



REPÚBLICA DE CABO VERDE

MINISTÉRIO DAS FINANÇAS

TERMS OF REFERENCE (TOR):

BUSINESS ENABLING ENVIRONMENT 2: ENTREPRENEUR-MENTOR MATCHING PROGRAM

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 7: Entrepreneur-Mentor Matching Program.

ToR to hire a firm to design, implement and manage the Business Enabling Environment 2:
Entrepreneur-Mentor Matching Program

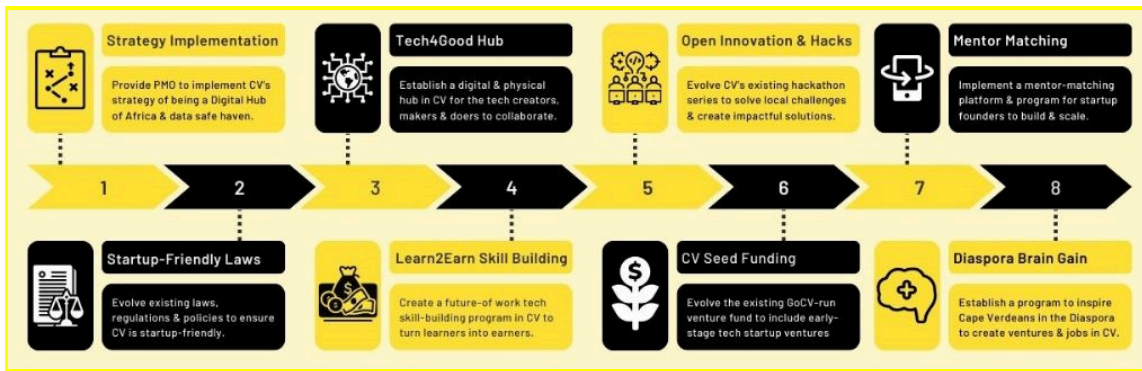


Figure 1: Component 2.3 Promote Digital Competitiveness Eight Projects List.

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) design and implement a mentor-matching program with a platform for startup founders and staff within the tech and entrepreneurship ecosystem.

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:

- Design and implement a mentor-matching platform for startup founders and staff within tech ventures that have set up and started business operations, preferably those that have been in business for two or more years.
- Organize both an in-person and virtual meetup rhythm and activities to connect Cape Verdean entrepreneurs with mentors from home and abroad, facilitating access to knowledge, expertise, resources, markets, and customers,

thus increasing revenue, improving their investment readiness, and securing venture capital or other types of funding.

- c. Develop a detailed Operations Manual for this activity, 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 – ENTREPRENEUR-MENTOR MATCHING PROGRAM

Having a mentorship network is critical for the success of any entrepreneurship environment. Mentor–mentee relationships play significant roles in the growth and development of both mentors and mentees, and the impacts of effective mentorship have been well documented. Cape Verde currently lacks a structured network of professional mentors, both local and from the diaspora, that provide adequate support to the local digital startup ecosystem.

The firm is expected to design and implement a mentorship program and develop a mentor-matching platform for Cape Verdean startup founders and staff. The mentors will serve as advisors and participate in one-on-one interactions conducted through a mix of in-person and virtual sessions with each startup. The mentor-matching platform, which should be designed in coordination with other activities under the DCV Project, is envisioned to enhance: a) The startups' ability to access quality mentors and resources to help them design and run digitally-enabled products and services, and b) The sustainability of the startups evidenced by growth, improved financial performance and economic outcomes.

