



UNIDADE DE GESTÃO DE PROJECTOS ESPECIAIS

CABO VERDE TECHNOLOGY PARK – PHASE II

Av. Amílcar Cabral, Ex Edifício do BCV, 4º andar
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TERMS OF REFERENCE

RECRUIT PRIVATE SECTOR TO OPERATIONALIZE INCUBATION PROGRAM FOR CABO VERDE AND WEST AFRICA

1. INTRODUCTION

The Government of the Republic of Cabo Verde has received financing from the African Development Bank (hereafter named “the Bank”), the Loan 2000200005602 for the amount of US\$ 14 million, towards the implementation of the Cabo Verde Technology Park Project – Phase II, aiming at transforming the Republic of Cabo Verde into a digital and innovation hub by operationalizing a technology park, equipped with modern infrastructure and workspaces with an innovative ambience that will house emerging start-ups to established multinational technology companies.

The Technology Park (TP) is an infrastructure for the country’s affirmation in the field of information technology and communication project (ICT) that includes three Data Centers, a Business Center, a Training and Certification Center, an Incubation Center, a Conference Center and sport areas. The data center 1 has been in production since 2014, the other two data centers are already built.

The vision for Cabo Verde Tech Park will become a reference digital hub in the Atlantic and west Africa regions, hosting and supporting different companies and entities of the digital sector in an innovative and internationally connected environment.

With the mission of being the key instrument for the implementation of the Cabo Verde digital strategy by making available excellent spaces, provide relevant support services and promote partnerships at national and international levels, contributing to consolidate the country’s digital ecosystem and create value for the local economy

The Project consists of the following components and sub-components:

Component A - Operationalization of the Climate Resilient Technology Park infrastructure

- Equip data centers with the required software and hardware;
- Implement a PPP structure to manage Data Center II;



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- Deploy green, climate-friendly and smart infrastructure in the park.

Component B – Business development and capacity building

- Digital and soft skills training (coding for employment);
- Incubation / Entrepreneurship (Salto Cabo Verde).

Component C - Project Management and Institutional Strengthening.

- Strengthen the operational and technical capacities of the Cabo Verde Park Agency (TECHPARK);
- Support the operations of the Project implementation unit.

The Incubation Center of the Cabo Verde Technology Park is dedicated to fostering entrepreneurial capacity in Cabo Verde by providing the infrastructure and support services needed to incubate and accelerate high-potential startups. In addition to offering business space, the Park aims to create an environment that nurtures an entrepreneurial culture, providing services and activities that align with the following strategic objectives:

- Offering comprehensive incubation services and activities to startups.
- Cultivating a vibrant entrepreneurial ecosystem.

The Incubation Program targets 100 ideas to early-stage tech startups in Cabo Verde, West Africa/Sub-Saharan Africa, and Lusophone African countries. The primary sectors of focus include Tourism, Blue Economy, CyberSecurity, Egovernance, Fintech, and other sectors that the project's technical committee finds relevant. The project's technical committee will review and update the focus sectors annually.

2. OBJECTIVE

2.1. GENERAL

The primary objective is to recruit private sector partners to assess, design, implement and manage an incubation program at the Cabo Verde Technology Park, that attracts local and international startups ensuring that they receive the necessary support to develop, grow, and succeed.



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The program should be designed to guarantee its sustainability after 2 years with a plan to enter a concession agreement for the 3rd year.

2.2. SPECIFIC

The specific objective of this ToR is to recruit a private sector firm to provide expertise, mentorship and resources to implement an attractive incubation program at TechPark CV. This includes: i) an assessment of Cabo Verde's and the Regional (West Africa/Sub-Saharan Africa, and Lusophone Africa) current incubation needs; ii) Design the Incubation Program; iii) Implement and Manage the approved Program for 2 years; iv) Develop and Manage an outreach strategy for the incubation program to ensure maximum visibility; v) Develop a sustainable business plan for the 3rd year considering a concession agreement.

3. SCOPE OF WORK

The recruited private sector firms will be responsible, but not limited to the following:

Activity 1: Assessment of Cabo Verde's and the Regional (West Africa/Sub-Saharan Africa, and Lusophone African countries) Current Incubation Needs

Objective:

To conduct a comprehensive assessment that identifies the existing gaps, challenges, and opportunities within the incubation ecosystems of Cabo Verde, ECOWAS, and Lusophone Africa.

Key Steps:

1. Preliminary Research and Data Collection:

- **Stakeholder Mapping:** Identify key players in the incubation landscape, including government bodies, existing incubators, universities, and private sector entities.
- **Data Collection:** Gather quantitative and qualitative data on the current incubation landscape, including startup needs, sectoral opportunities, and challenges.

