



REPÚBLICA DE CABO VERDE

MINISTÉRIO DAS FINANÇAS

TERMS OF REFERENCE:

Senior consultant – PMO support for youth capacity building & startup ecosystem

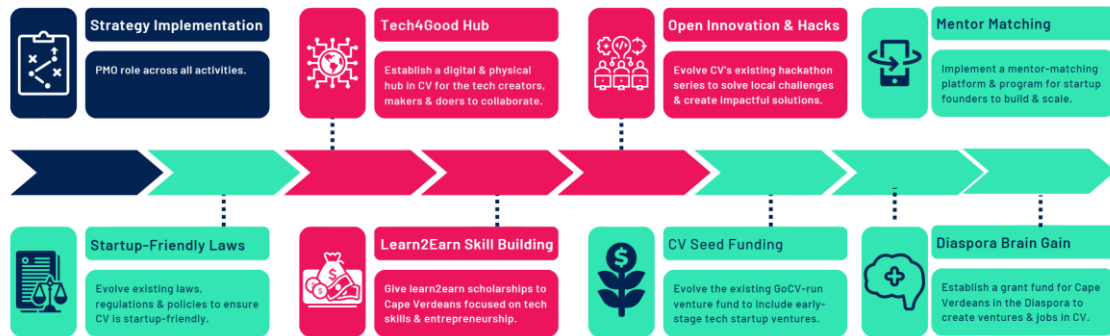
BACKGROUND

The Republic of Cabo Verde has a \$20 million loan from the World Bank that has been approved to finance digital transformation projects referred to as Digital Cape Verde (DCV). The project aims to support the Government of Cabo Verde (GoCV) in the implementation of the main priorities initiatives of the national ICT and e-governance policy implementation strategies. It also aims to continue strengthening the national telecommunications sector, while contributing toward the transformation of the country into a regional digital hub via accelerating its digital economy through entrepreneurship, an improved digital infrastructure, and strengthened demand for digital services and skills.

In its digital entrepreneurship ecosystem support subcomponent within the World Bank funding initiative, the DCV Project will support the GoCV in its efforts to foster digital innovation and the country's overarching entrepreneurship ecosystem. In this context, the Government of Cabo Verde, with financial assistance from the World Bank, has approved eight projects to foster digital innovation and the country's entrepreneurship ecosystem. The eight projects collectively contribute toward transforming the country into a Digital Hub of Africa. Projects center around accelerating the digital economy of Cape Verde, raising its competitiveness, and attracting further investments. Thus, will be important to have a Technical Assistance for a Senior Consultant to serve as a program manager, project manager, governance, operations, and reporting leader to drive end-to-end oversight of management and implementation activities performed by third party vendors in support of projects funded by the World Bank. The scope of the work streams performed by third party vendors relate to delivering tech skill-building, entrepreneurship, and business enablement within Cape Verde.



Below is the end-to-end view of the projects that will be program managed by the Senior Consultant. The blue represents the Senior Consultant's role in the mix of all work streams. The Senior Consultant will have oversight across the other seven activities highlighted in pink, and green below. The colors represent the different terms of reference across the end-to-end project: (1) Blue: Strategy Implementation – this Term of Reference, (2) Pink: Skills & Real-World Challenges, and (3) Green: Business Enablement.



The Senior Consultant will serve as PMO across the different work streams noted below. It is important to note that the Senior Consultant will not be responsible for delivering the work itself from an implementation standpoint for the pink work stream items or the green work stream items. The Senior Consultant will support the program management, governance, operations, and reporting of deliverables, escalations, and timelines managed for each activity by third party vendors.

