
TERMS OF REFERENCE
TECHNICAL ASSISTANCE TO LAUNCH SOFT LANDING PROGRAM TO
ATTRACT INTERNATIONAL START-UPS/ TECH ENTERPRISES TO
DOMICILE IN CABO VERDE

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 (TEHPARK);
- Support the operations of the Project implementation unit.

To capitalize on this potential, a Soft Landing Program, which will be a multi-ministerial initiative is being established to attract international start-ups and tech enterprises to domicile in Cabo Verde. This program aims to attract high-value digital nomads and companies to Cabo Verde, encouraging them to establish themselves in the Tech Park or the country, thereby contributing to the local ecosystem.

2. OBJECTIVE

2.1. GENERAL

The primary aim of the Soft Landing Program is to position Cabo Verde as a leading destination for international start-ups and tech enterprises seeking to expand into Africa and other emerging markets. By attracting these companies, the program seeks to contribute significantly to Cabo Verde's economic development, increasing foreign investment, creating jobs, and fostering a dynamic, innovation-driven economy. Additionally, the program is designed to strengthen the local tech ecosystem by facilitating knowledge transfer, collaboration, and partnerships between international and local tech companies.

2.2. SPECIFIC

The specific objective of this ToR is to recruit a firm which will produce a detailed design of the Soft Landing Program Strategy, design ToR of the type of skills needed in the program secretariat and train the relevant ministries and secretariat team.

3. SCOPE OF WORK

The recruited firms will be responsible, to design the Soft Landing Program Strategy including the following:

- Attraction and Retention Strategy: Develop clear approaches to attract and retain high potential/high value digital nomads and Tech Startups/Tech enabled Startups, focusing on what makes Cabo Verde a desirable destination. The target

should be digital nomads and Tech startups from PALOP, West Africa and Cabo Verde Diaspora.

- Admission Framework: The strategy should outline how the government can effectively admit these targets, including streamlined processes and policies. The strategy should guide on the necessary parameters such as visa cost, durations, due diligence process. The admission framework should create paths that incentives the startups and nomads to recruit local content to support their businesses or develop capacities. The admission framework should include an equal quota system from the target countries system to ensure diversity of participants.
 - Quota and Policy Guidance: Provide guidance on setting regional quotas, pricing, selection criteria, visa fees, and appropriate visa categories. Also distribution of these nomads across islands
- Learn from Past Failures of Cabo Verde and Successes of other Countries and Adapt to the Soft Landing Strategy: Review previous soft landing and similar programs to identify past shortcomings and provide practical recommendations for improvement. The Ministry of Tourism had launched a program but to attract nomads but it was not successful the strategy should study this and understand how to refine it. The study should look at similar countries where such a program is successful and glean insights for Cabo Verde.
- Structure of the Soft Landing Secretariat: Define how the Soft Landing Secretariat should operate, specifying which ministries should be involved, the role of each in the program and the Terms of Reference of the skills needed by the secretariat team. Specify how the Cabo Verde Government can make the user experience of the application seamless, to attract elite talents that will contribute to the digital economy and job creation of CV, but robust enough to prevent admission of fraudulent entities or individuals.
 - Due Diligence Processes: Clarify the due diligence processes required before their arrival, during their stay, and upon completion of their program.
- Roles and Responsibilities: Clearly outline the responsibilities of each ministry member and a steering committee within the program, ensuring a cohesive multi-ministerial approach.
- Seamless Technological Solution: Recommend how the process can be integrated into existing technological solution (the Government has an eGovernment Platform) to facilitate easy application for nomads and companies while providing the government with a streamlined decision-making process.

- Pathways Post-Visa Expiry: Address what happens when visas expire—outlining pathways for nomads, whether they remain in that status indefinitely or become eligible for residency after meeting specific criteria.
- Operations of Soft Landing - the strategy should guide on how the Tech Park CV will house the Soft landing Secretariat, making sure that it is not the only beneficiary of the program. Also making sure that the secretariat is financial sustainable, and also physical hubs can be integrated in the Casa do Cidadão and the Tech Park.
- Training - the firm will be responsible to map out all the relevant stakeholders from entry to integration of the nomads and startups and then designing training programs for all the staff/ stakeholders involved in the Program.

4. TARGET AUDIENCE

The target audience includes International Tech companies and Technology talents seeking to domicile in Cabo Verde.

