



UNIDADE DE GESTÃO DE PROJECTOS ESPECIAIS

CABO VERDE HUMAN CAPITAL PROJECT

Av. Amílcar Cabral – Ex. Edifício do BCV, 4º andar
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Terms of Reference (TOR)

Consultancy Services for an International Institution to support the Cabo Verde "Escola do Mar (EMAR)" to become a “Professional Maritime Center of Excellence”

1. CONTEXT

The Government of Cabo Verde’s National Strategy for Sustainable Development (2020-2030) aims to diversify its economy and reduce asymmetries in economic growth between the islands. This strategy, referred to as “Cabo Verde - Ambition 2030” provides a comprehensive picture of the country’s current state of development, discusses sector-specific plans to diversify its economy, and identifies strengthening human capital as a key element for the country’s development over the next 10 years.

The country aims to accelerate economic growth by strengthening its human capital base and increasing the opportunities for employment in five accelerator sectors: (i) tourism and industry; (ii) blue economy; (iii) digital economy; (iv) renewable energy; and (v) agriculture. Now there is a need to link the potential jobs and employment opportunities being created, with further investments in order to: produce the required trained human capital; fill job opportunities; and benefit from economic growth.

Currently, there is a lack of training opportunities in some key sectors and particularly for those living outside of the capital. Two of the key accelerator sectors identified in the Government’s “Cabo Verde Ambition 2030” Strategy are tourism and the blue economy. Plans are underway to expand investments in these areas. Efforts to expand professional training opportunities linked to



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the blue economy is a high priority for the government. The "Escola do Mar (EMAR)", an integral part of the "Campus do Mar", was created by Decree - Law nº 2/2020 on January 16, and aims to capitalize on Cabo Verde's strategic position in the Atlantic and increase the availability of professional training opportunities in the country in order to accelerate the potential growth linked to greater investments in the blue economy.

International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW 1978), as amended, prescribes qualification standards relating to training, certification and watchkeeping for seafarers on seagoing ships, which countries are obliged to meet or exceed. Cabo Verde is part of the international maritime organization's (IMO) White List. As such, the training of seafarers in Cabo Verde must be carried out in accordance with the requirements of the STCW 1978. Additionally, the Manila Amendments (2010) to the STCW 1978 Convention, require that seafarers attend refresher training, at intervals not exceeding five years, in order to maintain the standard of required skills and certification.

In December 2011, the European Union started to recognize certificates issued by Cabo Verde to Cabo Verdean Seafarers. One of the conditions for Cabo Verde to be kept in the IMO White List and retain the recognition of the European Union, is to have in place a quality management system for training and certification. In order to be recognized at national and international level as an institution capable of providing modular and professional maritime training and certification, EMAR is required to urgently create the necessary conditions for this purpose, which includes the establishment of a quality management system for certification, in accordance with ISO 9001/2015.

For EMAR, gaining national and international recognition is a strategic decision to (i) improve its performance; (ii) provide a solid basis for sustainability of blue economy investments; (iii)



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contribute to the creation of a more efficient and effective educational environment for those pursuing careers in the maritime industry; and (iv) enable training graduates more potential employment opportunities both nationally and internationally.

The application of the STCW-F Convention in establishing professional training programs offered by EMAR is essential so the training complies with international requirements for certification. Given the nature of jobs in the maritime industry, it is critical that all courses and EMAR processes be developed based on international standards, focused mainly in the STCW and STCW-F Convention standards, so the graduates' certificates are both nationally and internationally recognized. Parallel to this effort, EMAR's own processes must be up to international standards in order to compete internationally with other maritime schools which provide similar certified trainings.

2. PROJECT BACKGROUND

The World Bank (WB) approved a Credit No. 70780-CV in the amount of US\$ 26 million to the Government of Cabo Verde (GoCV) for the implementation of the Cabo Verde Human Capital Project (CVHCP), Project ID No. P175828. The Project has a duration of 5 years (2022 - 2027) and its implementation is ensured by the Special Project Management Unit (UGPE) of the Ministry of Finance.

The GoCV through the Ministry of Finance (MoF) plan to use part of the loan proceeds to engage an internationally accredited training institution to support the transformation of the Cabo Verde "Escola do Mar (EMAR)" into a Center of Excellence capable of offering high quality courses linked to the blue economy, namely modular and professional maritime training,



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which lead to maritime certification, within the scope of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978 (STCW 78), as amended and other related regulating instruments.

