



REPUBLIC OF CABO VERDE

MINISTRY OF FINANCE

Technical Assistance for the Human Resources Files Recovery, Cleansing and Digitalization Program (PRHDD)

1. INTRODUCTION

The Government of the Republic of Cabo Verde has received additional financing in the amount of twenty million United States dollars (USD 20 million), granted by the International Development Association (World Bank), to implement the Digital Cabo Verde Project. The objective of this project is to transform Cabo Verde into a regional digital hub by strengthening digital infrastructure and enhancing the demand for digital services and digital skills.

The project comprises three main components:

- **Component 1: Creation of an Enabling Legal and Regulatory Environment.**
Supporting the Government of Cabo Verde (GoCV) in improving the legal and regulatory framework required for the development of a digital economy.
- **Component 2: Digital Competitiveness.**
Strengthening the capacity of individuals and enterprises across the country to become more competitive in the digital economy labor market and to promote innovation and productivity growth.
- **Component 3: Digital Public Services and Markets.**
Supporting activities aimed at increasing the GoCV's capacity to improve the delivery of digital public services.

This consultancy falls under the objectives of Component 3, supporting the Government of Cabo Verde in the implementation of a set of initiatives intended to modernize and digitally transform Public Administration.

Among these initiatives, the Human Resources Files Recovery, Cleansing and Digitalization Program (PRHDD) stands out. The program supports the Ministry of State Modernization and Public Administration (MMEAP) in organizing and digitalizing the physical personnel files of the Central Administration, in preparation for the rollout of the new Integrated Human Resources Management System (SIRH/HRMIS — Sistema Integrado de Gestão de Recursos Humanos, Portuguese term).



This activity constitutes an essential preparatory step for the design of the future system, ensuring that all data is organized, cleansed and ready for structured digital migration. The program is aligned with Component 3 – Digital Public Services and Markets of the Digital Cabo Verde Project and complies with the Environmental and Social Commitment Plan (ESCP).

2. OBJECTIVES

2.1. General Objective

To procure a specialized firm to ensure the organization, recovery, cleansing and digitalization of the Public Administration's human resources files, preparing them for future integration into the Integrated Human Resources Management System (SIRH/HRMIS).

2.2. Specific Objectives

- Conduct a complete statistical census of the existing physical files, quantifying and classifying the documentary collection.
- Restore and cleanse physical documents, ensuring preservation and safe handling.
- Structure and classify personnel archives according to international archival standards.
- Digitize and index files securely, ensuring traceability and future system integration.
- Develop the data migration plan for the SIRH/HRMIS, defining formats, standards and technical interoperability requirements.
- Propose and test a pilot model for digitization equipment and infrastructure.
- Produce a Document Management Model and a Regulatory Framework setting clear rules for document management (mandatory documents, update procedures, retention periods, responsibilities, etc.).
- Transfer technical knowledge and good practices to national teams.

3. SCOPE OF WORK

The project comprises three complementary blocks of activities with the respective deliverables, to be carried out sequentially and in an interdependent manner:

3.1. Activity 1: Statistical Census and Initial Diagnostic

- Physical and quantitative survey of all HR files.



- Classification by type of process, state of conservation, and distribution by entity.
- Preparation of a statistical database containing indicators on volume, physical condition, and cleansing requirements.
- **Inclusion of Pre-Existing Documentation:**
 - The diagnostic must include the assessment and classification of pre-existing and already digitized documentation such as **Mod. 24** (*Portuguese administrative form*), personnel booklets, proof-of-service certificates and outstanding contribution processes (*quotas em atraso* — Portuguese term), as identified by the **NGD – Núcleo de Gestão Documental (Document Management Unit)** of the **DGPOG – Direção-Geral de Planeamento, Orçamento e Gestão (General Directorate for Planning, Budget and Management)** of the Ministry of Finance.
 - The diagnostic shall also incorporate the questionnaire on current and intermediate archival conditions being developed by the National Historical Archive in coordination with the Ministry of Finance.
 - Preparation of a consolidated report validated by MMEAP and UGPE.

Deliverables: Technical approach and detailed schedule

Clarify the methodological strategy, tools, workflows and sequencing of activities, providing a comprehensive timeline that guides the entire implementation process.

3.2. Activity 2: Recovery and Cleansing of Files

- Perform cleansing and physical conditioning of documents.
- Remove impurities, rust and degraded materials.
- Replace covers and labels, and reclassify processes.
- Implement a physical tracking and inventory system

Deliverables :

Quantification and characterization of the files

Present the statistical census of all HR files, including volume, typology, physical condition, distribution by entity and preliminary assessment of cleansing needs.

