



**Ministério  
das Finanças**

Unidade de Gestão  
de Projectos Especiais

## **UNIDADE DE GESTÃO DE PROJECTOS ESPECIAIS**

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Av. China, Edif. Tribunal Constitucional, 3º andar

CP: 145, Chã-d'Areia, Cidade da Praia, Cabo Verde

Telefones: (+238) 261 75 84 / 261 61 98

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### **Terms of Reference (TORs)**

#### **Recruitment of Digital Economy Policy Adviser for the National Directorate for Telecommunications and Digital Economy (MF DGTED Directorate)**

**March 2020**



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### ***INTRODUCTION and CONTEXT***

The Government of Cabo Verde, is in the process of initiating the implementation of the World Bank funded *DIGITAL CABO VERDE PROJECT*, which intends to support Government of Cabo Verde in the implementation of key priority initiatives of the national ICT Policy Implementation and eGovernment Strategies as well as to continue supporting the strengthening of the national Telecommunication sector. The activities of the project are focused on the following three major areas, each consisting of a number of sub-projects and covering a number of public services and institutions:

- Technical Assistance to National Information and Communication Technology (ICT) Institutions
- Connectivity Infrastructures and Services
- eGovernment Platforms and Applications

The National Directorate for Telecommunications and Digital Economy at Ministry of Finance (“MF DGTED Directorate”) is searching for a highly qualified Digital Economy professional for the position as Policy Adviser for the National Directorate for Telecommunications and Digital Economy (“Adviser”), working within the UGPE and to the Secretary of State for Innovation and Technical Training at Government of Cabo Verde, the Adviser will be positioned and will directly report to the MF DGTED Directorate. The Adviser will play a fundamental role in supporting the implementation of the Digital Cabo Verde Project component 1 and 2 from the technical perspective in accordance with the Government and World Bank procedures and regulations.



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A particular attention will be paid to the “*iniciativa de Praia*” initiative which was carried out and proposed by the Republic of Cape Verde during the course of the 15<sup>th</sup> Meeting of the ECOWAS Ministers in charge of telecommunications/ICT held in Praia in October 2017. This initiative which falls within the scope of the ECOWAS Broadband Backbone, propose the laying of the “Amílcar Cabral Submarine Cable” which would connect Cabo Verde, Guinea-Bissau, with Liberia, Guinea Conakry, Sierra Leone, Gambia and Senegal. About \$70 million is how much the integration of the Amílcar Cabral fiber optic cable as part of the creation of a hub connectivity in Cabo Verde and the ECOWAS project of the single digital market through multiple submarine cables international.

### **OBJECTIVES OF THE ASSIGNMENT**

The general objectives of the Assignment are:

- To provide advice and support on overall Programme management, advance capacity building and the implementation of activities for the Digital Cabo Verde Project related to the MF DGTED
- To ensure the effective transfer and adaptability of the international expertise, lessons and best practices to the production of quality program outputs for the MF DGTED
- To enhance the cooperation with national institutions and stakeholders for effective implementation and synergies.

More particularly, the Amilcar Cabral project related objectives of the consultant will be to provide daily technical assistance to cover all the necessary steps for the selection of the supplier.

Globally this technical assistance is aiming at:

- delivering detailed analysis of the needs, the technical architecture proposed, and costs evaluation for the optical fiber links project;
- delivering the technical specification for the call to tender in order to build the submarine systems;
- assisting GOCV for the recruitment and selection of a supplier.



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### **SCOPE OF WORK AND DELIVERABLES OF ADVISOR**

The more specific duties and responsibilities include ensuring the effective and flexible technical focal point of the project components of the Digital Cabo Verde projects for which the MF DGTED is responsive. This will be done in full collaboration the General Directorate of DGTED, and Ministry of Finance;

The Advisor will provide the following detailed services:

- Provided policy and technical advice of high quality and relevance.
- Provided high quality advice on capacity building needs and plans.
- Provided high quality inputs into project work plans and reports.
- Provided high quality Terms of Reference and advice on recruitment of appropriate consultants.
- Provided program management advice (planning, monitoring and evaluation) of high quality and relevance.
- Sound contribution to the development and operation of government on Digital Cabo Verde Project.
- Effective and active networking and good team work between the UGPE, Secretary of State for Innovation and Technical Training at Government of Cabo Verde, Ministry of Education.

As far as the Amilcar Cabral Project is concerned, the Advisor shall work with and advise GOCV at all stages including the initial technical assessment and the selection of the Supplier.

The Advisor will support GOCV during the following steps.

#### **Pre-study of the links specification**

The Advisor will make a preliminary study covering the following aspects:

- National and international broadband networks that might use the Projects links;



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- Evaluation of needs and Project's links dimensioning and main design characteristics;
- Location of landing points and cable route preliminary design. Landing points should be recommended by the Advisor based on economic, environmental, commercial, technical and potential onward national connectivity. The adaptation of existing landing stations must be studied in the same way as the construction of new ones.