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

- Evaluate the current mentorship network in Cape Verde, including both local mentors and those from the diaspora. The assessment must include best practices and examples from other comparable countries;
- Design a mentorship program and develop a mentor-matching platform, leveraging the existing mentorship network from the assessment, and the firm's network of mentors. This will include introducing both in-person and virtual meetups to connect Cape Verdean entrepreneurs with mentors from home and abroad to improve their ability to gain access to markets and customers, increase revenue, improve their investment readiness, and land venture capital or other types of funding, especially the CV Seed Fund. The mentor-matching program will include the following phases:
 - **Phase 1 – Mentorship Platform Development and Mentors Identification:** The firm is expected to design a customized mentorship platform for the program, which will be integrated into the Cabo Verde Digital (CVD) structure and entrepreneurship support services. The firm is also expected to identify and reach out to a selection of mentors, both locally and internationally. Mentors are expected to have expertise in one or more of the following areas: business operations, accounting, branding & PR, business model development, business strategy, customer validation, financials operations, fintech, funding & venture capital, government relations, high-tech, impact measurement,

internationalization, legal, local know-how on Cape Verde and the region, marketing and sales strategy, product design, regulations, human resource management, technology validation, user research, etc.

- **Phase 2 – Mentor Matching:** The exact criteria for matching a mentor to a mentee are critical and should be informed by the program goals. Matches are influenced by the mentor’s expertise and experience and how they align with the mentee’s expectations and needs. However, when establishing a mentorship program, mentor selection based solely on their experience or competency in their area of expertise is not enough. It is equally important to consider mentors’ interpersonal skills, sensitivity to different mentees’ contexts, and their capacity to support a mentee to be successful in the program. In addition, mentor interest and motivation are important predictors of effective mentoring, and mentor commitment and program understanding are crucial to a program’s success. Factors such as differences in race, gender, language, and geographical contexts (for example, locations, time zones, and cultures) should be considered to ensure inclusivity and accessibility. These differences also aid in bringing cross-cultural perspectives. Mentor–mentee matching is an ongoing process that extends beyond the initial match.
- **Phase 3 – Inception Meeting and Gap Validation:** During this phase, the selected mentors will participate in a coordination meeting with the firm to be briefed on the program design and in a gap validation session together with the firm. From this gap validation session, the mentor will prepare gap analysis briefs and a baseline report for every startup which will be used as a guide throughout the mentorship program. The reports will consist of both quantitative and qualitative data to be used when evaluating the program. The mentor will use the information from the gap analysis briefs to prepare an implementation plan and deliverables which will be used as a roadmap to action the gaps noted.
- **Phase 4 – Execution:** During this phase, the mentors will execute their activity plans through physical and virtual engagement with their mentees. The engagement will be task-based and tied to the achievement to set out milestones that are unique to each of the startups. Continuous M&E of interactions and experiences of mentors and mentees as well as safe feedback protocols need to be in place.
- **Phase 5 – Monitoring and Evaluation:** Ongoing M&E of a program is crucial for quality improvement and for ensuring an effective mentorship program. Adequate communication channels are a crucial aspect of effective monitoring and evaluation. The firm will design the processes that will enable communication among all stakeholders in the program. The monitoring and evaluation activities will include but not be limited to:
 - **Meetings:** The mentor shall ensure that regular meetings are held with the firm to review the progress of the program and, where necessary, take corrective action to keep the program aligned with its overall goals and objectives.
 - **Reports:** The mentor shall, at a minimum, submit to the firm an inception report, and periodic progress reports, in addition to a

comprehensive final report at the end of the mentorship engagement. Baseline data taken during program inception and at the end of the program based on the format provided and guiding KPIs that will be indicated.

Activity 1 Deliverables:

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

- 1. Current Mentorship Network Assessment Report:** The firm will present a detailed assessment and report of the current mentorship network in Cape Verde, both from the diaspora and locally. The assessment would need to be approved by the Client, UGPE, and the World Bank.
- 2. Mentor Matching Program Design:** The firm will design a comprehensive mentor matching program, leveraging the assessment done in the previous bullet, including but not limited to the following:
 - a. Mentorship Platform:** The firm will design, develop, and deploy, under .cv tld, a customized tech platform for the mentorship program. The firm will recommend the platform design and features that will be approved by the Client, UGPE, and the World Bank.
 - b. Mentor Identification:** The firm will develop the application form and eligibility criteria to prepare a list of potential mentors to be part of the mentor-matching program. The form and eligibility criteria must be approved by the Client, UGPE, and the World Bank.
 - c. Mentor Matching:** The firm will develop the mentor-mentee matching framework, including matching criteria, which will be approved by the Client, UGPE, and the World Bank.
 - d. Inception and Mid-term Reports:** The firm will prepare an inception report detailing the methodology and milestones over the program period. The report will include a work plan for the implementation period including time estimates required for all the mentorship program stages. The firm will also prepare a comprehensive mid-term report halfway into the assignment. The reports must be approved by the Client, UGPE, and the World Bank.
 - e. Gap Validation Report:** The firm will prepare the framework and processes required to prepare the baseline reports for each startup detailing the validated gaps and the type of mentorship support that shall be provided to address the gaps. By the end of the mentor-mentee support, an end-line report for each startup will be produced, detailing the type of mentorship provided to each client, benefits derived, and challenges faced, and including clear recommendations and action plans for each recommendation. The report must be approved by the Client, UGPE, and the World Bank.
 - f. Monitoring and Evaluation Reports:** The firm will be responsible for producing a complete report with all monitoring and evaluation activities of the mentorship program. M&E activities must include participant surveys and other feedback processes such as one-to-one meetings or focus groups to

evaluate mentors' and mentees' initial expectations, progress, and experience through each iteration of the program. Evaluation methods and information gathered will likely vary depending on the stakeholders and the timeline of the program. The reports must be approved by the Client, UGPE, and the World Bank.

3. **Report on the Mobilization Process of Women Entrepreneurs:** The firm would need to closely monitor female participation in the mentor matching program, and prepare a report documenting the number of women reached, both mentors and mentees, the female mentor or mentee relationships established, and the expected results of that effort.
4. **Operations Manual:** Develop an Operations Manual outlining the processes, procedures, and responsibilities for implementing the Entrepreneur Mentor Matching Program, 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 2 – COMMUNICATION STRATEGY

The firm will be responsible for designing a promotion, marketing, and communications strategy for the program. 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 2 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, views, reach, 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 3 – 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 3 Deliverables:

The 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)
D1: <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%
D2: <ul style="list-style-type: none"> ● Project Q1 Report ● Current Mentorship Network Assessment Report ● Diaspora Engagement Strategy & Plan 	Signing of contract + 10 weeks	20%

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<ul style="list-style-type: none"> ● Strategy for the mobilization process of women entrepreneurs ● Operations Manual Strategy ● Grievance Redress Strategy ● Ongoing Mentor Matching Program 		
<p>D3:</p> <ul style="list-style-type: none"> ● Project Midterm Report ● Ongoing Mentor Matching Program; including a directory of mentors, platform, and completed mentor-mentees pairing ● Ongoing Diaspora Engagement ● 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 Networking Events and Connections ● Ongoing Mentor Matching Program ● Completion of Mentor Matching Program including a directory of mentors, platform, and completed mentor-mentees pairing 	Signing of contract + 34 weeks	20%
<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 Networking Events and Connections Report ● Final Operations Manuals for all project activities ● Project Closeout Report. 	Signing of contract + 36 weeks	30%

5. Eligibility Criteria

Proven Experience:

- The firm must have at least 5 years of demonstrated experience in implementing similar projects related to mentorship programs, 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 digital startups, mentorship, 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:

- Proficiency in developing mentor-matching platforms and programs, including virtual and in-person networking events.
- Existing network of experienced startup mentors both locally and internationally with a proven track record of supporting African startups.
- 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);
- Mentorship Program Specialist (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.

Mentorship Program Specialist

- Bachelor's degree in business, education, psychology, or a related field.
- Minimum of 3 years of experience in designing and implementing community or mentorship programs, preferably in the startup or entrepreneurship context in Africa.
- Demonstrated success in implementing at least 2 similar assignments.

- Demonstrated success in matching mentors with mentees and facilitating productive mentorship relationships.
- Strong understanding of mentoring principles, adult learning theory, and coaching techniques.
- Ability to identify and recruit mentors with relevant expertise and industry experience.
- Excellent interpersonal skills and the ability to establish rapport with diverse stakeholders.
- 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.

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.

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.