3.3. Activity 3: Digitization, Indexing and Data Migration

- Create a metadata database and indexing structure.
- Digitize files using high-resolution equipment and OCR protocols, proposed by the firm.
- Ensure secure storage and digital classification of personnel files.



- Prepare the Data Migration Plan for the SIRH/HRMIS, defining data structures, interoperability standards and validation mechanisms.
- Produce quality control reports and deliver digitized outputs in SIRH/HRMIS-compatible formats.
- Develop a structured digital repository and a Document Management Manual

Activity 3.1: Integration of a Pilot Model for Digitization Equipment

The consultancy shall include technical and financial specifications in the proposal to design, specify and deploy a pilot digitization model to test procedures and validate the required infrastructure for national expansion.

The model shall:

- Present a minimum configuration of scanners, servers, OCR software and indexing tools.
- Define technical and operational requirements (resolution, speed, formats, security protocols).
- Identify locally compatible equipment options meeting SIRH/HRMIS requirements.
- Serve as the basis for the national expansion plan.
- Specify whether equipment is supplied by the firm or provided by MMEAP.

Pilot results will serve as technical reference for future national expansion of the HR files digitalization process.

Deliverables:

- **Results of the cleansing and reclassification**
Detail the procedures performed to cleanse, stabilize and preserve documents, along with the reorganization and reclassification of physical files according to archival standards.
- **Quantification and characterization of the files**
present the statistical census of all HR files, including volume, typology, physical condition, distribution by entity and preliminary assessment of cleansing needs.
- **Digital database delivered to UGPE**
Provide the digitized collection indexed with metadata, including scanning outputs, OCR application, file structuring and digital repository organization.
- **Data structures, interoperability and import criteria**
Define the data migration architecture for the SIRH, including metadata schemes, data dictionaries, validation rules and technical requirements for seamless integration.



Costs associated with the pilot model must be included in the technical-financial proposal. Definition of governance of the high-resolution equipment with MMEAP.

4. CAPACITY BUILDING AND KNOWLEDGE TRANSFER

The consultancy shall include a transversal capacity-building component to strengthen the technical and operational capabilities of MMEAP national teams involved in the process.

This activity will be implemented in parallel to the technical activities that focus on data survey, cleansing, digitalization and migration, ensuring adoption of the methodologies and technologies implemented.

This includes:

- Applied technical training on document cleansing, digitization, indexing and quality control.
- Specialized training in using and managing the equipment part of the pilot model (i.e. scanners, servers, OCR software and document management tools).
- Specific training on the SIRH data migration plan, addressing metadata structure, interoperability and consistency validation.
- Operational workshops on archival best practices for technicians from MMEAP, UGPE and other relevant entities.
- Training of Trainers (ToT) program to create a national team capable of replicating the training at a national scale.
- Preparation of technical manuals and operational guides for the document management process maintenance and continuity and guarantee an integral digitalization.

The capacity building program must be included in the firm's technical proposal, including:

- Training modules;
- Expected number of participants;
- Total number of hours needed and training methodology;
- And results indicators (i.e. number of technicians trained, percentage of participants that complete the training...).

The capacity building component shall be designed in close coordination with MMEAP, ensuring alignment with the existing technical training curricula and with the national digital transformation plan.

Deliverables: Training completed and validated

Report the execution of capacity-building activities, including modules delivered,



number of participants, proficiency achieved and evidence of practical knowledge transfer.

Completion of the training activities will be considered a mandatory deliverable, subject to validation by UGPE and MMEAP.

Final Technical Report and Document Management Manual

Deliver the consolidated digital archive, the Document Management Manual and the final technical report with recommendations for sustainability, maintenance and national scaling.

5. EXPECTED RESULTS

- Consolidated and validated statistical database of the existing document archives.
- Organized and cleansed HR archives.
- Digitized and indexed personnel files ready for SIRH/HRMIS integration.
- SIRH/HRMIS Data Migration Plan validated by UGPE and MMEAP.
- Create an institutional digital repository and approved Document Management Manual.
- Pilot digitization model tested and validated.
- National teams trained and up skilled.
- Improved quality and accessibility of HR management data, contributing to greater efficiency in the future SIRH.

6. DELIVERABLES, REPORTS, AND IMPLEMENTATION SCHEDULE

Throughout the development and implementation of the solution, the following deliverables shall be submitted, without prejudice to any additional documentation that the parties may mutually agree upon. The firm shall be remunerated in accordance with the applicable rules and regulations, subject to the submission and validation of all draft and final products required.

The table below presents the project schedule for the development, installation, and implementation stages. Any adjustments to the schedule must be mutually agreed upon and communicated during project meetings and in performance and progress reports.

The project schedule is structured around seven (7) months of system development.