3. OBJECTIVE AND SCOPE OF THE CONSULTANCY

i. OVERALL OBJECTIVE

The overall objective of this assignment is to support the transformation of **Cabo Verde's "Escola do Mar (EMAR)"** into a Center of Excellence for professional training in the maritime industry. This TOR seeks the services of an internationally recognized maritime professional training institution to support to the **"Escola do Mar (EMAR)"** in S. Vicente, to become a Center of Excellence within **the Scope of the STCW 1978 Convention, as amended and other related regulating instruments**. The contracted training institution will be expected to provide technical support to develop and improve the quality of courses offered and relevance of training to the needs of the market.

ii. SCOPE OF THE ASSIGNMENT

Under the envisaged twinning arrangement, the training institution will work with the **Cabo Verde "Escola do Mar (EMAR)"** to:

- a) **Review and finalize EMAR's 5-year Institutional Development Plan (IDP)**. The plan will outline the specific trades/occupations in the



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maritime sector that would be the focus of the EMAR's transformation to become a Center of Excellence as well as an overall strategic plan for establishing the school. This includes: (i) updating EMAR's organizational structure and mandate, including its vision/mission statement; (ii) strengthening EMAR's capacity to develop strategic, operational, and budget plans; (iii) developing a human resource development (HRD) plan for EMAR's management and personnel; and (iv) preparing a gender action plan alongside its IDP.

- b) **Support the Cabo Verde "Escola do Mar (EMAR)" to adapt existing or create new curricula in key selected Vocational Training Areas (VAs).** The courses must meet Cabo Verde's needs in the maritime sector while ensuring the curriculum also meets internationally recognized certification standards of the STCW 1978 Convention. The consultancy should also assist to develop suitable assessment instruments to adequately measure student's capacity/skills in the taught areas. Priority potential courses include the following: (i) Ratings as Able Seafarer Deck Courses, for both seagoing commercial fishing vessels; (ii) Assembly and Maintenance of Air Conditioning and Refrigeration Installations for seagoing vessels; (iii) Leisure/Recreational Boat Certificate Course (Class C); and (iv) Marine Engine Rating and Electrical Rating Courses, for seagoing vessels.
- c) **Support the Cabo Verde "Escola do Mar (EMAR)" to build capacity of EMAR trainers for the priority courses.** This should be a



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combination of face-to-face and e-learnings. The institution is expected to train a network of trainers in the VAs identified in order to ensure EMAR has a cadre of well-prepared trainers able to facilitate a teaching-learning process in a competency-based contextual framework (hands-on). The number of people to receive this training is expected to be around 18 people. (Specifics will be clarified under the human resource development plan.) The twinning institution must ensure trainers have a strong command in both: (i) occupational competencies required; and (ii) effective teaching pedagogies to transmit the content to students. In the initial stages, it is also expected that continued support and coaching be provided to guarantee the quality of the courses offered by EMAR. The institution must identify lead instructors and a team of support instructors for each of the key courses to be offered.

- d) **Provide hand-on and on-the-job capacity building support for the Cabo Verde "Escola do Mar (EMAR)" the capacity building of EMAR administrative staff to develop, lead and implement the school's overall strategic plan.** Similar to the training for trainers, this training should be a combination of face-to-face and e-learnings. However, this training program should include a strong on-the-job focus with specific tasks for the approximately 20 administrative staff at different levels to do which will build their capacity to fulfill their existing roles. Training offered should include sessions on (i) how to develop strategic institutional development plans; (ii) elements of organizational structures of other professional training institutions



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internationally recognized for their quality and excellence; (iii) skills to prepare and execute budgets effectively and efficiently to maximize available resources and guarantee financial sustainability of EMAR; (iv) capacity to develop strategic, operational, and budget plans; and (v) identifying training needs for EMAR personnel and implementing training programs to build greater capacity of EMAR's management and personnel.

- e) **Support the Cabo Verde "Escola do Mar (EMAR)" to identify further equipment needs and technical specifications for this equipment, aligned with the new priority courses.** This includes identifying also any required upgrade/refurbish to the physical space which would be required for the appropriate installation and functioning of this training equipment.

4. DELIVERABLES

The institution will be expected to deliver the following:

- **Deliverable 1:** An inception report with an agreed workplan and timeline (due 15 days after contract awarded)
- **Deliverable 2:** EMAR's 5-year Institutional Development Plan (IDP) including an updated organizational structure and mandate, a detailed strategy, a detailed human resource development plan, and a gender action plan.



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- **Deliverable 3:** Adapted or new curricula for all 6 complete courses in key selected Vocational Training Areas (VAs). These must be designed in accordance with the STCW 1978 Convention, based on Cabo Verde maritime sector input, and use a Competency Based Training approach for the courses and planned assessments. Planned priority courses include the following: (i) Ratings as Able Seafarer Deck Course, for seagoing commercial vessels; (ii) Ratings as Able Seafarer Deck Course, for seagoing fishing vessels; (iii) Assembly and Maintenance of Air Conditioning and Refrigeration Installations for seagoing vessels; (iv) Leisure/Recreational Boat Certificate Course (Class C); (v) Marine Engine Rating Course for seagoing vessels; and (vi) Marine Electrical Rating Course for seagoing vessels.
- **Deliverable 4:** Implementation of an instructor training program for 18 national trainers in the targeted courses and aligned with the Human Resource Development Strategy.
- **Deliverable 5:** Implementation of training program for approximately 20 EMAR administrators and personnel to develop strategy documents, operational plans and budgets, and day-to-day management skills, etc. aligned with the Human Resource Development Strategy.
- **Deliverable 6:** Report with all equipment needs and technical specifications for this equipment, aligned with the new priority courses.
- **Deliverable 7:** Final report with summary of all activities and results achieved and recommendations to further strengthen EMAR as a Center of Excellence.



