:

- Definition of program budget across all activities
- Identification of the links and interfaces that will ensure sustainability and adaptation to change.

VIII. Key Risks and Mitigation Strategies: Conduct a detailed risk assessment to identify potential project risks and develop their associated mitigation for all project activities.

IX. MED Working Groups: The firm would prepare working groups with MED and key ecosystem stakeholders (i.e. ProEmpresa, Cabo Verde Digital) to brainstorm the design and implementation of project activities. The working group should be organized at the beginning and end of each cohort.

4. Implementation of the Tech4Good Hub Program and the Open Innovation & Hackathon Series: The firm will be in charge of delivering the Tech4Good Hub Program and the Open Innovation & Hackathon Series, including preparing all relevant training materials and sessions structure for participants to improve their entrepreneurial skills and/or startup earnings. Program implementation will include the following activities and reports:

- I. **Implementation Framework:** The implementation plan must include a framework that reflects the considerations of the socioeconomic circumstances of target beneficiaries, training capacity, and any barriers that might affect access. The framework will also include modalities for program delivery, mechanisms to transition to the Tech4Good Hub Program, or how the startup pipeline might be improved over time, applying lessons learned to subsequent cohorts.
- II. **Tech4Good Hub Program and the Open Innovation & Hackathon Series Progress Report and Monitoring:** The firm would track the development of the participants part of each of the cohorts, including close monitoring of business formal registration, employment created, and revenues post-program. During the application campaign for each cohort, the firm would report monthly to the Client, UGPE, and the World Bank on the progress of the outreach campaign and application and selection processes for both programs. The firm would ensure that information and data collected are managed securely and that personal data is kept safely.
- III. **Tech4Good Hub Program and the Open Innovation & Hackathon Series Databases:** The firm would create a database of all applications received at the end of the different awareness campaigns, a database of all selected participants for the Open Innovation & Hackathon Series (per event), and a database of all Tech4Good Hub program graduates (per cohort). These datasets would include administrative and demographic information, startup profiles, and technical scores of each startup.
- IV. **Tech4Good Hub Program and the Open Innovation & Hackathon Series Partnerships Report:** The firm would prepare a report on the partnerships established in the context of preparing and delivering the programs. The total number of partnerships would be approved by the Client and UGPE. The report would include formal partnership agreements signed, details of the agreements reached, and lessons learned.
- V. **Report on the Mobilization Process of Women Entrepreneurs:** The firm would prepare a report documenting the number of women participants, the female startups created and supported, the agreements established with female business associations or sector support organizations, and the expected results of that effort.

It's crucial to highlight that both the Tech4Good Hub Program and the Open Innovation Hackathon Series will run simultaneously within a tightly managed project timeline. Therefore, it might be more advantageous for firms possessing relevant expertise to apply and execute this ToR as a consortium, utilizing diverse teams to effectively carry out the activities under each component concurrently.

The firm will be in charge of designing the Operations Manual for the Tech4Good Hub Program and the Open Innovation & Hackathon Series, which would specify all operational rules and requirements to enable satisfactory performance of program processes, functions, and objectives. The document would cover all aspects related to program design, dissemination, communication, logistics, and monitoring. The Manual would include a clear model of governance, integrating lessons learned from other projects like Re!nventa Cabo Verde, and clear guidelines on compliance with environmental and social safeguards. The implementation timeline would depict the resources and processes that will be used for each phase and activity, as well as foresee risks or challenges during implementation. The Operations Manual would also clarify in advance the selection criteria, information on selected applicants, and disbursement mechanisms.

Activity 3 Deliverables:

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

1) Operations Manual, including inter alia:

1. Technical operations (Tech4Good Hub Program and the Open Innovation & Hackathon Series, eligibility criteria, selection mechanisms, training platform, duration of program);
2. Administration (information systems, financial management, accounting, audit, risk management);
3. Governance structure and responsibilities, with a special focus on Cabo Verde Digital role in the overall ESO ecosystem;
4. Reporting and working with government counterparts;
5. Templates for operational forms, including application, selection, and reporting;
6. Framework for monitoring and evaluation;
7. Scope of strategic partnership with external parties (e.g., industry associations, business associations); and,
8. Social and environment assessments and mitigation plans.