2. Analysis of the Existing Incubation Landscape:



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- **Evaluate Current Models:** Assess the effectiveness of existing incubation models and their scalability in the regional context.
 - **SWOT Analysis:** Identify the strengths, weaknesses, opportunities, and threats of the current incubation ecosystem.
 - **Best Practices:** Benchmark against successful global incubation programs to identify practices that could be adapted.
3. **Identification of Key Needs and Opportunities:**
- **Gap Analysis:** Highlight unmet needs in terms of support services, funding, infrastructure, and market access.
 - **Opportunity Mapping:** Identify potential opportunities for enhancing the incubation ecosystem, including partnerships and sector-specific programs.
4. **Recommendations for Program Design:**
- Suggest tailored services and support structures for inclusion in the Cabo Verde Technology Park's incubation program.
 - Propose strategies for fostering regional collaboration.
5. **Reporting and Dissemination:**
- Compile a comprehensive report with findings and recommendations.
 - Present findings to stakeholders and incorporate their feedback.

Activity 2: Design the Incubation Program

Objective:

To develop a comprehensive incubation program tailored to the needs identified in Activity 1, with a focus on supporting startups in key sectors across Cabo Verde and the region.

Key Steps:

1. **Program Structure Design:**
 - **Phases of Incubation:** Define the pre-incubation, incubation, and post-incubation phases, specifying the duration, key activities, and outcomes for each phase.
 - **Service Offerings:** Develop a suite of services, such as mentoring, technical assistance, business development support, legal advice, and access to funding.



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2. Sector-Specific Tracks:

- Design specialized tracks for sectors like Tourism, Blue Economy, CyberSecurity, Egovernance and Fintech.
- Incorporate input from industry experts and stakeholders to ensure relevance.

3. Partnership and Collaboration Models:

- Develop models for collaboration with local, regional, and international partners, including universities, research institutions, and private sector companies.
- Establish criteria for partnership selection and roles.

4. Selection Criteria and Process:

- Define the criteria for selecting startups to participate in the program.
- Design a transparent and efficient selection process, including proposal submission, evaluation, and interviews.

5. Monitoring and Evaluation Framework:

- Develop KPIs and metrics to monitor the performance and impact of the incubation program.
- Establish a process for regular review and adjustment based on feedback and results.

6. Final Program Proposal:

- Prepare a detailed proposal for the incubation program, including budgets, timelines, and resource requirements.
- Present the proposal to the Cabo Verde Technology Park management and relevant stakeholders for approval.

Activity 3: Implement and Manage the Approved Program for 2 Years

Objective:

To operationalize and oversee the incubation program for 2 years, ensuring it delivers the intended support and outcomes for startups.

Key Steps:

1. Program Launch:

- Finalize and roll out the incubation program, including marketing and outreach to attract applicants.



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- Set up the necessary infrastructure, including co-working spaces, mentoring systems, and technical support.
- 2. **Ongoing Management:**
 - **Startup Onboarding:** Manage the onboarding of selected startups, ensuring they have access to all necessary resources and services.
 - **Service Delivery:** Deliver incubation services, including mentoring, business development, technical support, and funding facilitation.
 - **Performance Monitoring:** Regularly track progress against KPIs, adjusting the program as needed to address challenges and optimize outcomes.
- 3. **Partnership Management:**
 - Maintain and nurture partnerships with industry experts, investors, and other stakeholders to enhance the program's value.
- 4. **Financial Management:**
 - Ensure the efficient management of program funds, including budgeting, financial reporting, and resource allocation.
- 5. **Graduation and Post-Incubation Support:**
 - Manage the graduation process for startups, including performance evaluation and organizing pitching events.
 - Provide post-incubation support, including access to alumni networks and continued mentoring.
- 6. **Reporting:**
 - Prepare regular reports on program performance for stakeholders, highlighting successes, challenges, and areas for improvement.

Activity 4: Develop and Manage an Outreach Strategy for the Incubation Program to Ensure Maximum Visibility

Objective:

To create and implement an effective outreach strategy that maximizes the visibility and impact of the incubation program both locally and regionally.

Key Steps:

1. **Outreach Strategy Design:**
 - **Target Audience Identification:** Define the key audiences for the outreach strategy, including potential startups, investors, partners, and the broader public.



