



REPÚBLICA DE CABO VERDE

MINISTRY OF FINANCE

Terms of Reference (ToR)

Single Portal Communication and Marketing Strategy and Implementation plan

1. Background and Context

The Republic of Cabo Verde, through the Ministry of Finance and the Special Projects Management Unit (UGPE), is implementing the **Digital Cabo Verde Project – Additional Financing**, financed by the World Bank’s International Development Association (IDA). The Additional Financing aims to strengthen Cabo Verde’s digital competitiveness and enhance the provision, usage, and trust in digital public services delivered through **gov.cv**, the national Single Portal, and related Digital Public Infrastructure (DPI) initiatives.

The *Digital Cabo Verde Project* is structured around three main components:

- **Component 1: Enabling Legal and Regulatory Environment** – supporting ARME and other relevant institutions to modernize the regulatory framework for the telecommunications and digital sectors, including the development of infrastructure sharing regulation and cybersecurity frameworks.
- **Component 2: Digital Competitiveness** – strengthening human capital, fostering digital skills, and supporting innovation and entrepreneurship to improve competitiveness and inclusion in the digital economy.
- **Component 3: Digital Public Services and Marketplace** – enhancing digital public services delivery, interoperability, and the adoption of shared digital platforms to improve governance and citizen engagement.

This consultancy falls under **Component 3** and supports the **second phase of the Single Portal (gov.cv)**, which moves beyond system development and initial launch towards **large-scale adoption, sustained usage, and institutionalization of digital public services** across government.

While significant investments have been made in digital platforms and service integration, the successful uptake of digital public services depends critically on citizens’ and businesses’ awareness, trust, understanding, and willingness to change behaviors. Effective communication and marketing are therefore not ancillary activities, but **strategic enablers of digital transformation**, supporting behavioral change, digital inclusion, and public confidence in government digital services.



In this context, the Government of Cabo Verde seeks to engage a qualified consulting firm to design and implement an integrated, multi-channel **Communication and Marketing Strategy and Implementation Plan**. The assignment will support coordinated public communication, stakeholder engagement, and outreach activities to ensure that digital public services delivered through gov.cv are widely understood, trusted, and actively used by citizens, businesses, and public institutions nationwide.

2. Objectives

The overall objective of this consultancy is to **design and implement an integrated, multi-channel Communication and Marketing Strategy** that effectively increases **awareness, trust, adoption, and sustained usage** of digital public services and Digital Public Infrastructure (DPI) platforms delivered through the national Single Portal (**gov.cv**).

The assignment aims to support behavioral change, digital inclusion, and public confidence, ensuring that digital public services are not only available, but also **actively used and embedded in citizens' and businesses' interactions with government**

Specific objectives include:

The specific objectives of this consultancy are to:

- **Assess** existing communication materials, branding assets, channels, analytics, and institutional practices across the gov.cv ecosystem to establish a clear diagnostic baseline.
- **Identify** priority audiences, information gaps, behavioral barriers, and adoption drivers affecting the use of digital public services, applying evidence-based and inclusion-oriented approaches.
- **Design** a coherent Communication and Marketing Strategy aligned with government priorities, the Digital Cabo Verde implementation roadmap, and international good practices for digital public service adoption.
- **Develop** clear, inclusive, and targeted messaging, narratives, and creative concepts tailored to different audience segments, service maturity levels, and communication channels.
- **Produce** high-quality multimedia communication materials (digital, audiovisual, print, and social media) that comply with gov.cv branding, accessibility standards, and inclusive communication principles.
- **Implement** coordinated outreach, media, and engagement campaigns to promote the Single Portal and priority digital public services at national and community levels.
- **Strengthen** the institutional capacity of public entities to manage digital communication, content, analytics, and stakeholder engagement in a sustainable manner.



- **Support** monitoring, evaluation, and continuous improvement of communication activities through performance indicators, analytics, and evidence-based adjustments.

