



**HIRING A CONSULTANT
TO PREPARE A PROPOSAL FOR A
POSTGRADUATE COURSE IN SUSTAINABLE TOURISM AND
CIRCULAR ECONOMY**

TERMS OF REFERENCE

Praia, August 2025



Graduate Program in Sustainable Tourism and Circular Economy

I. Introduction and Framework

Tourism represents one of the fundamental pillars of Cabo Verde's economic development, contributing about 25% of the national GDP and more than 65% of exports. However, the dominant growth model remains excessively concentrated in large international operators, in the bathing segment, and on the islands of Sal and Boa Vista. This limited structure has hindered economic diversification, exacerbated territorial imbalances, and made the sector more vulnerable to external shocks.

In response, the Government of Cabo Verde has been implementing a strategic agenda for the transformation of national tourism, focused on sustainability, resilience, social inclusion and the circular economy. This vision is enshrined in instruments such as the Operational Programme for Tourism (POT 2022–2026), the Strategic Plan for Sustainable Development (PEDS II), the Major Options of the Strategic Plan for Tourism (GOPEDS-Tourism), as well as in the "Resilient Tourism and Blue Economy" Project (P176981), funded by the World Bank. These documents guide the country towards a new paradigm of tourism development, based on the diversification of products, the appreciation of natural and cultural assets and adaptation to climate change.

Despite institutional and strategic advances and the growing importance of tourism in Cabo Verde's economic development, the country faces significant challenges in terms of technical and institutional capacity building to implement a truly sustainable and circular tourism agenda. Currently, there is no postgraduate programme in the national higher education system dedicated to sustainable tourism, the circular economy or the blue economy, areas that require integrated approaches, specialised skills and innovation capacity.

International experience shows that the transformation of conventional tourism sectors into sustainable and regenerative systems depends heavily on investment in knowledge and qualification. Countries that have made progress in this direction have advanced



training programs that combine multidisciplinary skills — from territorial planning to waste management, mobility innovation, green marketing, and climate finance.

In this context, the University of Cabo Verde (UNICV), in partnership with the Ministry of Tourism and Transport (MTT), proposes the creation of a postgraduate program in Sustainable Tourism and Circular Economy. This program aims to train highly qualified staff to respond to the emerging challenges of the sector, promoting innovation, environmental regeneration, social inclusion and sustainable competitiveness. This consultancy aims to provide specialized technical support to UNICV and MTT in the curricular and pedagogical design of this new program, ensuring its scientific relevance, practical relevance and strategic alignment with national and international priorities.

II. General Objective of the Consultancy

Human activities that conflict with the natural environment directly or indirectly cause extreme and intense weather events. These events increase the risk of socio-environmental disasters, which have severe impacts on vulnerable groups in society (Pozzi, 2024; IPCC, 2021). This scenario is especially critical in small island destinations such as Cabo Verde, which are particularly prone to this type of crisis. The potential for the development of sustainable tourism that incorporates the principles of the circular economy in Cabo Verde faces threats from several vulnerabilities, including structural, economic, environmental, water and energy. It is within this context that the Government of Cabo Verde has committed to implementing sustainable, low-carbon and climate resilient policies and actions, contributing to global efforts to reduce Greenhouse Gas (GHG) emissions and identifying key sectors with great potential for improvement (PEDS II, POT, Nationally Determined Contributions).

Among the elements that should be addressed are vulnerability to the impacts of climate change on the country's fragile ecosystems and biodiversity, soil degradation and negative socio-economic impacts on communities, including gender (in)equality and social inclusion. The development and sustainability of the national tourism industry, the country's main economic activity, are directly threatened and conditioned by climate vulnerability. Although tourism directly contributes only 10% of GHG emissions, there is a heavy reliance on complementary industries (water desalination, electricity, food



production, waste management, etc.). Therefore, a deep understanding of the principles of sustainability and circular economy is essential in the development and management of Cabo Verde's tourism ecosystem. Currently, this knowledge base is very limited at the level of government institutions, municipal authorities, businesses and civil society.

As the circular economy is a relatively new and poorly understood concept, Cabo Verde will benefit from the development of a tailored postgraduate training program on sustainable tourism and planning, development and management of the circular economy. This programme aims to improve the human resources, i.e. the skills, knowledge and capacities of the main actors in the tourism value chain, including the different ministerial departments (e.g. Ministry of Tourism and Transport, Ministry of Industry, Trade and Energy, Ministry of the Sea, Ministry of Agriculture and Environment, Ministry of Culture and Creative Industries, Ministry of Education), industry stakeholders and civil society organizations. Training on this crucial topic will strengthen the capacity to formulate and implement relevant policies and actions, monitor changes and thus increase the resilience of the sector and the country in the face of these environmental challenges.