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- **Messaging and Branding:** Develop clear and compelling messaging that communicates the value of the incubation program. Ensure consistent branding across all outreach materials.
- 2. **Digital and Traditional Media Campaigns:**
 - **Digital Presence:** Build a robust digital presence through social media, email marketing, and partnerships with relevant online platforms.
 - **Traditional Media:** Engage with traditional media (e.g., TV, radio, print) to reach broader and more diverse audiences.
- 3. **Partnerships for Outreach:**
 - **Strategic Partnerships:** Form partnerships with local and regional organizations to amplify outreach efforts.
 - **Alumni Network:** Leverage the success stories of alumni to promote the program and inspire new participants.
- 4. **Monitoring and Adjusting Strategy:**
 - **Performance Metrics:** Establish metrics to monitor the effectiveness of the outreach strategy, such as application rates, media coverage, and social media engagement.
 - **Continuous Improvement:** Regularly review the strategy's performance and make adjustments to improve reach and impact.

Activity 5: Develop a Sustainable Business and Operations Plan for the 3rd Year Considering a Concession Agreement

Objective:

To create a sustainable business and Operations plan for the incubation program's 3rd year, focusing on long-term financial viability and the potential for a concession agreement.

Key Steps:

1. **Financial Analysis:**
 - **Revenue Streams:** Identify potential revenue streams for the incubation program, such as fees from startups, partnerships, sponsorships, and government grants.
 - **Cost Analysis:** Conduct a detailed analysis of the program's operating costs, including staffing, infrastructure, and service delivery.



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2. **Business Model Development:**

- **Sustainability Model:** Develop a business model that ensures the program's financial sustainability beyond the initial funding period.
- **Revenue Generation:** Explore innovative ways to generate revenue, such as offering premium services, organizing paid events, and establishing partnerships with private sector entities.

3. **Risk Management:**

- **Risk Assessment:** Identify potential risks associated with the transition to a concession model and develop strategies to mitigate these risks.
- **Contingency Planning:** Develop contingency plans to ensure the program's continuity in case the concession agreement does not materialize as expected.

4. **Business Plan and Operational Manual Documentation:**

- **Comprehensive Business Plan:** Prepare a detailed business plan that outlines the financial strategy, revenue models, operational costs, and risk management approaches. Include projections for the 3rd year and beyond, considering both concession and non-concession scenarios.
- **Operational Manual:** Develop an operational manual that provides clear guidelines for the day-to-day management of the incubation program. This manual should cover processes, roles and responsibilities, service delivery standards, and procedures for monitoring and evaluation.

5. **Approval and Implementation:**

- Present the business plan to the Cabo Verde Technology Park management and relevant stakeholders for review and approval.
- Develop an implementation roadmap for the transition to the new business model, ensuring a smooth handover to a private sector partner if a concession agreement is pursued.

4. TARGET AUDIENCE

The target audience includes ideas to early-stage tech startups from Cabo Verde, West Africa/Sub-Saharan Africa, and Lusophone African countries. Priority sectors include



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Tourism, Blue Economy, CyberSecurity, Egovernance, Fintech, with an annual review of focus areas by the project's technical committee.

5. SCHEDULE

The selected firm must carry out the project within 2 years from the date of signing the contract. 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	DEADLINE	APPROVAL AND PAYMENT
D1 - Inception Report with precise planning of the project. This should include detailed work plans and implementation schedules for the program (Cohort 1-3) - Detailed Communication Strategy and Plan	2 weeks after contract approval	10%
D2 - Assessment of Cabo Verde's and the Regional (West Africa/Sub-Saharan Africa, and Lusophone African countries) Current Incubation Needs - Draft Incubation Program Design - Final Incubation Program Design - Application for Cohort 1	3 months after contract approval	20%
D3 - Implementation of Incubation Program Cohort 1 - Application for Cohort 2 - Draft Incubation Program Cohort 1 Report	9 months after contract approval	20%



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D4 - Final Incubation Program Cohort 1 Report - Implementation of Incubation Program Cohort 2 - Application for Cohort 3 - Draft Incubation Program Cohort 2 Report - Draft Business and Operations Manual	15 months after contract approval	20%
D5 - Final Incubation Program Cohort 2 Report - Implementation of Incubation Program Cohort 3 - Application for Cohort 3 - Draft Incubation Program Cohort 3 Report - Final Business and Operations Manual	21 months after contract approval	20%
D6 - Final Incubation Program Cohort 3 Report - Project Closeout Report	24 months after contract approval	10%

6. ROLE

The selected private sector firm will be responsible for the comprehensive design, implementation, management, and sustainability of the incubation program at the Cabo Verde Technology Park. The firm's role encompasses the following key responsibilities across the five designated activities:

1. Assessment of Cabo Verde's and the Regional (ECOWAS and Lusophone Africa) Current Incubation Needs

- **Lead the Assessment Process:** The firm will spearhead the comprehensive assessment of the current incubation needs in Cabo Verde, ECOWAS, and Lusophone Africa. This includes conducting stakeholder consultations, gathering and analyzing data, and identifying key gaps and opportunities in the regional incubation ecosystem.
- **Develop and Present Findings:** The firm will compile the results of the assessment into a detailed report, highlighting strategic recommendations for the design of the incubation program.