3. Scope of Work

The consulting firm will perform the following tasks:

3.1. Diagnostic and Baseline Assessment

The consulting firm shall conduct a comprehensive diagnostic and baseline assessment to inform the design of the Communication and Marketing Strategy and all subsequent implementation activities.

This phase aims to establish an evidence-based understanding of the current communication landscape surrounding **gov.cv** and digital public services, including institutional practices, audience perceptions, and performance of existing channels.

The firm shall:

- Review existing communication materials, branding assets, visual identity elements, and content currently used across the gov.cv ecosystem and related digital public services.
- Analyze available communication channels, media presence, digital platforms, and social media accounts, including their reach, performance, and audience engagement.
- Assess existing analytics and data sources, including the use of the Google Marketing Platform and other relevant tools, to establish a baseline of user awareness, engagement, and adoption.
- Identify priority audience segments (citizens, businesses, public servants, diaspora, and vulnerable groups), their information needs, behavioral barriers, and adoption drivers.
- Identify gaps, inconsistencies, and risks related to messaging, accessibility, inclusiveness, and trust in digital public services.

The findings of this diagnostic phase shall directly inform the strategic positioning, audience segmentation, messaging, channel selection, and investment priorities defined under the Strategic Communication and Marketing Plan.

Deliverable D1 – Communication Diagnostic Report

A comprehensive report presenting the baseline assessment, including audience profiles, behavioral insights, performance of communication channels, message gaps, accessibility considerations, and key recommendations to guide the strategic planning phase.



3.2. Strategic Framework and Planning

Based on the findings and recommendations of the Diagnostic and Baseline Assessment (Subchapter 3.1), the consulting firm shall design a comprehensive **Strategic Communication and Marketing Plan** to guide all communication and outreach activities related to the Single Portal (**gov.cv**) and priority digital public services.

This strategic framework shall constitute the **central reference document** for the assignment, defining the positioning, priorities, and operational logic for all subsequent content production, campaign execution, and outreach actions. No large-scale production or campaign implementation shall commence prior to the formal approval of this Strategy by the Client.

The Strategic Communication and Marketing Plan shall include, at a minimum:

- Strategic positioning of **gov.cv** as the national gateway to digital public services, aligned with government digital transformation objectives.
- Definition of communication pillars, core narratives, and key messages that promote trust, usability, inclusion, and value of digital public services.
- Audience segmentation and prioritization, including citizens, businesses, public servants, diaspora, and vulnerable groups, with tailored messaging approaches.
- Identification and prioritization of digital public services to be promoted, taking into account service maturity, user impact, and adoption potential.
- A multi-channel communication approach integrating digital, social media, traditional media, and community-based channels, with clear criteria for channel selection.
- A phased campaign plan outlining objectives, target audiences, messages, channels, timelines, and indicative budgets.
- Crisis communication guidelines related to digital public services, service availability, data protection, and public trust.
- A monitoring and evaluation (M&E) framework defining key performance indicators (KPIs), analytics tools, reporting mechanisms, and feedback loops to support continuous improvement.

Deliverable D2 – Strategic Communication and Marketing Plan

A comprehensive and actionable strategy document consolidating the elements above, including an implementation roadmap and M&E framework, to be formally reviewed and approved by the Client prior to the execution phase.

3.3. Content Production and Creative Development

Following the approval of the Strategic Communication and Marketing Plan (Deliverable D2), the consulting firm shall undertake the creative development and production of communication materials required to support the promotion and adoption of the Single Portal (**gov.cv**) and priority digital public services.



This phase focuses on the **creation of high quality, reusable, and scalable communication assets**, fully aligned with the approved strategy and designed for use across multiple channels and campaigns.