Despite the strategic relevance of sustainable tourism and the principles of the circular economy for Cabo Verde's tourism industry, there is still a significant gap in the national higher education landscape with regard to the training offer in these areas. Although some universities in the country offer undergraduate courses in hotel and tourism management (such as the University of Mindelo, ISCEE and the Technical University of Atlântico), there is still an urgent need for a dedicated postgraduate programme, at the master's or specialization diploma level, to meet these demands.

III. Specific Objective of the Consultancy

The consultancy has the specific objective of supporting the University of Cabo Verde (UNICV), in conjunction with the Ministry of Tourism and Transport (MTT), in the design and development of a postgraduate program in Sustainable Tourism and Circular Economy. The program may confer a master's degree or postgraduate diploma, depending on the path chosen by the students. It should be academically robust, contextualized to the Cabo Verdean reality and aligned with the best international practices in higher education.



More specifically, the consultancy will seek to:

1. *Diagnose gaps and opportunities in the advanced training system for sustainable tourism and the circular economy*, taking into account national needs and existing strategic references. (POT, PEDS II, GOPEDS-Tourism, Project P176981, among others);
2. *Prepare the complete curricular structure* of the graduate program, including the definition of the curricular units, syllabus, pedagogical methodologies, evaluation system and reference bibliography;
3. *Integrate the principles of sustainability, the circular economy, the blue economy, and innovation* as cross-cutting themes throughout the curriculum. Promote an interdisciplinary, applied, and problem-solving-oriented approach;
4. *Promote articulation with institutional and sector stakeholders*, in order to collect contributions, validate general guidelines and ensure the practical relevance of the programme;
5. *Support the formalization and validation of the program* with the relevant UNICV and MTT bodies. This includes preparing the necessary technical documentation for submission, approval, and implementation.

IV. Scope of Work

The consultant will provide technical assistance in close coordination with the technical teams of UNICV and MTT. The consultant will focus on the design and academic structuring of the postgraduate program in sustainable tourism and circular economy. Key tasks include:

1. Design of the Academic Programme

- Prepare the proposal for the master's program and/or postgraduate diploma based on international best practices and Cabo Verde's specific needs.
- Integrate into the curriculum design the recommendations of strategic instruments such as POT, PEDS I/II, GOPEDS-Tourism and the Resilient Tourism and Blue Economy Project (P176981), as well as UNWTO and Agenda 2030 guidelines.
- Define the curricular units, the syllabus, the learning objectives, the evaluation methods, the workload, the ECTS credits and the reference bibliography.



2. Strategic Alignment and Pedagogical Innovation

- Incorporate principles of sustainability, circular economy and blue economy into the theoretical and practical components of the course.
- To propose innovative and active pedagogical methodologies (case studies, experiential learning, applied projects), adapted to the Cabo Verdean context.
- Ensure that the program contributes to the technical and institutional capacity building of professionals in the public, private and civil society sectors.

3. Technical Consultation and Socialization

- Organize technical socialization sessions with representatives of UNICV, MTT, other relevant bodies, and the private tourism sector, with the aim of presenting the program proposal and collecting institutional input on strategic priorities and alignment with national policies;
- Analyze the contributions collected and, when relevant and academically justified, integrate suggestions that can reinforce the relevance and applicability of the program, without compromising pedagogical and scientific coherence.

4. Formalization and Validation

- Prepare and submit the final version of the program for institutional consideration and validation by UNICV and MTT.
- Produce the necessary supporting documentation, including summary notebooks of the curricular units, evaluation plan and proposal for an implementation plan.

V. Program Design and Pedagogical Excellence

The Postgraduate Program in Sustainable Tourism and the Circular Economy will be designed based on the highest pedagogical standards, aligned with the best international practices in higher education, and tailored to UNICV's mission and Cabo Verde's socio-economic context.

Its structure, contents and teaching-learning methods will be inspired by reference programs offered by renowned universities, ensuring quality, rigorous and globally competitive training. The curriculum design will be guided by three key principles:



1. Balance between theory and practice

The curriculum will carefully combine a solid theoretical background with practical, sector-relevant skills. There will be an emphasis on experiential learning through case studies, simulations, applied projects, and solving real problems.

2. Pedagogical innovation

The program will use innovative teaching methods that promote active learning, critical thinking, and collaboration among students. The program will integrate methodologies such as *problem-based learning*, *the flipped classroom*, and interdisciplinary projects. Using digital platforms and technological tools to support autonomous and collaborative learning will be encouraged.

3. Strategic partnerships

The program will be developed in conjunction with international academic institutions with which UNICV already has partnerships, as well as with other universities that have recognized experience in sustainable tourism and the circular economy. These partnerships may include sharing materials, holding joint seminars, and exchanging and collaborating on applied research.