2. Design the Incubation Program



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- **Program Development:** Based on the findings from the needs assessment, the firm will design a customized incubation program for Cabo Verde Technology Park. This will include developing the structure, phases, service offerings, selection criteria, and monitoring frameworks.
- **Stakeholder Engagement:** The firm will actively engage with relevant stakeholders, including government bodies, private sector partners, and international organizations, to ensure the program meets the regional needs and aligns with best practices.
- **Drafting the Program Proposal:** The firm will prepare a detailed proposal outlining the incubation program, including budgets, timelines, and resources required, and present it for approval to the Cabo Verde Technology Park management.

3. Implement and Manage the Approved Program for 3 Years

- **Operational Management:** The firm will be responsible for the day-to-day operations of the incubation program, including onboarding startups, managing service delivery, and ensuring that the program meets its intended goals.
- **Resource Allocation:** The firm will ensure that all necessary resources, including financial, human, and technical, are effectively allocated and managed to support the program's implementation.
- **Performance Monitoring and Reporting:** The firm will establish and maintain a system for tracking the program's performance against predefined KPIs and will provide regular reports to Cabo Verde Technology Park management and stakeholders.

4. Develop and Manage an Outreach Strategy for the Incubation Program to Ensure Maximum Visibility

- **Outreach Strategy Development:** The firm will design and execute a comprehensive outreach strategy to promote the incubation program. This will involve creating messaging, managing media campaigns, organizing events, and building strategic partnerships.
- **Public Engagement:** The firm will lead efforts to engage the public and potential participants through various channels, ensuring that the program attracts high-potential startups and garners widespread visibility across Cabo Verde, ECOWAS, and Lusophone Africa.



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- **Monitoring Outreach Impact:** The firm will track and report on the effectiveness of the outreach strategy, adjusting tactics as needed to maximize impact.

5. Develop a Sustainable Business Plan for the 3rd Year Considering a Concession Agreement

- **Business Plan Development:** The firm will develop a sustainable business plan that outlines the financial strategy for the 3rd year of the program. This includes identifying revenue streams, analyzing costs, and proposing a long-term financial model.
- **Operational Manual Creation:** In addition to the business plan, the firm will create an operational manual that provides clear guidelines for the ongoing management of the incubation program.
- **Exploration of Concession Agreement:** The firm will explore the feasibility of transitioning the program to a concession model, including engaging potential private sector partners and developing a detailed proposal for the concession agreement.
- **Final Reporting and Handover:** The firm will present the business plan and operational manual to Cabo Verde Technology Park management for approval, and prepare for a smooth handover if a concession agreement is pursued.

Overall Responsibilities:

- **Compliance:** Ensure that all activities comply with the legal, regulatory, and financial frameworks of Cabo Verde and regional stakeholders.
- **Collaboration:** Work closely with Cabo Verde Technology Park management, local and regional partners, and other stakeholders to align the incubation program with broader economic development goals.
- **Innovation and Adaptability:** Continuously seek innovative approaches to improve the program and adapt to emerging trends and challenges in the incubation ecosystem.
- **Sustainability:** Focus on building a sustainable and scalable incubation program that can continue to operate and grow beyond the initial funding period.

7. CONSULTANT PROFILE

7.1 FIRM



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Private sector firms should have:

- Proven experience of at least 3 years in startup incubation and acceleration.
- Expertise in the technology sector.
- Strong networks within the International entrepreneurial ecosystem.
- Networks within the entrepreneurial ecosystem in West Africa and Lusophone Africa are desirable.
- A track record of successful partnerships with relevant tech companies, investors, and other stakeholders.
- Experience in delivering In-person and Hybrid Programs
- **The firm is strongly encouraged to partner with a local Cape Verdean firm resident in Cape Verde for the implementation of this ToR. Such partnership will be valued as it would ensure that the firm has on-ground support, local expertise and experience, good knowledge and understanding of the cultural context and startup ecosystem in Cape Verde. A firm partnering with a local Cape Verdean firm must annex a signed partnership agreement with the local firm to the technical proposal.**