The consulting firm shall:

- Develop creative concepts, visual approaches, and editorial guidelines derived from the approved strategic framework.
- Design and produce a **Brand and Visual Communication Kit**, including visual identity adaptations, graphic templates, layout systems, and branding guidelines to ensure consistency across all communication outputs.
- Produce audiovisual, digital, and print communication materials, such as videos, animations, radio and TV spots, banners, posters, brochures, flyers, and social media assets, in accordance with the approved campaign plan.
- Prepare scripts, copy, storyboards, and editorial content for websites, social media platforms, and other digital channels.
- Ensure that all materials comply with the **gov.cv brand identity**, accessibility standards (WCAG 2.1), inclusive language principles, and are culturally appropriate.
- Deliver all materials in **open and editable formats**, including all source files, to ensure full ownership and future reuse by the Government of Cabo Verde.

All creative concepts and prototype materials shall be submitted for **prior review and approval by the Client** before full-scale production.

Deliverable D3 – Brand and Visual Communication Kit

A comprehensive institutional visual identity package, including branding guidelines, graphic templates, visual assets, and layout systems to ensure consistent communication across platforms and institutions.

Deliverable D4 – Multimedia Production Package

A complete package of audiovisual, print, and digital communication materials produced in accordance with the approved strategy, including all source files and editable formats.

3.4. Campaign Execution and Outreach

Upon approval of the Strategic Communication and Marketing Plan (Deliverable D2) and the relevant communication materials (Deliverables D3 and D4), the consulting firm shall implement coordinated communication and outreach campaigns to promote the Single Portal (**gov.cv**) and priority digital public services.

Campaign execution shall be **phased, data-driven, and results-oriented**, ensuring alignment with the approved strategy and continuous optimization based on performance analytics.

The consulting firm shall:



- Implement national and community-level communication campaigns in accordance with the approved campaign plan, targeting priority audiences and services.
- Manage dissemination activities across digital, social media, traditional media, and community-based channels, including media placement and paid advertising.
- Coordinate the activation of influencers, content creators, and partners, ensuring alignment with approved messaging and ethical standards.
- Support and manage launch and promotional events, including events in Praia and São Vicente, ensuring integration with the broader campaign objectives, messaging, and media coverage.
- Monitor campaign performance using the KPIs and analytics tools defined in the Strategic Communication and Marketing Plan.
- Propose and implement adjustments to campaign tactics, channels, and content based on performance data and feedback, subject to Client approval.

Deliverable D5 – Campaign Execution and Outreach Report

A consolidated report documenting the implementation of outreach and engagement campaigns, including activities conducted, media and channel performance, audience reach, engagement metrics, lessons learned, and recommendations for optimization.

3.5. Capacity building

Throughout the duration of the assignment, and culminating in its final phase, the consulting firm shall support **capacity building and knowledge transfer** to ensure the sustainability of communication and engagement efforts related to the Single Portal (**gov.cv**) and digital public services.

This component aims to strengthen the ability of public institutions—particularly the Digital Services Team (DST) and designated focal points within line ministries—to independently manage digital communication, content production, campaign oversight, and performance monitoring beyond the duration of the consultancy.

The consulting firm shall:

- Design and deliver training sessions and workshops on strategic communication, digital marketing, content management, and analytics, tailored to institutional needs.
- Provide practical guidance on the use of communication tools, dashboards, templates, and workflows developed under this assignment.
- Develop and deliver capacity-building materials, including manuals, guidelines, and presentations, in editable formats.
- Facilitate knowledge transfer through hands-on sessions linked to the implementation of campaigns and communication activities.
- Consolidate lessons learned, good practices, and recommendations to inform future communication initiatives for digital public services.



Deliverable D6 – Final Report and Capacity Building Package

A comprehensive final package consolidating all deliverables, implementation results, performance analytics, lessons learned, and recommendations, including training materials and documentation to support sustained institutional capacity.

4. Deliverables and Payment Schedule

This section defines all contractual deliverables required under this assignment, including their timelines and associated payment milestones. All deliverables shall be subject to **technical review and formal approval** by the Client (DST/UGPE) prior to the release of any payment.

