



REPÚBLICA DE CABO VERDE

MINISTÉRIO DAS FINANÇAS

TERMS OF REFERENCE (TOR):

BUSINESS ENABLING ENVIRONMENT 1: STARTUP SUPPORT

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 (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 providing a Business Enabling Environment through the implementation of Project 6: Cape Verde Seed Fund and Project 8: Diaspora Brain Gain.

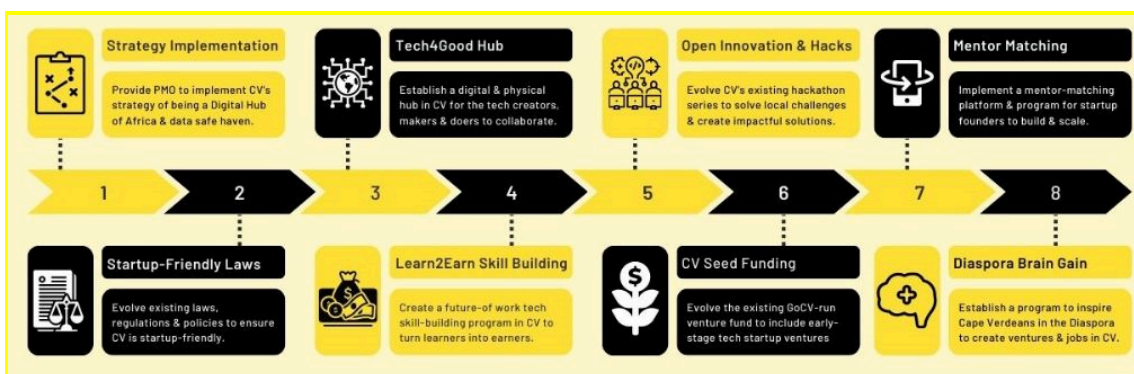


Figure 1: Component 2.3 Promote Digital Competitiveness Eight Projects List.

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 performing the following activities: (i) foster the creation of digital businesses in Cape Verde through the provision of startup/venture building support to Cabo Verdean entrepreneurs; (ii) create the appropriate mechanisms to include digital startups in the existing venture capital ecosystem in the country; (iii) design and implement a diaspora brain gain program to attract the Cape Verdean diaspora to create businesses and jobs in the country.

B. Specific Objectives of the Assignment

The specific objective of this ToR is to assist MED (the Client), and the Special Projects Management Unit (UGPE) to:

- Enable Cape Verde's existing, government-run venture fund - Pro-Capital to evolve its processes of business evaluation and investment decision-making to include early-stage tech startups.
- Create a vetted and validated model for streamlined and timely evaluation, decision-making, legal structure, fundraising strategy, investment strategy,

governance, and nurturing portfolio companies. Support on-the-job learning for two to three live deals.

- c. Facilitate the disbursement of grants to Cape Verdean business owners throughout the Diaspora to inspire them to establish new legal entities and/or business engagements in Cape Verde, thereby creating economic opportunity, net new jobs, and establishing more business connections between Cape Verde and the Diaspora.
- d. Ensure alignment with TechParkCV, Special Zone for Technology incentives (ZEET), and other incentives and business incentives provided by GoCV.
- e. Develop a detailed Operations Manual for each activity of the project, and a detailed communication strategy and plan for the project's external communication to support the delivery of the project.

C. Scope of Work

ACTIVITY 1 – CV SEED FUND

Access to finance is critical for any business, and an important barrier to overcome in the Cape Verdean startup ecosystem. This barrier is even more acute in digitally enabled startups, which usually require heavy investment in the early stages to develop specific software, hire talented developers, or develop some “out of the box” innovation. This means that most of these startups will have no collateral to secure access to traditional finance products, especially considering the lack of IP rights valuation capacity and know-how in the local financial ecosystem. In consequence, under this activity, the firm is expected to enable Cape Verde's existing, government-run venture fund - Pro-Capital - to evolve its processes of business evaluation and investment decision-making to include early-stage tech startups. The firm is also expected to create a vetted and validated model for streamlined and timely evaluation, decision-making, legal structure, fundraising strategy, investment strategy, governance, and nurturing portfolio companies.