ACTIVITY 4: TECH4GOOD HUB PROGRAM AND THE OPEN INNOVATION & HACKATHON SERIES COMMUNICATION, MARKETING, AND PROMOTION STRATEGY

The firm would develop and implement a promotion, marketing, and communications strategy for the Tech4Good Hub Program and the Open Innovation & Hackathon Series. This would ensure maximum visibility among private sector operators, organizations, academia, startups, and individuals who could apply to and benefit from accessing the Tech4Good Hub Program and the Open Innovation & Hackathon Series to develop digital products and/or services.

The firm will leverage the promotion, marketing, and communications strategy to design and implement a holistic communication plan with detailed actions to promote and position the Tech4Good Hub Program and the Open Innovation & Hackathon Series activities. The communication plan would consider multiple channels and formats, including traditional and social media, with a focus on direct marketing to platforms identified to meet the criteria to participate in the World Bank project. A substantive communications strategy would be made possible through strategic institutional partnerships.

Activity 4 Deliverables:

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

- 1. Promotion, Marketing, and Communications Strategic Plan:** Specific strategic communication plan aimed at the different target audiences who seek support from local ESOs, especially CVD, enhancing the access to existing and future programs;
- 2. Communication Plan for the Tech4Good Hub Program and the Open Innovation & Hackathon Series Brand:** Leveraging the Strategic Plan, the firm would present a detailed communication plan with specific awareness strategies for each of the activities, i.e. Tech4Good Hub Program and Open Innovation Hackathon Series. The Communication Plan, Name, Brand, and Image would need to be approved by the Client, UGPE, and the World Bank. The communication plan will comprise the following elements:
 - a. Advertising and Promotional Campaign:**
 - i. Ads, slogans, banners;
 - ii. Consultations with stakeholders;
 - iii. Special dissemination strategies.
 - b. Digital and Printed Content:**
 - i. Communication Plan prepared and implemented;
 - ii. Key messages tailored to the specific target audiences;
 - iii. Graphic elements designed to reach target groups;
 - iv. Final artwork for all pieces submitted and approved by the Client;
 - v. Printing of promotional and informative materials. It will be the company's responsibility to provide all printed materials proposed in the plan.
 - c. Promotion and Outreach Activities:**
 - i. Content promotion strategy on social media implemented;
 - ii. Efficient coordination in the distribution of printed materials;
 - iii. All costs for promoting content on the Internet and social networks will be borne by the company, which must present a detailed plan for this purpose in the technical proposal;
 - iv. Acquisition and availability of all materials and equipment necessary to carry out the entire campaign, such as:
 1. T-shirts, gift, etc.;
 2. Promotional booth for events;
 3. Rollups Banners;
 4. Brochures;
 5. Tote bags.
 - d. Monitoring and evaluation:**
 - i. Number of people and startups reached;
 - ii. Ads published and impact per ad;
 - iii. Monitoring and evaluation report.
- 3. Communication Partnerships Report:** The firm would prepare a report on the partnerships established in the context of preparing the awareness campaign. The total

number of partnerships would need to be approved by the Client, UGPE, and the World Bank. The report would then be updated with lessons learned in terms of the ability to recruit candidates through these partners.

- 4. Media Communication Database:** Prepare a database of all means of communication, their evolution, and receptivity (impact, views, reach, etc.). Also, present the database and physical samples of all promotional material before any actual production according to objective data. The firm would deliver the database, tests of production and dissemination of the information, promotional materials, evidence of implementation of the events, and awareness sessions of the Programs.
- 5. Report on the Mobilization Process of Women Participation:** The firm would need to closely monitor women participation, and prepare a report documenting the number of women reached, the agreements established with female businesses, associations, NGOs, and others to increase the outreach of the communication plan, and the expected results of that effort.