Payments shall be made upon satisfactory completion and acceptance of each deliverable, in accordance with the schedule below.

4.1. Deliverables Table

Deliverable	Description	Timeline (from Contract Signing – CS)	Payment (%)
D1 – Communication Diagnostic Report	Baseline assessment of communication materials, channels, audiences, behavioral insights, analytics, and recommendations to inform strategic planning.	CS + 4 weeks	10%
D2 – Strategic Communication and Marketing Plan	Comprehensive communication strategy including positioning, audience segmentation, messaging, channel strategy, phased campaign plan, crisis communication guidelines, and M&E framework.	CS + 8 weeks	15%
D3 – Brand and Visual Communication Kit	Institutional visual identity package including branding guidelines, templates, graphic assets, and layout systems in open/editable formats.	CS + 12 weeks	15%
D4 – Multimedia Production Package	Production of approved audiovisual, print, and digital communication materials, including delivery of all source files and editable formats.	CS + 20 weeks	25%
D5 – Campaign Execution and Outreach Report	Consolidated report documenting implementation of communication campaigns, outreach activities, media placement, performance metrics, and lessons learned.	CS + 28 weeks	20%
D6 – Final Report and Capacity Building Package	Final consolidation report including all results, analytics, lessons learned, recommendations, and training and capacity-building materials.	CS + 32 weeks	15%



5. Products, Quantities, and typology

This chapter presents an **indicative list of products, quantities, and communication typologies** to support the implementation of the Communication and Marketing Strategy for the Single Portal (**gov.cv**).

The products and quantities presented below shall be considered **indicative ceilings**, subject to refinement, optimization, and prioritization under the approved Strategic Communication and Marketing Plan (Deliverable D2). The final mix, quantities, and allocation of products shall be determined based on strategic priorities, audience targeting, performance data, and budget optimization, and shall not be interpreted as fixed or mandatory quantities.

All products listed under this chapter are to be developed, produced, and/or deployed in alignment with **Deliverables D3 (Brand and Visual Communication Kit), D4 (Multimedia Production Package), and D5 (Campaign Execution and Outreach Report)**.

5.1 Strategic Communication Products

Product	Quantity	Typology / Specifications
Communication and Marketing Strategy	1	Dissemination through digital platforms, websites, and institutional channels, as appropriate.

5.2 Communication Materials and Creative Assets

Product	Indicative Quantity	Typology / Specifications
Institutional Communication Kit	Up to 50,000 units	Digital-first approach; physical items (e.g. notebook, pen, bag, keychain) to be proposed and justified based on campaign objectives and impact.
Brochures / Flyers	Up to 3 designs	Graphic design; printing quantities to be optimized; digital versions required for all designs.
Banners (Digital)	At least 2 formats	Web and social media banners (multiple sizes).



Roll-up Banners	Up to 200 units	Graphic design including QR codes directing to gov.cv services.
Audiovisual Content	Ongoing	Short videos, animations, radio and TV spots, including community radios and diaspora media, aligned with campaign phases.

5.3 Media Buying and Digital Amplification

Product	Indicative Scope	Typology / Specifications
Media Space Purchase	As per approved media plan	Television, radio, print, digital media, and online platforms.
Social Media Advertising	Up to 3 months	Paid campaigns on Facebook, Instagram, LinkedIn, and other platforms targeting national and diaspora audiences.
Influencers and Content Creators	As per selection	Activation of selected influencers, bloggers, and content creators aligned with approved messaging and ethical standards.

5.4 Events and Outreach Activities

Product	Quantity	Typology / Specifications
Launch / Promotional Events	3 events	Events in São Vicente, Boston and Lisbon with up to 200 participants per event (in-person and online combined), including venue, logistics, communication assets, media coverage, and digital invitations.