- **PMO:** Serve as a program manager, project manager, governance, operations, and reporting leader to drive the third-party vendors responsible for the work streams to implement the work streams across the key verticals identified in the end-to-end project roadmap noted in the diagram above. It is expected that upward of two vendors will be responsible for delivering these services.
- **PMO Oversight:**
 - **Startup-Friendly Laws, Regulations & Policies:** Evaluate Cape Verde's existing startup laws, regulations, and policies. Draft updated language to support evolving the laws, regulations, and policies from the current state into one that enables startups to build, scale, and thrive, while establishing Cape Verde as a Digital Hub of Africa. The goal is to establish an environment for startups that is recognized for its progressiveness within Cape Verde, across Africa, and worldwide. Intellectual property (IP) rights, tax incentives, ease of doing business, value creation, innovation, disruption, accessing capital, maximizing revenue, globalization, among other best practice topics should be included.
 - **Cross-Island Tech4Good Hub:** Evaluate the current landscape of physical spaces, as well as incubation and acceleration programs for startup innovators and entrepreneurs within Cape Verde. Establish a tech4good center or hub, incorporating an all-island approach, focused on connecting entrepreneurs, innovators, creators, makers, doers & technologists to cross-pollinate knowledge, build skills, and foster a culture of entrepreneurial thinking and spirit geared toward startups gaining access to markets, customers, revenue, and investors.
 - **Learn2Earn Tech Skill-Building Scholarships:** Provide tech skill-building scholarships in Cape Verde for students looking to build their skills at TechParkCV to support future-of-work business & technical programming that turns learners into earners. Enable learners to be job or entrepreneurship ready. Introduce an interactive, gamified & practical way for in-person with the ability to expand skill building via an e-learning platform.
 - **Open Innovation & Hackathon Series:** Evaluate the first edition of Re!nventa Cabo Verde - Re!nventa Turismo, an open innovation, market-building, and hybrid hackathon launched in 2021 to generate new ideas that solve local challenges in the tourism sector. Evolve the existing program, hybrid platform, strategy, and tactics to a series that covers



a variety of problem statements and opportunities to solve local challenges in a practical fashion. Launch and manage four additional editions in the series, including (1) the blue economy, (2) culture and creativity, (3) health, youth, and sports, and (4) fintech. Identify a recurring set of themes, in addition to the four already established, with corresponding problem statements to be considered for the future. Inspire creators, makers, doers, technologists, and budding entrepreneurs across Cape Verde to apply, actively participate, think critically, solve local problems, create local tech solutions, and launch local startups with the ability to build, scale, and thrive in today's knowledge-driven economy.

- **Cape Verde Seed Fund:** 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.
- **Entrepreneur Mentor Matching Platform:** Implement a mentor-matching platform for startup founders and staff within tech ventures that have been in business for two or more years. Introduce both an in-person & virtual meetup rhythm and program that connects Cape Verdean entrepreneurs with mentors from abroad, as well as at home, that improves their ability to gain access to markets and customers, increase revenue, improve their investment readiness, and land venture capital or other types of funding.
- **Diaspora Brain Gain:** Provide Cape Verdeans throughout the Diaspora with grants 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. Ensure alignment with TechParkCV, economic zone incentives, and other incentives business incentives provided by GoCV.

GOALS & OBJECTIVES OF PROJECT #1 – DIGITAL ECONOMY STRATEGY IMPLEMENTATION ROADMAP

Specific objectives of the Senior Consultant include:

1. Develop a project governance framework, including roles and responsibilities.
2. Provide holistic governance, program management, and project management leadership across the work streams noted above.
3. Create a detailed program management and implementation roadmap, in collaboration with outside vendors and relevant resources within the Government of Cape Verde, that demonstrates a consistent intersectionality between each work stream with timing, owners, roles and responsibilities, and all tactics required to ensure relevant stakeholders have a robust understanding of activities, timing, key milestones, and deliverables.
4. Develop and maintain relationships with key stakeholders, including program partners, funders, and community organizations.
5. Ensure stakeholders have a weekly status report on milestones, owners, progress, and blockers across all work streams. Save all reports in an agreed upon digital location.
6. Serve as an escalation point of contact to support an efficient and effective implementation of all noted projects, and engaging Cabo Verde Digital focal point as required for resolution and oversight of issues, lessons learned, decisions required, and evolution of the project.
7. Deliver a closeout report with deliverables, lessons learned, and recommendations for the future.
8. Provide administrative support to the program, including managing project schedules, budgets, and documentation.
9. Monitor and evaluate program outcomes, including tracking and reporting on key performance indicators and making recommendations for program improvement.
10. Support the recruitment and selection of program participants, including developing application materials, conducting interviews, and evaluating applications.