7.2 TEAM

The consultant firm should assemble a multidisciplinary team with the following roles and expertise:

- Program Manager (1)
- Program Coordinator (2)
- Community Engagement Lead (1)
- Entrepreneur-In-Residence/Mentors (1 per 5 startups)

Requirements

Program Manager (1)

Qualifications:

- **Education:** Bachelor's degree in Business Administration, Management, Entrepreneurship, or a related field. A Master's degree is preferred.
- **Experience:**



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- At least 7-10 years of experience in managing large-scale projects, preferably in the fields of entrepreneurship, startup incubation, or technology parks.
- Proven track record in program design, implementation, and management, especially in emerging markets or within the African context.
- Experience in leading multidisciplinary teams and coordinating with multiple stakeholders.
- **Skills:**
 - Strong leadership and project management skills.
 - Excellent communication and interpersonal abilities, capable of liaising with government officials, private sector partners, and international organizations.
 - Proficiency in financial management, including budgeting, forecasting, and resource allocation.
 - Strategic thinking and problem-solving capabilities.
 - Fluency in English and Portuguese; knowledge of French is a plus.

Program Coordinator (2)

Qualifications:

- **Education:** Bachelor's degree in Business Administration, Project Management, or a related field.
- **Experience:**
 - 3-5 years of experience in program coordination, preferably in startup ecosystems, entrepreneurship, or business development.
 - Hands-on experience in coordinating events, workshops, and training sessions.
 - Familiarity with the startup incubation process and the specific needs of early-stage companies.
- **Skills:**
 - Strong organizational and multitasking abilities.
 - Excellent communication skills, both written and verbal.
 - Ability to work collaboratively with diverse teams and manage multiple tasks simultaneously.
 - Proficient in using project management software and tools.



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- Fluency in English and Portuguese is required
- Knowledge of French is advantageous.

Community Engagement Lead (1)

Qualifications:

- **Education:** Bachelor's degree in Communications, Marketing, Public Relations, or a related field.
- **Experience:**
 - 3-5 years of experience in community engagement, outreach, or public relations, ideally within the context of startup ecosystems or technology parks.
 - Experience in developing and executing outreach strategies to engage various stakeholders, including startups, investors, and the general public.
 - Proven ability to build and maintain relationships with community partners, media, and other stakeholders.
- **Skills:**
 - Strong communication and interpersonal skills.
 - Expertise in digital marketing, social media management, and content creation.
 - Ability to organize and manage events that promote the incubation program.
 - Creative thinking with the ability to develop innovative outreach campaigns.
 - Fluency in English and Portuguese is required
 - Knowledge of French is advantageous.

Entrepreneur-In-Residence/Mentors (1 per 5 startups)

Qualifications:

- **Education:** Bachelor's degree in Entrepreneurship, Business Administration, or a related field. Advanced degree or equivalent experience in the startup ecosystem is a plus.
- **Experience:**



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- At least 7 years of entrepreneurial experience, with a successful track record of founding, growing, and exiting startups.
- Deep knowledge and experience in specific industries relevant to the program (e.g., Tourism, Blue Economy, CyberSecurity, Egovernance, Fintech).
- Experience mentoring or advising startups, particularly in early-stage development.
- **Skills:**
 - Strong business acumen with expertise in business model development, fundraising, scaling, and market entry strategies.
 - Excellent mentoring and coaching abilities, with the capacity to guide startups through challenges.
 - Strong network within the startup ecosystem, including investors, industry experts, and potential partners.
 - Fluency in English and Portuguese is required
 - Knowledge of French is advantageous.
 - familiarity with the local business environment is a plus.

8. REPORTING

The consultant firm will report directly to the designated responsible individual or department at TECHPARK, who will provide guidance, feedback, and support throughout the duration of the project. The following reports are required:

Inception Report

An Inception Report and a detailed Work Plan is required within 2 weeks after the signing of the contract. 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



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The Firm would report on the implementation progress of the Project to the Project Coordinator at the Client through interim reports every two weeks. 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. A detailed documentation of lessons learned should also be gathered through the implementation and be consummated into a concise document to contribute knowledge as a global good for and to support the implementation of similar projects in the future.

9. OWNERSHIP OF MATERIALS AND DISSEMINATION

Any and all material produced as a result of this consultancy, in any format, is the property of the Cabo Verde Technology Park, as is any right associated with the intellectual property developed as a result of these activities.

10. CONTRACT

A lump sum contract must be signed. Payments are dependent on approval of deliveries by TechPark CV and UGPE, and payment of approved reimbursable expenses is made on presentation of a receipt for expenses incurred at actual cost.