5.5 General Provisions

- All products shall comply with the **gov.cv visual identity**, accessibility standards (WCAG 2.1), and inclusive communication principles.
- Digital formats shall be prioritized over physical materials whenever possible.
- All source files and editable formats shall be delivered to the Client.



- Adjustments to quantities, formats, and channels may be made during implementation, subject to Client approval and performance monitoring results.

6. Review process, Dependencies and Client Inputs

All deliverables produced under this assignment shall be subject to technical review and validation by the Digital Services Team (DST), in coordination with the UGPE Project Manager, in accordance with the timelines and procedures defined in this Terms of Reference.

Review and Approval Process

- Upon submission of each deliverable, the Client shall have a standard review period of **up to fifteen (15) working days**, unless otherwise agreed.
- The Client may:
 - Formally accept the deliverable;
 - Request revisions, clarifications, or additional information;
 - Reject the deliverable if it does not comply with the requirements of this ToR.
- The consulting firm shall address all comments and resubmit revised deliverables within timelines agreed with the Client.
- Approval of deliverables shall be provided in written form and shall constitute the basis for payment processing by the UGPE.

Dependencies and Client Inputs

The successful and timely execution of the assignment depends on the availability of the following inputs and support from the Client:

- Access to existing process maps, service descriptions, data dictionaries, and relevant documentation related to digital public services.
- Designation of technical focal points within DST and relevant line ministries for validation and coordination.
- Access, where applicable, to analytics dashboards, communication platforms, and performance data.
- Timely provision of feedback, approvals, and decisions to avoid delays in implementation.

Any delays in the provision of critical Client inputs or feedback may have an impact on the agreed timeline. In such cases, the parties shall jointly assess the implications and agree on appropriate adjustments, in accordance with the contract provisions.



7. Qualifications and team composition

7.1. Consulting firm Requirements

The consulting firm must meet the following minimum requirements:

- At least **seven (7) years of proven experience** in communication, marketing, or digital engagement assignments.
- Demonstrated experience in the **design and implementation of large-scale communication or public awareness campaigns**, preferably within government or donor-funded programs.
- Proven expertise in **digital transformation, behavior change communication, and citizen engagement**, particularly in the context of digital public services.
- A portfolio demonstrating strong capacity in the production of **multimedia communication assets**, including audiovisual, graphic, and digital materials.
- Experience working in **Lusophone African countries, Small Island Developing States (SIDS), or comparable contexts** shall be considered an advantage.
- Capacity to deliver outputs in **Portuguese and English**.

7.2. Team Composition (five key experts)

The consulting firm shall propose a team of qualified professionals. The following **key experts** are required:

K1-Team Leader – Senior Communication Strategist:

Academic Background

Degree in communication, marketing, journalism, public relations, or a related field.

Professional Experience

- Minimum of **ten (10) years of professional experience** in communication strategy development and campaign management.
- Proven experience leading complex, multi-stakeholder communication assignments in the public sector.
- Demonstrated experience in communication strategies supporting **digital transformation or public service delivery**.

Key Responsibilities and Skills

- Overall coordination and quality assurance of the assignment.
- Strategic alignment with government priorities and Digital Cabo Verde objectives.



- Strong project management and stakeholder engagement skills.

K2 - Digital Marketing Specialist

Academic Background

Degree in marketing, digital communication, or related field.

Professional Experience

- Minimum **five (5) years** of experience in digital advertising, social media management, and analytics.
- Demonstrated experience in SEO/SEM, content optimization, and online audience targeting.
- Ability to design and manage digital campaigns aligned with behavioural insights.

K3 - Graphic Designer / Multimedia Producer

Academic Background

Degree or professional certification in graphic design, multimedia production, or related field.

Professional Experience

- Minimum **five (5) years** of experience producing audiovisual content, including short videos, animations, and graphic materials for large-scale campaigns.
- Proven portfolio demonstrating creativity, technical competence, and experience with institutional communication.
- Ability to develop communication materials across print, digital, and audiovisual formats.