ACTIVITY 5: GRIEVANCE REDRESS MECHANISM (GRM)

Compliance with the World Bank Group Environmental and Social Safeguards requires the establishment of a Grievance Redress Mechanism (GRM). The firm to be hired must develop and implement a GRM in accordance with international best practices, in order to ensure that candidates, participants, startups, trainers, partners, and other interested parties can raise complaints and that complaints are handled in the most appropriate manner. The GRM would need to be made available transparently in a variety of media (paper, electronic, etc.) The GRM will ensure that complaints received are promptly analyzed and dealt with in a timely manner. The firm to be hired would need to develop a process to respond to complaints adequately. This process, as well as the means by which people can express their concerns, would require the approval of the Client, the UGPE, and the World Bank⁴.

Deliverables Activity 5:

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

1) GRM, including, in particular:

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

⁴ Individuals affected by the project can also present their complaints to the Independent Inspection Panel, which determines whether there has been or may be harm resulting from the World Bank's failure to comply with policies and procedures.

3. Reporting Requirements

Inception Report

Inception Report and a detailed Work Plan (following the deliverables schedule depicted below). 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

The Firm would report on the implementation progress of the Project to the Client, UGPE, and the World Bank through interim reports produced monthly, quarterly, at project midterm, and close. 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. All progress reports from the start to midway into the project will be consummate to form a midterm report. The reports would be in English and 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 a similar nature.

Insight Report

A detailed documentation of lessons learned should also be gathered throughout the implementation and be consummated into a concise insight document (sample [here](#)) as a contribution to knowledge for global good and to support the implementation of similar projects in the future.

4. Deliverables, Timeline & Payment

The selected firm must carry out the project from the date of signing the contract with all project activities ending on/before August 2025. 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:

ToR to hire a firm to design, implement and manage the Tech4Good Hub Program & Open Innovation & Hackathon Series

Deliverables	Schedule	Payment (After Client's approval)
<p>D1:</p> <ul style="list-style-type: none"> ● Inception Report with precise planning of the project. This should include detailed work plans and an implementation schedule across all project components ● Tech4Good Hub Program and the Open Innovation & Hackathon Series Communication, Marketing, and Promotion Draft Strategy 	<p>Signing of contract + 2 weeks</p>	<p>10%</p>
<p>D2:</p> <ul style="list-style-type: none"> ● Project Q1 Report ● Rapid Assessment & Assessment Tools ● ESO Support Inception and Tech4Good Hub Program Design ● Open Innovation & Hackathon Series Design ● Detailed Operational Plan ● Operations Manual Strategy ● Strategy for the mobilization process of women participants ● Grievance Redress Strategy ● Ongoing implementation of the ESO Support, Tech4Good Hub Program and the Open Innovation and Hackathon activities 	<p>Signing of contract + 10 weeks</p>	<p>20%</p>
<p>D3:</p> <ul style="list-style-type: none"> ● Project Midterm Report ● Ongoing implementation of the ESO Support, Tech4Good Hub Program activities (up to 50% completion) ● Ongoing implementation of Open Innovation and Hackathon activities (up to 50% completion) ● Draft Operations Manuals for the Tech4Good Hub Program and the Open Innovation and Hackathon 	<p>Signing of contract + 22 weeks</p>	<p>20%</p>

ToR to hire a firm to design, implement and manage the Tech4Good Hub Program & Open Innovation & Hackathon Series

Deliverables	Schedule	Payment (After Client's approval)
D4: <ul style="list-style-type: none"> ● Project Q3 Report ● Ongoing implementation of the ESO Support, Tech4Good Hub Program activities ● Ongoing implementation of Open Innovation and Hackathon activities 	Signing of contract + 34 weeks	20%
D5: <ul style="list-style-type: none"> ● Completion of ESO Support, Tech4Good Hub Program activities ● Completion of Open Innovation and Hackathon activities ● Final Report on the mobilization process of women participants ● Report on the number of complaints received and processed ● Final Report on ESO Support, Tech4Good Hub Program ● Final Report on Open Innovation & Hackathon Series ● Final Operations Manuals for Tech4Good Hub Program ● Final Operations Manuals for Open Innovation & Hackathon Series ● Project Closeout Report. 	Signing of contract + 36 weeks	30%

5. Qualification Criteria

Proven Experience:

- The firm must have at least five (5) years of experience in business and entrepreneurship support and in mapping national business ecosystems.
- At least three (3) years of experience in designing, implementing, and monitoring similar awareness campaigns, entrepreneurship bootcamps, hackathons, training of entrepreneurs or youth, or other related activities in a developing country context, preferably in sub-Saharan Africa.
- The firm must have a proven track record in designing, managing, and implementing business design and venture-building bootcamps, preferably in sub-Saharan Africa.