During Activity 1, the firm will, but not exclusively:

- Evaluate the current processes of business evaluation and investment decision-making followed by Pro-Capital. The evaluation must include a complete SWOT (Strengths, Weaknesses, Opportunities, and Threats) assessment, which will populate a set of recommendations for Pro-Capital to evolve from the current framework to a digital startup-friendly framework. The assessment must include best practices and examples from other comparable countries;
- Create, maintain, and nurture a healthy pipeline of digital startups that is critical for a healthy venture capital ecosystem. Therefore, the proposed recommendations must be fully aligned with other activities under this project, and other entrepreneurship and innovation activities in the country and the region, including Pan-African-wide.

- Based on the set of recommendations and discussions with the client, the firm will prepare a complete strategy for Pro-Capital to include the appropriate financial instruments for digitally enabled startups.
- The strategy must include an end-to-end SOP and implementation framework covering all aspects of operations and management. This should include the funding application process (the firm would develop the outreach process, application form, and eligibility criteria); selection of candidates methodology (the firm would design a process to evaluate all eligible applications received by using an internal selection team/evaluators, ensuring that names, contacts, and location of candidates are not disclosed, in strict compliance with the approved selection criteria); evaluation of applications (the firm would present all the materials to facilitate the process of selection); and Fund Disbursement Guidelines, among others. The firm will support on-the-job learning for some live deals and provide technical assistance to the client in the process of establishing the contracts before disbursement to awardees.
- The firm will design the Operations Manual for the CV Seed Fund (Pro-Capital), which would specify all operational rules and requirements to enable satisfactory performance of the startup pipeline and seed funding 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 Venture Capital ecosystems and competitive seed funds scheme programs in similar country contexts, and clear guidelines on compliance with environmental and social safeguards of the project, which should be reflected in the selection criteria. The implementation timeline would explain the resources and processes 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 1 Deliverables:

This activity includes but is not limited to the following deliverables that would be approved by the Client, UGPE, and the World Bank:

- 1. Pro-Capital Evaluation Report:** The firm will present a detailed assessment of business evaluation and investment decision-making currently followed by Pro-Capital.
- 2. Pro-Capital Digital Startups Strategy:** The firm will develop and present a detailed strategy for Pro-Capital to level the playing field for digital startups to access early-stage capital. The strategy must include the following items:
 - a. Application Process:** The firm will develop the outreach strategy, the application form, and eligibility criteria to be approved by the Client, UGPE, and the World Bank. The application form shall be available in digital format leveraging Pro-Capital digital means, and other platforms developed and available under the DCV Project and the GoCV. 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.