A consultant will lead the design of the program in close collaboration with relevant academic bodies of UNICV. The curriculum will be tailored to Cabo Verde's reality and adapted to the current and future needs of the tourism sector. It will focus on sustainability, the circular economy, innovation, social inclusion, and the blue economy.

VI. Program Content and Learning Outcomes

The postgraduate program will offer progressive training, integrating eight to ten curricular units distributed over two academic semesters. These units will combine tourism fundamentals with specific components of sustainability, the circular economy, and the blue economy. They are organized to address the sector's current challenges in Cabo Verde and internationally.



1. Curriculum Organization

The curriculum will include:

- *Core Curricular Units:* These units address essential areas such as tourism planning and development, destination management, public policies, ethics and social responsibility, crisis management, and data analysis and research methodology.
- *Specific curricular units:* focused on topics such as sustainability in tourism, principles of circular economy, tourism and blue economy, innovation and technology for sustainability, adaptation and mitigation of climate change, and marketing and sustainability.

The contents will be adapted to the Cabo Verdean context, with the integration of national and international case studies, aiming at the practical application of the knowledge acquired to concrete problems.

2. Semiannual Distribution (guiding example)

- **1st semester:** Introduction to Sustainable Tourism, Public Policies and Planning in Tourism, Destination Management, Research Methodology, Ethics and Corporate Social Responsibility.
- **2nd semester:** Circular Economy and Tourism, Blue Economy and Coastal Sustainability, Tourism and Resilience, Innovation and Technology for Sustainable Tourism, Green Marketing, Climate Change and Tourism Resilience.

3. Integration of Professional Experience

Given that many candidates may have previous experience in the sector, the program will emphasize the connection between formal learning and knowledge gained through professional experience. This integration will be achieved through applied work, seminar presentations, and case studies.

4. Expected Learning Outcomes

Upon completion of the program, graduates should be able to:



- Critically understand the concepts and practices of sustainable tourism, circular economy and blue economy;
- Apply technical knowledge to plan, implement and evaluate sustainable policies and practices in the tourism sector;
- Use analytical methodologies and tools to promote innovation, sustainability and resilience in tourist destinations;
- Articulate multisectoral actions and lead collaborative processes with different actors in the tourism value chain;
- Contribute actively to national and international commitments on climate change, the green transition, and inclusive development.

VII. Potential Candidates and Target Audience

Recognizing the cross-sectoral nature of tourism, the Postgraduate Program in Sustainable Tourism and Circular Economy aims to attract a broad, multidisciplinary audience. The program is designed to meet the needs of a wide range of professionals, including:

The priority target audience includes:

- *Public administration staff*, including technicians and directors of ministries and public entities operating in the fields of tourism, environment, sea, culture, energy, education, planning and territorial development;
- *Professionals in the tourism sector*, such as destination managers, tour operators, consultants, those responsible for the promotion and development of tourism products, and specialists in sustainable tourism;
- *Municipal technicians and civil society organizations*, who intervene in projects related to local development, spatial planning, heritage conservation and promotion of social inclusion;
- *Entrepreneurs and managers of micro, small and medium-sized tourism enterprises*, interested in innovating and aligning their business models with the principles of sustainability and circularity;
- *Professionals from other areas* who wish to make the transition to the sustainable tourism sector or integrate sustainable practices into their areas of expertise (e.g.,



architecture, environmental engineering, communication, education, among others).

Access conditions:

Individuals holding a bachelor's degree (or the legal equivalent) in a field relevant to the course objectives may apply to the program. The program values the diversity of its participants' academic backgrounds and professional experiences as an enriching element of the learning environment that fosters an interdisciplinary and collaborative approach.

VIII. Duration of the Program

The postgraduate program will be 12 months for the Postgraduate Diploma and 18 to 24 months for the Master's. The curriculum includes weekly theoretical and practical classes, as well as self-directed learning. Students will be provided with a variety of academic and non-academic readings to give them a comprehensive understanding of the subject matter, enriched by practical examples and case studies. Upon successfully completing all subjects and passing the assessments, students will be awarded a Postgraduate Diploma in Sustainable Tourism and the Circular Economy. Students who wish to obtain a Master's degree must complete a dissertation under the guidance of an advisor during the final semester, which lasts six to twelve months.