- Demonstrated experience in projects financed by the World Bank and/or other Multilateral International Development Organizations is advantageous.
- Demonstrated experience in drafting operational manuals, awareness and application campaigns, selecting beneficiaries, developing and maintaining application tools and processes, and program processing and reporting during the last three years.
- Experience in preparing reports to a standard acceptable to national and international financing institutions.

Expertise:

- Robust understanding of operational and economic environments in developing countries, with a preference for experience in working with local actors in the business ecosystem, particularly in sub-Saharan Africa and Cape Verde's unique dynamics.
- The firm must have a multidisciplinary team with expertise in venture building, digital startups, open innovation challenges, startup bootcamps, mentorship, diaspora engagement, communications, and grievance handling.
- The firm must have a multidisciplinary team made up of experts as cited below.

Technical Capacity:

- Capacity to design and implement an entrepreneurship boot camp, incorporating global best practices across the assignment.
- Expertise in designing and implementing open innovation challenges.
- Expertise in designing, implementing, and monitoring program participants recruitment exercises including awareness campaigns, application collection and selection, or other related activities in a developing country context, preferably in sub-Saharan Africa.
- Existing network of program-related partners and stakeholders both locally and internationally with a proven track record of supporting bootcamps and open innovation challenges in Africa.
- Existing frameworks, tools, and platforms for running bootcamps and hackathons.
- Expertise in producing high-quality reports, including inception reports, interim reports, completion reports, and documentation of lessons learned.
- Ability to communicate effectively in English and Portuguese, both written and verbal.
- Competence in developing comprehensive operations manuals and communication strategies tailored to project requirements.
- Ability to establish effective grievance redress mechanisms ensuring accessibility and confidentiality.
- Demonstrated creativity and innovation in designing and implementing solutions to address project objectives and challenges.

- Capacity to adapt to evolving project needs and incorporate feedback from stakeholders.

Resource Allocation:

- Sufficient human and technical resources to effectively execute all components of the scope of work within the specified timeframe.
- Availability of key personnel with relevant experience and expertise throughout the project duration.

Collaboration:

- Willingness to collaborate with the Client, the PMO, UGPE, the World Bank, and other stakeholders to ensure project success.
- Ability to foster partnerships and engage with diverse stakeholders including government officials, entrepreneurs, businesses, and diaspora communities.
- **The firm is strongly encouraged to collaborate with a local Cape Verdean firm based in Cape Verde for the execution of this ToR. Such collaboration will be highly beneficial as it would guarantee on-the-ground support, local expertise, experience, a thorough understanding of the cultural context, and the startup ecosystem in Cape Verde, as well as sustainability through post-program support for participants. If a firm decides to partner with a local Cape Verdean firm, it must include a signed partnership agreement with the local firm in the technical proposal.**

Team Composition: The team must consist of the following experts, at the minimum:

- Program Manager (1);
- Open Innovation & Hackathon Series Coordinator (1);
- Entrepreneurship and Innovation Strategist (1);
- Communication and Community Engagement Expert (1).

Program Manager

- Master's degree in business administration, project management, or a related field.
- Minimum seven (7) years of experience in designing and implementing entrepreneurship support programs, with a focus on startup ecosystems.
- Demonstrated success in leading multidisciplinary teams and managing at least 2 similar projects from initiation to completion.
- Excellent analysis, communication and writing skills.
- Ability to network with officials from the public and private sector.
- Ability to multi-task and meet tight deadlines.
- Expertise in project planning, budgeting, and resource allocation.
- Demonstrated success in leading multidisciplinary teams and managing complex projects from initiation to completion.

- Strong understanding of gender mainstreaming principles and strategies with the ability to design and implement activities to promote female participation in entrepreneurship and decision-making processes.
- Ability to communicate effectively with diverse stakeholders and build strong relationships.
- Previous experience in the Cape Verde will be considered a strong asset.
- Prior experience in working co-operatively with other multilateral agencies and industry, would be an advantage.
- Excellent oral and writing capacity in English and Portuguese would be an advantage.