6.1. Project phase, deliverables, and payment schedule

Phase	Deliverable	Estimated Deadline	Payment (% upon approval)
1	Work Plan and Methodology	CS + Week 2	10%
2	Statistical Census Report	CS + Month 1	15%
3	Recovery and Cleansing Report	CS + Month 3	10%
4	Digitisation and Indexing Report	CS + Month 5	20%
5	Data Migration Plan for the SIRH	CS + Month 6	15%
6	Capacity Building Plan and Training Report	CS + Month 7	15%
7	Final Technical Report and Document Management Manual	CS + Month 7	15%

7. Firm profile and Qualification

The company shall be an international firm with demonstrated experience in document management projects, digitization of public archives, and digital transformation within the public sector.

Minimum Requirements

- **At least 10 years of experience** in archives management, digitization, and document preservation.
- **Proven experience** in projects financed by international development organizations (e.g., World Bank, AfDB, UN).
- **Knowledge of ISO standards** applicable to electronic document management (ISO 15489, ISO 30301 and related standards).
- **Experience in preparing data migration plans** and integrating records into ERP or HR management systems.
- **At least two similar projects** completed and presented as evidence.
- **A multidisciplinary team**, including specialists in archival science, document management, digitization, and information technology.
- **Logistical and technological capacity** to conduct large-scale operations.

The company may associate with **local specialized entities** to strengthen implementation capacity and ensure effective knowledge transfer

7.1. Team Composition & key expert profiles

I. Project Manager/Team leader



Responsible for overall coordination, planning, technical supervision, and reporting to MMEAP/UGPE.

Qualifications:

- Advanced university degree in Management, Information Engineering, or equivalent; Master's degree preferred.
- Minimum of **10 years of experience** in digitization or administrative modernization projects.
- Proven experience and knowledge in managing similar projects, including progress assessment and documentation, identifying application issues based on client meetings, and excellent communication and teamwork skills;
- Excellent command of the Portuguese language and of technical/specialized English.

II. Document Management and Archival Specialist

Responsible for defining standards and methodologies for classification, preservation, and archival procedures.

Qualifications:

- Higher education in Information Sciences, Archival Studies, or related fields.
- At least 8 years of experience in organizing and digitizing public archives.
- Solid knowledge of applicable ISO standards.
- Excellent command of the Portuguese language and of technical/specialized English.

III. Digitization and Indexing Specialist

Responsible for the technical implementation of the digitization process and the creation of metadata structures.

Qualifications:

- Education in Information Engineering, Document Systems or related areas.
- At least **7 years of experience** with OCR technologies, image management, and digital archival platforms.

IV. Data Migration and Interoperability Specialist



Responsible for defining and executing the data migration and integration plan for the SIRH.

Qualifications:

- Degree in Software Engineering, Information Systems, or related fields.
- At least **8 years of experience** in system integration and data migration in public sector projects.

V. Quality Assurance and Information Security Specialist

Responsible for supervising quality control processes and ensuring data security.

Qualifications:

- Education in Information Systems, Digital Security or related fields.
- At least **7 years of experience** with ISO certifications and digital processes auditing.

VI. National Technical Support and Training Specialist

Provides technical assistance and training to local teams, ensuring knowledge transfer and capacity building.

Qualifications:

- Degree in Information Technologies, Public Administration, or similar.
- Minimum of **5 years of experience** in administrative modernization projects in Cabo Verde or within PALOP countries.

8. DURATION AND PLACE OF EXECUTION

The total expected duration is 7 months, with the consultancy carried out in Praia, Cabo Verde.

Travel to other locations may be required for the collection and processing of archival materials.

The consultancy shall ensure physical presence during critical phases (surveys and digitization), as agreed with the Beneficiary.



9. CONTRACT TYPE

The contract will be of the “**lump sum contingent on deliverables**” type, meaning a fixed-value contract based on the delivery and acceptance of the outputs defined in this ToR.

Payments will be processed according to the agreed schedule and are subject to the **formal acceptance** of deliverables by UGPE and MMEAP.

10. WORKING LANGUAGE

All work and reports shall be in Portuguese.

English and Portuguese may be used for technical communication as required.

11. RESPONSIBILITY AND OVERSIGHT

The firm shall work under the supervision of **UGPE**, with coordination from **DGPOG/MMEAP**.

All adjustments must be mutually agreed upon.

12. COPYRIGHT

The consulting firm shall provide all source code related to the platform developed under this project, as well as all documents associated with the project. All data, reports, and materials produced under this assignment, including platform visuals and branding, are the property of the Government of Cabo Verde. The firm should maintain strict confidentiality and should not disclose project information without prior written consent from MMEAP and UGPE.

If licensed tools are used during development, the respective licenses must be transferred to the Contracting Authority.