- b. Evaluation of Seed Funds Applications:** The firm would propose a Seed Fund Evaluation Committee to ensure transparency and compliance of steps along the selection process. The Evaluation Committee would be approved by the Client, the UGPE, and the World Bank. The firm would propose the evaluation process for applications that go through the first phase (i.e. application process).
- c. Seed Funds Disbursement Guidelines:** The firm would design the SOP and the CV Seed Funds Disbursement Guidelines, and provide technical assistance to the Pro-Capital and UGPE in the process of establishing the contracts before disbursement to awardees for the live deals. The disbursement will be gradual and in accordance with the development plan submitted and approved. The firm would manage the communication with selected firms and support the process of preparing contracts between the Government of Cape Verde and the awarded firms before the disbursement of funds. The disbursement of funds to awardees would be completed within an appropriate timeline, but the process of accompanying the finalization of the awards will be followed by the firm in coordination with the Client, the UGPE, and the World Bank.
- d. Fund Progress Report and Monitoring:** The firm would track the development of the startups funded by the CV Seed Fund, to verify that they are following the plan proposed to the Committee. The firm would report monthly to the UGPE on the progress of the application processes and the platform developed by the selected firm. The firm would ensure that information and data collected through the CV Seed Funds are managed securely and that personal data is kept safely. In addition, the firm would organize a private investment framework for digital startups. The framework would include instruments to continuously assess the investment readiness of the startups as part of the CV Seed Fund, organizing pitches with potential private investors, including angel and seed investors, venture capitalists, and other local and international investors. The objective is to secure follow-on investment for as many beneficiaries as possible, contributing to the project's long-term vision and sustainability.
- e. Disbursement Report:** The firm will produce a periodic disbursement report for reporting disbursed grants in the implementation of the CV Seed Fund. The report would include inter alia: a) a description of the full program implemented, b) a report on grants disbursement by the beneficiary, including progress post-grant, c) highlight achievements, challenges, and lessons learned, d) complete database of grantees, e) full report on targets achieved in terms of MSME participation, usage of the platforms supported, leverage of private sector resources, improved sales and employment, among other metrics that could be tracked; f) performance related to environmental standards and gender; g) fully fledged private investment framework for beneficiaries; h) full report on pitches to private sector investors, follow-on investment secured, amount of investment, financial instruments used. The firm would establish a process to receive monthly updates from the beneficiaries and have visibility over their progress towards the deliverables set in the plan submitted and approved for funding.

3. CV Seed Fund Operations Manual, including inter alia:

- a. Technical operations for (CV Seed Funds, eligibility criteria, selection mechanisms, co-funding arrangements, duration of grants assistance);
- b. Administration (information systems, financial management, accounting, audit, risk management);
- c. Governance structure and responsibilities;
- d. Reporting and working with government counterparts;
- e. Templates for operational forms, including seed fund application, disbursement, and reporting;
- f. Framework for monitoring and evaluation;
- g. Scope of strategic partnership with external parties (e.g., industry associations, banking association); and,
- h. Social and environment assessments and mitigation plans.

- 4. Report on the Mobilization Process of Women Entrepreneurs:** The firm would need to closely monitor female participation, and prepare a report documenting the number of women reached, the financial agreements established with female-led or participated startups, and the expected results of that effort.

ACTIVITY 2 – DIASPORA BRAIN GAIN

This activity will focus on providing Cape Verdeans throughout the diaspora with grants and incentives that inspire Cape Verdean business owners to establish new legal entities and/or business engagements in Cape Verde to create economic opportunity, provide net new jobs, and establish more business connectors between Cape Verde and the Diaspora. It is paramount to ensure alignment with TechParkCV, economic zone incentives, and other incentives business incentives provided by GoCV.

During Activity 2, the firm will, but not exclusively:

- Identify and engage Cape Verdean diaspora communities worldwide, focusing on individuals with existing businesses and interest in establishing businesses in Cape Verde.
- Develop outreach strategies targeting Cape Verdean diaspora entrepreneurs, leveraging the network of embassies and consulates Cape Verde has outside the country, highlighting the economic opportunities and incentives available for establishing businesses in Cape Verde including the TechParkCV, Special Economic and Technological Zone incentives, and other incentives business incentives provided by GoCV.
- Provide information and guidance to diaspora entrepreneurs on the process of establishing legal entities and business engagements in Cape Verde, including navigating regulatory requirements and accessing available incentives.
- Facilitate connections and networking opportunities between Cape Verdean diaspora entrepreneurs and local business communities, fostering collaboration and knowledge exchange.

- Support diaspora entrepreneurs in developing business plans and investment proposals tailored to the Cape Verdean market and its specific economic sectors.
- Assist diaspora entrepreneurs in accessing grants and other financial support mechanisms offered by TechParkCV, Economic and Technology Zone incentives, and other relevant programs provided by the GoCV.
- Develop an Operations Manual outlining the processes, procedures, and responsibilities for implementing diaspora engagement activities, ensuring consistency and efficiency in project execution.