11. Conduct research and analysis on best practices in youth entrepreneurship and startup ecosystems, and make recommendations for program improvements based on findings.

SCOPE OF WORK

The scope of work includes the three following tasks.

TASK 1 – INCEPTION REPORT WITH PRECISE PLANNING OF THE ASSIGNMENT

During Task 1, the consultant will, but not exclusively:

- Develop and implement project management processes and tools to ensure effective planning, execution, and monitoring of program activities.
- Provide an assessment of how the Senior Consultant plans to program management the work streams, including delivering consistent reporting, communication, and metrics.
- Recommend a consistent rhythm of the business to ensure continuous oversight and governance in collaboration with Cabo Verde Digital and relevant stakeholders.
- Recommend an ongoing meeting and document sharing process with relevant stakeholders.

TASK 2 – PMO TEMPLATES

During Task 2, the consultant will, but not exclusively:

- Provide program management templates for service providers across the work streams.
- Set up the preferred mechanism for sharing activities completed, activities to be completed, and project blockers in both written and digital form.
- Establish rhythm of the business to ensure continuous oversight and governance in collaboration with relevant stakeholders.
- Set up an ongoing meeting schedule and document sharing process.
- Set up the mechanism for collaboration with other in-scope service providers across the work streams.

TASK 3 – ONGOING REPORTING & PMO LEADERSHIP

During Task 3, the consultant will, but not exclusively:

- Deliver ongoing reports on a weekly and monthly basis showcasing the progress of all work streams, including what has been completed, what is to be completed, and what is in progress, including all blockers.
- Save all reports in agreed upon file formats and digital repositories for easy access.
- Conduct PMO calls with key stakeholders and service providers with relevant notes and actions, including tracking of completion.

TASK 4 – 2023 CLOSEOUT REPORT & OPERATIONS MANUAL STRATEGY

During Task 4, the consultant will, but not exclusively:

- Deliver end of year report showcasing the progress of work streams, including what has been completed, what is to be completed, and what is in progress, including all blockers.
- Ensure all reports have been saved in agreed upon digital repositories for easy access.
- Conduct an end of year PMO call with stakeholders and service providers with relevant notes and actions, including tracking of completion.
- Share perspective, strategy, and tactics for creating an operation manual across all work streams. Note: the vendors will draft their manuals for their scopes of work, and the Senior Consultant will have oversight of the work and combine the different documents together to ensure there is one holistic manual as the final deliverable at the end of the project.



TASK 5 – 2024 MIDYEAR REPORT & DRAFT OPERATIONS MANUAL

During Task 5, the consultant will, but not exclusively:

- Deliver mid-year report showcasing the progress of work streams, including what has been completed, what is to be completed, and what is in progress, including all blockers.
- Ensure all reports have been saved in agreed upon digital repositories for easy access.
- Conduct a mid-year report PMO call with stakeholders and service providers with relevant notes and actions, including tracking of completion.
- Deliver draft operations manual across all work streams to support a smooth transition of work, where appropriate, to Cabo Verde Digital. The operations manual should be in collaboration with service providers across all work streams and should include all relevant feedback from Government of Cabo Verde stakeholders.
- Conduct call to review draft manual for feedback, direction, and changes required.