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5. QUALIFICATION REQUIREMENTS/ PROFILE OF CONSULTANCY

The institution must provide evidence of the following:

- a) Recognized experience in delivering occupational competency-based training in **the scope of the STCW 1978 Convention**, as amended and other related regulating instruments, of at least 15 years in a scale involving at least 2000 students/per calendar year;
- b) Accreditation of its training and alignment to international benchmarking;
- c) Be able to provide key indicators on student outcomes (e.g. continuous assessment scores, exam scores, graduation rates, placement rates of its graduates in jobs related to the nature of their training, etc.);
- d) Being legally established as a Training Institution;
- e) Have qualified human resources and instructors to train and mentor EMAR staff in the areas required for the 6 key courses to be developed as described in these ToRs;
- f) Ability to deliver the materials for the new curriculum in Portuguese while the training for trainers can be delivered in either in English and/or Portuguese.

The institution must be able to mobilize the following Team of Experts (Team Leader, Maritime Curriculum Developer/Pedagogical Leader, and Qualified Instructors/Technical Specialists) to carry out the Scope of Work outlined above:



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- a) The **Team Leader** should have at least 15 years of experience managing a higher Technical Vocational Education and Training (TVET) institute and extensive experience developing and implementing Competency-Based Training (CBT) programs in the maritime sector, **in the scope of the STCW 1978 Convention**. The Team Leader will plan and coordinate all Institution expert inputs to ensure the successful implementation of the **Cabo Verde "Escola do Mar (EMAR) Institutional Development Plan (IDP)**.

- b) The **Maritime Capacity Development Specialist** should have at least a higher degree and 10 years' experience in human and institutional capacity development in Technical and Vocational Education and Training (TVET), **in the scope of the STCW 1978 Convention**. The Specialist will be responsible for coordinating and providing key support for the following:
 - adapting existing curricula for the identified trades based on local sector inputs in Cabo Verde, while also ensuring all courses still maintain their international certification;
 - Strengthening EMAR's ability to partner with industry by working with the local, regional or national employers in the sector and on the EMAR's Governing Council to obtain employers' support of workplace instructor training and student job placement;
 - Establishing a system for assessing student skills and management system for certification.



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- c) The institution must identify **lead instructors and a team of support instructors for each of the key courses to be offered**. This is expected to include a pool of 7 certified instructors/technical specialists, each with a minimum of at least 8 years of experience developing course materials and teaching experience in the specific priority areas, to support the development of the new course materials, training of EMAR trainers, and delivery of the courses. Refer to Deliverable 3 description above for the 6 priority courses and technical specialist areas identified. The instructors are expected to work with Maritime Capacity Development Specialist to:
- i. adapt existing curricula for the identified trades;
 - ii. deliver the training of trainers capacity building program;
 - iii. serve as mentors and employ team-teaching with EMAR instructors while implementing the new priority courses with a specific focus on pedagogical support and implementation of Competency-Based Training (CBT) and Assessments.

6. PAYMENT SCHEDULE

Deliverables	Payment
Deliverable 1: Approved inception report including Work Methodology (no later than one month after award of contract)	5%
Deliverable 2: EMAR's 5-year Institutional Development Plan (IDP) including an updated organizational structure and mandate, a human resource development plan, and a gender action plan alongside its IDP	25%
Deliverable 3: Adapted or new curricula for 6 courses in key selected Vocational Training Areas (VAs).	25%



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Deliverable 4: Implementation of the instructor training program for 18 national trainers	25%
Deliverable 5: Implementation of the on-the-job training program for EMAR administrators and personnel	10%
Deliverable 6: Report with equipment needs and technical specifications for new priority courses	5%
Deliverable 7: <u>Final report</u>	5%

7. TIMEFRAME

This is expected to be a two-year assignment to start in early 2025 and go until early 2027.

8. REPORTING, SUPERVISION AND COORDINATION

The institution will work under the supervision and coordination of the Administrator of the Cabo Verde "Escola do Mar (EMAR), located in the city of Mindelo, São Vicente Island. The twinning institution will also report to the Unit Management for Special Projects/UGPE, located in Praia, Santiago Island for administrative matters of the contract.