Open Innovation & Hackathon Series Coordinator

- Bachelor's degree in a relevant field such as innovation management, technology, or business.
- Minimum five (5) years of experience in designing and implementing entrepreneurship support programs, with a focus on tech ecosystems.
- Demonstrated success in implementing at least 2 similar assignments.
- At least three (3) years of experience in organizing hackathons, innovation challenges, or similar events with demonstrated success in managing event logistics and participant engagement.
- Excellent organizational skills with an ability to think creatively and strategically to solve problems.
- Excellent communication and participant engagement skills.
- Previous experience in the Cape Verde will be considered a strong asset.
- Prior experience in working co-operatively with other multilateral agencies and industry, would be an advantage.
- Excellent oral and writing capacity in English and Portuguese would be an advantage.

Entrepreneurship and Innovation Strategist

- Higher education in entrepreneurship, economics, or a related field. Certification in innovation management, technology, or a related field would be an added advantage.
- Minimum five (5) years of experience working within entrepreneurship ecosystems, including incubators, accelerators, and enterprise support organizations.
- Demonstrated success in implementing at least 2 similar assignments.
- Deep understanding of entrepreneurship ecosystem dynamics, ability to conduct rapid assessments, and proficiency in data analysis and reporting.
- Strong research and analytical skills with an ability to think strategically to solve problems.
- Previous experience in the Cape Verde will be considered a strong asset.
- Prior experience in working co-operatively with other multilateral agencies and industry, would be an advantage.
- Excellent oral and writing capacity in English and Portuguese would be an advantage.

Communication and Community Engagement Expert

- Bachelor's degree in marketing, communications, international relations, or a related field.
- Minimum of three (3) years of experience in community engagement, networking, and stakeholder engagement.
- Demonstrated success in implementing at least 2 similar assignments.
- Proven experience in developing and executing communication strategies, preferably in the context of open innovation challenges and venture-building programs.
- Demonstrated success in leveraging traditional and digital media channels to promote programs and initiatives.
- Strong copywriting and content creation skills across various mediums and familiarity with digital marketing tools and analytics platforms.
- Proven track record of building strategic partnerships and fostering collaboration across diverse stakeholder groups.
- Ability to develop and implement outreach strategies to effectively reach target audiences.
- Previous experience in the Cape Verde will be considered a strong asset.
- Prior experience in working co-operatively with other multilateral agencies and industry, would be an advantage.
- Excellent oral and writing capacity in English and Portuguese would be an advantage.

6. Organization of the Assignment

The selected firm shall undertake the assignment in close consultation with Cabo Verde Digital and other stakeholders deemed appropriate by the GoCV.

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

The firm to be hired must present a work methodology with the following principles:

- Ensure effective communication between the firm and the MED and UGPE team;
- Ensure a common understanding of the work expected;
- Be flexible in managing expectations and adjusting process flows;
- Be able to anticipate and manage project risks.

The methodology must be adapted to achieve the Client's objectives within the established deadline and guarantee high-quality outputs.

The Special Project Management Unit (UGPE) intends for the contract to be executed within a framework of trust between the parties, to facilitate the availability and use of information necessary for the exclusive purposes for which it was made available.

The reference workplace will be at the TechPark CV, in Achada Grande Frente, in Praia, Cape Verde.

The reports must be developed in Portuguese and English, and the outputs must be sent to UGPE and the Client in English and Portuguese, in digital format, and PowerPoint for presentations.

In addition, the firm may obtain the assistance of a local legal expert with demonstrated legal experience in the sub-region and management experience in similar projects for issues on training certification standards and international rules.

6. Contract Type

A lump sum contract shall be signed, payments of the firm remuneration are linked to approval of deliverables, and the payment of reimbursable expenses will be made upon presentation of the receipt of the expenses incurred at the real cost.

7. Intellectual Property

MED will be the legitimate owner of all intellectual property resources associated with this ToR and will have all rights to the ways in which it can use these same resources. The developed program and all related materials and data will be the exclusive property of MED or any agencies designated by it, and the contracted firm will not have the right to commercially use or apply the developed program elsewhere.