K4 - Copywriter / Translator (PT–EN)

Professional Experience

- Minimum **five (5) years** of experience in professional writing, translation, or content development for communication campaigns.
- Demonstrated ability to produce clear, accurate, and culturally adapted messages in Portuguese and English.

Reviewer / Proofreader

- Minimum three (3) years of experience in text revision, proofreading, or content quality assurance;
- Strong command of Portuguese grammar and clarity principles;
- Experience preparing text for public communication and institutional campaigns.



General Requirements

- At least one team member must be fully fluent in **Portuguese and English**.
- CVs of all proposed experts must be included, with clear evidence of qualifications and relevant experience.
- Replacement of proposed key experts requires prior written approval from the Client (DST/UGPE).

8. Duration, Reporting and coordination

- Assignment duration: Eight (8) months from contract signature.
- Monthly Steering Committee meetings and technical meetings as required.
- All deliverables must be in Portuguese; supporting materials may be bilingual. (i.e. Portuguese English).
- DST will provide coordinated feedback to ensure quality control.

Reporting requirements shall include:

- **Deliverable-based reporting**, consisting of the submission of all contractual deliverables (D1 to D6) in accordance with the approved schedule.
- **Periodic progress reporting**, summarizing activities undertaken, progress against the work plan, risks, mitigation measures, and upcoming activities. The frequency and format of such reports shall be agreed with the Client.
- **Performance reporting**, including analytics, KPIs, and campaign performance data, as defined in the Strategic Communication and Marketing Plan.

All reports and deliverables shall be submitted in **editable digital formats** and in **Portuguese**, unless otherwise agreed. Supporting materials may be provided bilingually (Portuguese and English), where relevant.

9. Compliance with Environmental and Social Requirements

The firm shall fully comply with the World Bank Environmental and Social Framework (ESF) and with the Digital Cabo Verde Project's **Environmental and Social Commitment Plan (ESCP)**.

All materials must comply with the World Bank ESF and the Digital Cabo Verde ESCP, including non-discrimination, gender-sensitive communication, and SEA/SH-sensitive messaging.

The consultant shall apply accessibility standards consistent with WCAG 2.1 guidelines to ensure inclusive communication.



10. Confidentiality and Intellectual Property

All documents, datasets, communication materials, and outputs produced under this assignment are the exclusive property of the **Government of Cabo Verde**.

The firm shall:

- Maintain strict confidentiality regarding all project information;
- Not disclose or reproduce documents or materials without prior written authorization from DST/UGPE;
- Deliver all source files, editable formats, and raw production materials as part of the final deliverable package.

The detailed format and submission requirements are provided in Annex 1

11. Approval and Coordination

All deliverables and key outputs produced under this assignment shall be subject to approval in accordance with the institutional coordination arrangements defined below.

- The **Digital Services Team (DST)** shall be responsible for the **technical review and validation** of all deliverables, ensuring compliance with the objectives, scope, and quality standards defined in this Terms of Reference.
- The **Special Projects Management Unit (UGPE)**, through the Project Manager, shall be responsible for **contractual, administrative, and financial coordination**, including confirmation of deliverable acceptance for payment processing and liaison with the World Bank.

Formal approval of deliverables shall be provided in writing and shall constitute the basis for payment authorization, in accordance with the Deliverables and Payment Schedule.



ANNEX 1 – Deliverable Format and Submission Requirements

(Integral part of this Terms of Reference)

1. Purpose and Scope of the Annex

This Annex defines the **mandatory structure, format, technical standards, submission and acceptance requirements** applicable to **all contractual deliverables (D1 to D6)** described in Chapter 4 of this Terms of Reference.

Compliance with this Annex is a **condition for acceptance of deliverables and release of payments**.

Deliverables submitted without full compliance with the requirements defined herein **shall be considered incomplete**.