IX. Products to be Delivered

Deliverable	Description	Delivery time	Payment (%)
P1 – Initial Report and Work Plan	Prepare a document that details the execution plan of the consultancy, including schedule, work methodology and articulation with institutional partners (UNICV and MTT).	Up to 1 week after signing the contract	10% – payment subject to plan approval
P2 – Interim Report	Produce a descriptive report of the activities carried out to date, including a summary of the institutional meetings and preliminary results of the technical socialization.	Up to 3 weeks after signing the contract	20% – payment subject to approval of the report
P3 – Preliminary Proposal of the Curricular Structure	Deliver a preliminary version of the graduate program, including: complete curriculum plan, summarized notebooks per curricular unit, evaluation system (formative and summative), workload and reference bibliography.	Up to 8 weeks after the Interim Report	50% – payment subject to approval of the proposal
P4 – Presentation of the Proposal in a Technical Session	Present in a technical session the preliminary version of the program, through a PowerPoint presentation, for socialization and collection of institutional contributions (UNICV and MTT).	Up to 2 weeks after approval of the preliminary proposal	No specific payment (complementary activity to deliveries P3 and P5)
P5 – Final Report and Final Proposal of the Program	Produce a final version of the program, incorporating relevant contributions from the technical session. Deliver final report of the consultancy, including recommendations and validated proposal for institutional submission, publication and implementation.	Up to 2 weeks after the technical session	20% – payment subject to final approval

After the contract is awarded, the consultant must submit again an updated work plan detailing the specific products or deliverables proposed within the scope of this consultancy's tasks.

X. Consultant Profile

The consultant must have an academic and professional profile compatible with the technical and pedagogical complexity inherent to the elaboration of a postgraduate program. A PhD degree is required in relevant areas, such as Tourism, Sustainable



Development, Circular Economy, Territorial Planning, Applied Social Sciences or the like. Complementary training in pedagogical methodologies, curricular innovation or higher education will be considered an asset.

The consultant should have proven experience in designing, revising, or implementing higher education programs, preferably at the postgraduate (master's degree) level, as well as experience with technical-scientific consultancies in sustainable tourism and/or the circular economy. Familiarity with course accreditation processes in university settings is an asset. Experience in collaborating with multilateral organizations, such as the World Bank, the European Union, the World Tourism Organization, and United Nations agencies (UNIDO and FAO, for example), will be valued.

The consultant must also provide evidence of scientific contributions in the areas of tourism, sustainability, and the circular economy. This evidence should include articles published in indexed scientific journals, books, and book chapters, as well as active participation in research networks or international projects.

It is also expected to demonstrate in-depth knowledge of Cabo Verde's public policies and national strategies in the fields of tourism and sustainable development, such as the Tourism Operational Program (POT), the Strategic Plan for Sustainable Development (PEDS) and the Major Options of the Strategic Plan for Tourism (GOPEDS-Tourism). The consultant should also be familiar with key international agendas, including the Sustainable Development Goals (SDGs), the 2030 Agenda, the blue economy and climate resilience.

Finally, the consultant should have excellent technical and scientific writing skills in Portuguese, as well as strong communication, institutional articulation, and collaborative work skills with different stakeholders, including government entities, academic institutions, and international organizations. Autonomy, proactivity, and methodological rigor are also indispensable for successful performance of the consultancy.

XI. Work Management and Logistics Structure

In line with the MTT, UNICV/ENG is responsible for the technical follow-up of the consultancy tasks, as well as the evaluation and validation of the consultant's deliverables.



To this end, UNICV/ENG will appoint a focal point, the Director of ENG in this case, who will be in charge of direct technical interactions with the consultant to monitor operations and facilitate consultations and working meetings with institutions.

I. Location and language of work

The consultancy will be carried out in the country and abroad. The Consultant undertakes to deliver to UNICV/ENG, which shares with the MTT, the plan of the Postgraduate Program in Sustainable Tourism and Circular Economy, written in Portuguese.

II. Supplementary information and supporting documentation

To carry out this consultancy, the consultant must take into account important aspects, such as:

- Basic Laws of Tourism and Higher Education of Cabo Verde
- *Islands Tourism* Master Plans
- Cabo Verde Tourism Operational Program (POT 2022 – 2026);
- Legal Regime of Cultural Heritage (Law No. 85/IX/2020 of 20 April)
- Cabo Verde's Resilient Tourism and Blue Economy Program;
- Studies on Tourism in Cabo Verde that emphasize Sustainable Tourism and Circular Economy;
- Other Legislation and Program on Tourism and Higher Education in Cabo Verde;

It will be up to the consultant to collect additional information that he considers relevant for the performance of the consultancy. But UNICV/ENG, in line with the MTT, may provide and/or indicate relevant support documentation for the work to be carried out.

III. Consulting duration

The Consultancy will last for **6 (six) months**.



IV. Type of Contract

The Contract to be signed will be of a fixed amount. Compensation payments are linked to the approval of deliveries, and payment of reimbursable expenses is made upon presentation of receipts for expenses incurred at actual cost.