Output: Pre-Study Final Report

### Drafting of technical specifications

Based on the pre-study report, the Advisor shall draft the detailed System Technical Specifications for the tender. These specifications will cover at least the following aspects:

- System engineering
- Cable route survey
- Provision and installation of new landing stations and/or adaptation of existing ones
- Submarine cable types
- Terminal equipment
- Network Management System
- Land cable route construction and land cable installation
- Marine installation
- Factory acceptance
- Quality control
- System acceptance.

These specifications will be included in a request for tenders for the selection of a supplier for the provision of the cable systems.

Output: Technical Specification, technical evaluation criteria.



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### Assistance in supplier selection

#### **Answers Phase**

The Advisor shall assist GOCV in order to submit answers to Contractors technical questions concerning the tender.

The Advisor will review and clarify the tender clarification questions against the agreed set of criteria (to be developed by the Bidder in coordination with GOCV)

#### **Evaluation Phase**

The advisor will issue a request for BAFO (Best And Final Offer) from the tenderers

The advisor will draft an evaluation report, based on submitted BAFOs, resulting in a ranking of the Contractors in order of merit.

Output: an agreed set of evaluation guidelines and an evaluation report with detailed recommendations for the GOCV to proceed.

#### **Clarification / Negotiation Phase**

The Advisor shall provide technical assistance on a further detailed evaluation to obtain additional clarification on technical proposals.

#### **Final Negotiations**

The Advisor shall, together with GOCV, hold final negotiations with the chosen Supplier in order to agree the and technical aspects of the final contract.



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### **DELIVERABLE AND REPORTING**

#### Reporting

The working language will be English (native speaker or equivalent proficiency) and Portuguese. The meetings and presentations will have to be conducted in the English language. It is the Advisor's responsibility to organize any translation service he may require in the course of this technical assistance.

The Advisor will provide three hard copies and an electronic copy in Word format of each Report and three hard copies and an electronic copy in PowerPoint format of each presentation made to the government

#### Deliverable and payment schedule

Deliverable	Deliverable date	% Payment upon acceptance and approval
Monthly report during 12 months	At the end of each months	TBD

The expected level of effort is estimated to be around 12 staff/month.

#### **REQUIRED QUALIFICATIONS, KNOWLEDGE AND EXPERIENCE:**

The Advisor to be recruited should be able to demonstrate professional, operational and academic competence in the field of telecommunications policy and regulation, with particular experience of working with governments in developing countries., individual candidates should be able to demonstrate:

- At least fifteen (15) years, of progressively increasing responsibility, in the field of telecommunications policy and regulation, working with governments, consultants and/or international organizations;



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- Specific experience in relevant areas including: pre-feasibility and feasibility studies, network mapping and planning, submarine cable construction and management, landing station and regional interconnection point settlement, etc.
- Experience of working with governments, and providing technical assistance in the field of telecommunication sector reform, in developing countries, especially in Africa, including working with telecom sector regulators and policy-makers;
- Experience with planning and managing transactions associated with privatization of state-owned enterprises and new license awards in telecommunications or related fields;
- Excellent communications abilities and ability to work quickly and under pressure;
- Availability and willingness to work in Cabo Verde for extended periods and to provide on demand technical assistance and support;
- A high level of proficiency in English (written and spoken) and knowledge in Portuguese
- Proven coordination skills and Strong communication skills;
- Ability to work as part of an interdisciplinary team with relations to different ministries and stakeholders with complex problems in diverse institutions and cultural settings;
- Ability to work pro-actively and independently and Result-oriented attitude.
- Considerable patience due to the complex institutional setting.
- Knowledge of World Bank project and procurement procedure will be an advantage.

### ***METHOD OF WORKING, DURATION OF CONTRACT, REPORTING AND RECRUITMENT***

#### ***TIMETABLE:***

Method of Working. The Adviser will be based at Cabo Verde and work full-time and have an office in MF DGTED Directorate. S/he will refer to the MF DGTED Directorate and will be in a team with the other consultants. In addition, the Adviser will work closely with the established with Project Management Unit (UGPE) and more particularly with the Project Manager of the Digital Cabo Verde Project and the Coordinator of the UGPE. Where relevant, the Adviser will work with international/national consultants and other relevant stakeholders to carry out her/his job. In addition to MF DGTED Directorate, the Adviser will also report to the World Bank and liaise closely with the task Team Leader throughout the program implementation period. The Adviser





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will participate in the Steering Committee meetings and assist the Project Manager and MF DGTED Directorate in preparing for the meetings, with a particular focus on technical and Digital Economy related issues.

Timing. The contract is for one year, and it is expected to be starting from April 2020 or soonest hereafter, with a possibility of extension. The extension of the contract will be subject to satisfactory performance of the contracted applicant during this period.

Performance review will be conducted at the (6) six month.

Reporting. Additionally to the deliverable described in the deliverable and payment schedule table above, the Adviser must provide the following reports to MF DGTED Directorate, UGPE and WB:

- Inception Report: 10 days after contract effectiveness;
- Pré Study: 2 months after contract effectiveness;
- Technical Specification: 4 months after contract effectiveness;
- Evaluation Report for the tender process: 7 months after contract effectiveness;
- Final Report: 12 months after contract effectiveness;
- Ad-hoc reports upon request from MF DGTED Directorate

The consultant shall sign a lump sum contract, where the payment will be linked to the acceptance and approval of the reports.