5. SCHEDULE

The selected firm must carry out the project within 6 months from the date of signing the contract. The following remuneration percentage schedule is set for each part of the contract. Bidders should adhere to these in their proposals, within the total financial amount proposed.. 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	2 weeks after contract approval	10%
D2 - First Draft of the Soft Landing program Strategy	5 weeks after contract approval	20%

D3 - Final Soft Landing program Strategy Document	10 months after contract approval	20%
D4 - In-person capacity-building workshops for local stakeholders. - Training materials for local stakeholders	15 months after contract approval	25%
D5 - Program Evaluation and Recommendations report. - Project Closeout Report	25 months after contract approval	25%

6. ROLE

The selected firm will play a pivotal role in the successful design of the Soft Landing Program Strategy. The firm will be responsible for:

1. Program Design:

- Develop a comprehensive Soft Landing Program strategy, which will be a multi-ministerial initiative to attract high-value digital nomads and companies to Cabo Verde, encouraging them to establish themselves in the Tech Park or the country, thereby contributing to the local ecosystem.

2. Team Training:

- Provide in-depth training for the involved ministries, entities and secretariat to equip them with the necessary skills and knowledge to implement the Soft Landing Program.

7. CONSULTANT PROFILE

7.1 FIRM

The ideal firm should have:

- Proven experience of at least 5 years in designing and implementing soft landing programs or similar initiatives (talent attraction or investors relations for Countries)
- Strong understanding of the challenges faced by international start-ups and tech enterprises when entering new markets in general and specifically African Markets.

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- Expertise in developing talent attraction strategies for Sovereign entities, added advantage would be specific experience in Technology startups attraction policies.
 - Strong networks within the International entrepreneurial ecosystem.
 - Expertise in private sector/ investor attraction policies, strategies for Countries, particularly in the context of Africa and emerging markets or Small Island Nations.
 - Ability to provide training and capacity-building support.

7.2 TEAM

The selected firm should assemble a team with diverse expertise and extensive experience to ensure the successful design, implementation, and evaluation of the Soft Landing Program. The team should include, but not be limited to, the following key experts:

- Project Manager
- Program Design/ Expert
- Market Entry and Business Development Specialist
- Training and Capacity Building Specialist

Requirements

Project Manager:

- **Qualifications:**
 - Bachelor's degree in Project Management, Business Administration, or a related field, A Master's degree is preferred.
 - +10 years experience in managing complex, multi-stakeholder projects, preferably in the tech or innovation sector.
- **Expertise:**
 - Strong leadership and organizational skills, with the ability to coordinate activities across different teams and stakeholders.
 - Proven track record of delivering projects on time and within budget, with a focus on achieving strategic objectives.

Program Design Expert:

- **Qualifications:**
 - Bachelor's degree in Business Administration, International Business, International Relations, Innovation Management, or a related field. A Master's degree is preferred.
 - +7 years experience in designing and launching soft landing programs or similar initiatives for start-ups and tech enterprises.
- **Expertise:**

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- Strong understanding of the challenges and opportunities for international start-ups entering new markets, particularly in Africa.
 - Ability to design comprehensive support frameworks that address the unique needs of tech enterprises relocating to a new country.

Market Entry and Business Development Specialist:

- **Qualifications:**
 - Bachelor's degree in International Business, International Relations, Public Policy, Economics, Technology Management or a related field. A Master's degree is preferred.
 - +7 years experience in business development, market entry strategies, and international trade, particularly for tech companies.
- **Expertise:**
 - Strong understanding of market dynamics, regulatory environments, and business cultures in both Cabo Verde and /or international contexts.
 - Proven track record of helping start-ups and enterprises successfully enter and thrive in new markets.

Training and Capacity Building Specialist:

- **Qualifications:**
 - Bachelor's degree in Human Resource Development, Organizational Development, Education, Technology Management, Public Policy or a related field. A Master's degree is preferred.
 - +5 years in designing and delivering training programs for diverse teams, preferably in the context of tech or innovation ecosystems or investors relations or related activities to the assignment
- **Expertise:**
 - Expertise in adult learning principles, with the ability to develop tailored training programs that equip teams with practical, actionable skills.
 - Experience in building capacity within organizations to sustain new programs and initiatives.

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

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 consummate 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.