2. Deliverable Structure and Minimum Content Requirements

D1 – Communication Diagnostic Report

Minimum content shall include:

- Review of existing communication materials and channels
- Audience mapping and segmentation
- Behavioral insights and adoption barriers
- Analytics baseline and data sources
- Accessibility and inclusion considerations
- Strategic recommendations informing D2

Formats:

- Editable format (Word)
- PDF version

D2 – Strategic Communication and Marketing Plan

Minimum content shall include:

- Strategic positioning and objectives
- Communication pillars, narratives, and key messages
- Audience segmentation and prioritization
- Prioritized digital public services



- Multi-channel and phased campaign plan
- Crisis communication guidelines
- Monitoring and Evaluation (M&E) framework with KPIs

Formats:

- Editable format (Word and/or PowerPoint)
- PDF version

D3 – Brand and Visual Communication Kit

Minimum content shall include:

- Branding guidelines
- Visual identity adaptations for gov.cv
- Graphic templates and layout systems
- Color palettes, typography, iconography
- Usage rules and examples

Formats:

- Editable source files (.ai, .eps, .psd, .indd, .svg)
- Web-ready formats (.png, .jpg)
- PDF summary

D4 – Multimedia Production Package

Minimum content shall include:

- Audiovisual materials (videos, animations, radio/TV spots)
- Digital and print materials (banners, flyers, posters, social media assets)
- Scripts, copy, and storyboards

Mandatory technical requirements:

- Video:
 - Final versions (.mp4, minimum 1080p)
 - Original uncompressed source files
 - Subtitles (.srt) when applicable
- Audio:
 - .wav and/or .mp3
- Graphics:
 - Editable source files + web-optimized formats



Copyright:

- All music, images, and third-party assets must be **copyright-free or properly licensed**, with proof provided.

D5 – Campaign Execution and Outreach Report

Minimum content shall include:

- Description of campaigns and outreach activities executed
- Media and channel mix
- Audience reach and engagement metrics
- Performance analysis against KPIs
- Adjustments made and lessons learned

Formats:

- Editable format (Word / Excel)
- PDF version

D6 – Final Report and Capacity Building Package

Minimum content shall include:

- Consolidated results across all phases
- Final analytics and KPI assessment
- Lessons learned and recommendations
- Capacity-building materials (manuals, guidelines, presentations)

Formats:

- Editable format (Word / PowerPoint)
- PDF version
- All annexes, datasets, and source materials

3. Format and Technical Standards (Applicable to All Deliverables)

- All documents must be delivered in **final and editable digital formats**.
- All design materials **must be delivered in open formats**, including but not limited to:
.ai, .eps, .psd, .indd, .svg
- All multimedia materials must include:
 - Final edited versions
 - Original raw/source files



- Subtitles where applicable

Failure to provide editable and source files **shall render the deliverable incomplete**.

4. Accessibility and Reusability Requirements

All deliverables shall:

- Comply with **WCAG 2.1 accessibility standards**
- Use inclusive, non-discriminatory language
- Be designed for reuse and adaptation by public institutions
- Follow the official **gov.cv visual identity**

5. Submission and Acceptance Rules

- Deliverables shall be submitted through channels agreed with DST (secure shared drive or official email).
- Each submission must clearly indicate:
 - Deliverable code (D1–D6)
 - Version number
 - Submission date
- Acceptance shall be confirmed **in writing** by the Client.
- Deliverables submitted partially or without required formats shall be returned for correction.

6. Intellectual Property and Ownership

- All deliverables, source files, datasets, and raw materials are the **exclusive property of the Government of Cabo Verde**.
- The consulting firm shall not reuse, publish, or adapt materials without prior written authorization.
- All intellectual property rights are transferred upon acceptance of the deliverables.

7. Final Provisions

This Annex forms an **integral and binding part** of the Terms of Reference. Non-compliance with its provisions may result in rejection of deliverables and delays in payment.