Activity 2 Deliverables:

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

- 1. Diaspora Engagement Report:** The firm will present a comprehensive report outlining the engagement process with Cape Verdean diaspora communities, including the identification of entrepreneurs (tech founders, and potential entrepreneurs), outreach strategies implemented, and outcomes achieved.
- 2. Diaspora Business Establishment Guide:** Develop a guidebook for Cape Verdean diaspora entrepreneurs outlining the steps and requirements for establishing new legal entities and business engagements in Cape Verde, including information on available incentives and support mechanisms.
- 3. Networking Events and Connections Report:** Provide a report detailing the networking events organized and connections facilitated between Cape Verdean diaspora entrepreneurs and local business communities in Cape Verde, documenting collaborations established and opportunities identified. Leverage the network of embassies and consulates Cape Verde has outside the country.
- 4. Business Plan Development and Application Support:** Offer support to diaspora entrepreneurs in developing business plans and investment proposals tailored to the Cape Verdean market, including feedback and guidance on market analysis, financial projections, and strategic planning. Additionally, the firm will assist diaspora entrepreneurs in preparing and submitting proposals/applications for funding opportunities and incentives provided by TechParkCV, Economic and Technology Zone incentives, and other GoCV programs, ensuring alignment with project objectives and eligibility criteria.
- 5. Operations Manual:** Develop an Operations Manual outlining the processes, procedures, and responsibilities for implementing diaspora engagement activities, ensuring consistency and efficiency in project execution. The Manual should cover all aspects related to program design, dissemination, communication, logistics, and monitoring.

It's crucial to highlight that all the activities 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.

ACTIVITY 3 – COMMUNICATION STRATEGY

The firm will be responsible for designing a promotion, marketing, and communications strategy for the CV Seed Fund and Diaspora Brain Gain. The draft strategy will ensure maximum visibility among private sector operators, organizations, academia, startups, diaspora, and individuals who could apply to and benefit from the different program activities.

The firm will leverage the strategy to design and implement a holistic communication plan with detailed actions to promote and position the program 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 DCV Project. A substantive communications strategy would be made possible through strategic institutional partnerships.

Activity 3 Deliverables:

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

- 1. Develop and Execute Communication Strategy and Plan:** The firm will develop and present a communication strategy and plan that will be implemented for the entire assignment of this ToR. The strategy will also include details on awareness strategies and a report on the partnerships established in the context of preparing the awareness campaign. The firm will need to capture and report a database of all means of communication, their evolution, and receptivity (impact, analytics, etc.). The firm will deliver the database, tests of production and dissemination of the information, promotional materials, evidence of implementation of the events, and awareness sessions of the strategy. All these elements under implementation by the firm would need to be approved by the Client, UGPE, and the World Bank.
- 2. Report on the Mobilization Process of Women Entrepreneurs:** Under the communications strategy and plan, the firm would need to closely monitor female 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 4 – 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 candidates, partners, and other stakeholders can file complaints and that the complaints are dealt with most appropriately. 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. The GRM would ensure that complaints received are promptly reviewed and addressed promptly. The firm would need to develop a process to properly respond to complaints. This process, as well as how people can voice their concerns, would require approval from the client, UGPE, and the World Bank.

Activity 4 Deliverables:

The fourth activity includes, but is not limited to:

1. **GRM**, including inter alia:
 - a. Develop 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

Inception Report and a detailed Work Plan (following the final deliverables schedule). 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 and UGPE 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:

DELIVERABLES, TIMELINE & PAYMENT

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 implementation schedules across all project activities ● Communication Strategy and Plan 	Signing of contract + 2 weeks	10%
<p>D2:</p> <ul style="list-style-type: none"> ● Project Q1 Report ● Pro-Capital Evaluation Report ● Diaspora Engagement Strategy & Plan ● Strategy for the mobilization process of women entrepreneurs ● Operations Manual Strategy ● Grievance Redress Strategy ● Diaspora Business Establishment Guide ● Pro-Capital Digital Startups Strategy 	Signing of contract + 10 weeks	20%
<p>D3:</p> <ul style="list-style-type: none"> ● Project Midterm Report ● Ongoing execution of Pro-Capital Digital Startups Strategy ● Ongoing Diaspora Engagement ● Ongoing Business Plan Development and Application Support ● Draft Operations Manuals for all project activities 	Signing of contract + 22 weeks	20%