TASK 6 – 2024 CLOSEOUT REPORT & FINAL OPERATIONS MANUAL

During Task 6, the consultant will, but not exclusively:

- Deliver end of project report showcasing the progress of work streams, including what has been completed, what is to be completed, and what is in progress, including all blockers.
- Ensure all reports have been saved in agreed upon digital repositories for easy access.
- Conduct an end of year PMO call with stakeholders and service providers with relevant notes and actions, including tracking of completion.
- Deliver final operations manual across all work streams to support a smooth transition of work, where appropriate, to Cabo Verde Digital. The operations manual should be in collaboration with service providers across all work streams and should include all relevant feedback from Government of Cabo Verde stakeholders.

DELIVERABLES, TIMELINE & PAYMENT

Deliverables	Schedule	Payment (After client approval)
D1 – Inception report with precise planning of project.	Signing of contract + 1 weeks	20%
D2 – PMO templates.	Signing of contract + 2 weeks	10%
D3 – Ongoing reporting and PMO leadership.	Signing of contract + 4 weeks	10%
D4 – 2023 closeout report and operations manual strategy	January 2024	20%
D5 – Midyear report and operations manual draft	June 2024	20%
D4 – 2024 closeout report and final operations manual	December 2024	20%

QUALIFICATIONS OF THE CONSULTANT

- At least seven years of experience working on startup ecosystem, digital innovation, and youth enablement projects.
- Senior consultant with at least seven years of experience in the areas of program management, project management, and operations.
- At least 3 years’ experience working in the startup, youth enablement, and digital skill-building ecosystem in Cape Verde
- SCRUM Master and/or Project Management Certifications are a plus.
- Proven experience creating templates for program and project management across multiple



service providers, disbursed globally, and in a digital setting with at least three clients.

- Experience with at least three similar projects at both a global level, as well as within small island states, developing nations, and/or in Africa.
- Subject matter expertise in startup acceleration, startup incubation, investment readiness, venture capital, and scaling globally gained through at least 5 years' experience.
- At least 7 years technology experience with an understanding of digital skilling frameworks and methodologies, including access to meaningful employment
- Existing relationships within the venture capital (VC) community with known VC firms gained through at least 5 years' experience in global settings.
- Experience with at least three consulting assignments related to startup ecosystem, innovation, and/or youth enablement.
- Accelerator and Incubator experience with at least 10 evidence in local and/or global markets.
- Senior consultant with at least 5 years of experience working with public sector entities in private-public partnerships.
- Tech startup founder experience with at least one startup that has experience gaining access to capital, customers, partners, and scale
- Fluent in written and spoken English.
- Knowledge of Portuguese is desired but not required.

ORGANIZATION OF THE ASSIGNMENT

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

The Consultant will report to Unidade de Gestão de Projetos Especiais (UGPE), monthly, for contract administration and Cabo Verde Digital for program oversight, navigation, and technical expertise relating to the work streams. The reports shall be submitted to UGPE, with Cabo Verde Digital in copy. Deliverables will be in English. The Consultant may obtain the assistance of a local legal expert with demonstrated legal experience in the sub-region and management experience in similar projects. The workplace of reference will be Cabo Verde Digital office; however, the Consultant may work remotely as agreed upon by the Consultant, UGPE and the Cabo Verde Digital focal point for the project.

EVALUATION CRITERIA OF CONSULTANT PERFORMANCE

The performance of the Consultant will be measured based on operationally managing and reporting on how the service providers allocated to the work streams are completing noted deliverables on time and escalating as required. It is also expected that assigned projects will be completed on time, while managing escalations as required. The Consultant will be responsible for serving as a trusted advisor to support Cabo Verde Digital on optimal strategies and decision making. The Consultant will be responsible for creating best-in-class templates, storing each week, month, and quarter. The Consultant will be responsible for scheduling and leading service provider calls and regular collaboration efforts.

PROJECT DURATION

This assignment is expected to be completed in 24 months.

CONTRACT TYPES

A lump sum contract shall be signed; payments of the Consultant remuneration are linked to approval of deliverables. Reimbursement expenses have been included in the overall budget and should be managed



by the Senior Consultant.