<p>D4:</p> <ul style="list-style-type: none"> ● Project Q3 Report ● Ongoing execution of Pro-Capital Digital Startups Strategy ● Ongoing Business Plan Development and Application Support ● Completion of Pro-Capital Digital Startups Strategy ● Completion of Diaspora Engagement ● Completion of Business Plan Development and Application Support 	<p>Signing of contract + 34 weeks</p>	<p>20%</p>
<p>D5:</p> <ul style="list-style-type: none"> ● Final Report on the mobilization process of women entrepreneurs ● Report on the number of complaints received and processed ● Final Operations Manuals for all project activities ● Project Closeout Report. 	<p>Signing of contract + 36 weeks</p>	<p>30%</p>

5. Eligibility Criteria

Proven Experience:

- The firm must have at least 5 years of demonstrated experience in implementing similar projects related to seed fund management, venture capital, diaspora engagement, project communication strategy, and grievance redress mechanisms.
- The firm must have a proven track record of successfully delivering projects with multiple components and stakeholders, preferably in international development contexts in Africa.

Expertise:

- The firm must have a multidisciplinary team with expertise in finance, fund management, investment evaluation, digital startups, diaspora engagement, communications, and grievance handling.
- The firm must have experienced professionals in project management, monitoring and evaluation, and report writing.
- The firm must have a multidisciplinary team made up of experts as cited below.

Technical Capacity:

- Capability to design and implement robust seed fund framework, incorporating global best practices across the assignment.

- Existing frameworks, tools, and platforms for grants, and/or seed fund implementation with knowledge of diaspora engagement strategies, grant disbursement mechanisms, and support for business establishment.
- Proficiency 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 activities 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, investors, 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);
- Venture Capital and Investment Expert (1);
- Communication and Community Engagement Expert (1).

Program Manager

- Master's degree in business administration, project management, or a related field.
- Minimum of 5 years of experience in program/project management, preferably in the field of economic development, entrepreneurship, or technology.
- 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.
- Be familiar with challenges and opportunities for digital entrepreneurship in Cape Verde, other small island states, Africa, as well as the developed world.
- Proven experience in promoting gender equality and inclusion, preferably within the context of economic development projects.
- Strong understanding of gender mainstreaming principles and strategies with the ability to design and implement initiatives 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 African region will be considered a strong asset.
- Prior experience in working cooperatively with other multilateral agencies and industry, would be an advantage.
- Excellent oral and writing capacity in English and Portuguese would be an advantage.

Venture Capital and Investment Expert

- Background in finance, economics, or a related discipline. Professional certifications will be an added advantage.
- Minimum of 5 years of experience in venture capital, investment banking, startup ecosystem development, or related fields.
- Demonstrated success in implementing at least 2 similar assignments.
- Proven track record of successfully evaluating investment opportunities and managing investment portfolios.
- Deep understanding of startup financing mechanisms, including seed funding, venture capital, and angel investments.
- Ability to analyze market trends, identify investment opportunities, and assess business viability.
- Strong negotiation and deal structuring skills.
- Strong understanding of regulatory compliance and financial governance principles.

- Previous experience in the African region will be considered a strong asset.
- Prior experience in working cooperatively 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 3 years of experience in community engagement, networking, or diaspora relations.
- Demonstrated success in implementing at least 2 similar assignments.
- Proven experience in developing and executing communication strategies, preferably in the context of international development projects or startup ecosystems.
- 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.
- Strong networking abilities and a wide network of contacts within diaspora communities and business networks.
- Ability to develop and implement outreach strategies to effectively reach target audiences.
- Knowledge of diaspora engagement strategies and best practices.
- Previous experience in the African region will be considered a strong asset.
- Prior experience in working cooperatively 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 Cape 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.

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.

7. 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.

8. 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.