



Terms of Reference

Project Title	Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde (BIO-TUR)
Position Title	Consultant to review the management model of the National Protected Areas System in Cape Verde
Post Level	International Consultant
Office	UNDP-GEF Office Cabo Verde
Location	Praia, Cabo Verde, with field visits to Santiago island, São Vicente, Santo Antão, Fogo, Boavista, Maio, São Nicolau and Sal.
Category	Biodiversity conservation
Type of Contract	Consultant with international experience/expertise
Languages Required	Portuguese or Spanish with good knowledge in English or French,
Estimated Start Date	December 11 st 2019
Duration of Contract	May 31 st , 2020
Assignment Duration	60 working days, including two field missions to Cape

I. Background and Project Description

The consultancy will be developed in the framework of the project “Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde” (BIO-TUR), executed by the Ministry of Agriculture and Environment (MAA), through the National Directorate of the Environment (DNA), in close collaboration with the Ministry of Tourism and Transport, and co-funded by the Government of Cape Verde, UNDP and the GEF.

The project’s main objective is to safeguard globally significant biodiversity in Cabo Verde from current and emerging threats, by enhancing the enabling and regulatory frameworks in the tourism sector and activating a critical further subset of the national protected areas system (SNAP).

The proposed alternative scenario, supported by the project, will create enabling conditions to mitigate the adverse impacts on biodiversity by the tourism sector in Cabo Verde. The frameworks will be developed at national level and tentatively rolled out in four priority islands – Santiago, Sal, Boa Vista and Maio – where immediate pressure is greatest and urgent action is required that can be replicated more widely in the future. This urgent action includes at the local level the pending operationalization of a number of critical terrestrial and marine/coastal protected areas (PAs) and the piloting of marine biodiversity and artisanal fisheries management together with communities in two selected sites. At the same time the project will harness the opportunities to establish more sustainable tools for PA financing, protected area management and local community development, contributing to the consolidation and diversification of Cabo Verde tourism product, and the sustainability of the destination and the sector. This will be achieved through the following two project components:

- Under Component 1, the project will develop and put in place coherent and effective enabling frameworks (i.e. legal, policy, regulatory and institutional) for enhanced multi-sectoral strategic land-use planning at the landscape level, to focus on the tourism, fisheries and associated real estate/construction and fisheries sectors. This will involve: (1) strengthening the capacity at the institutional/governmental level for integrating biodiversity into the tourism sector, including through Strategic Environmental Assessments (SEAs), Environmental Impact Assessments (EIAs) and related regulations in tourism planning and permitting, and for compliance monitoring and enforcement; (2) the setup of policy mainstreaming committees overseeing policy and planning



coherence between tourism development and environmental/biodiversity management, at the national level and on the targeted islands with significant local tourism developments (i.e. Santiago, Sal, Boa Vista and Maio); (3) the development and revision of land-use planning regulations (i.e. SEA, EIA, Special Touristic Zones (ZTEs), Zones of Integral Tourism Development (ZDTIs), Zones of Touristic Reserve and Protection (ZRPT), etc.) so they fully integrate biodiversity concerns, and to ensure their recommendations are implemented and monitored; (4) implementation of SEAs to inform tourism development plans, where there are gaps in destinations where significant tourism development pressure is predicted; (5) the revision of financial tax incentives and licensing processes to integrate biodiversity criteria; (6) the establishment and piloting of best-practice standards for sustainable tourism and voluntary certification for enterprises and destinations; and (7) the design and piloting of innovative PAs financing mechanism, through biodiversity offsets.

- Under Component 2, the project will support: (1) the operationalization of PAs through the development of management plans, ecotourism plans and supporting regulations for 7 operational PAs (i.e. one on Santiago, four on Boa Vista and two on Sal) to address existing and emerging threats to biodiversity; (2) identification of new potential Marine PAs (MPAs) sites for inclusion in the national PAs system, through a systematic assessment of biodiversity resources on the marine shelf, and contributing to the development of key missing marine species/habitat management plans; (3) the definition of and implementation of PAs governance, including co-management and conflict resolution mechanisms; (4) agreements on the regulation, management and enforcement of the use of land and natural resources by local communities/resource users; (5) the introduction of biodiversity-friendly and sustainable artisanal fishing in two pilot sites through the promotion and adoption of suitable gear and best practices, the designation of community-enforced no-take zones and seasonal fishing bans, etc.; (6) develop and pilot island-specific, cost-effective PAs revenue generation mechanisms in conjunction with tourism sector stakeholders – these will potentially include, inter alia, gate fees, tourism operator concession fees, ecotourism taxes, and biodiversity offset and reinvestment schemes; (7) installation of a tracking and environmental monitoring program and plan to track the impacts of tourism and fishing in PAs, using participatory approaches; and (8) the preparation and implementation of Informational Education and Communication (ICE) campaigns to promote the role of PAs and sustainable tourism.

Under Project Output 2.4 *“PA revenue generation mechanisms developed and piloted in conjunction with tourism sector stakeholders.”* the BIO-TUR project supported the DNA in the development of a participatory process that brought to the elaboration of a National Strategy for PAs Financial Sustainability. Based on the outputs of that initiative, and other project-related activities, Governmental levels decided to begin the process to review the current management model of the National System of PAs.

At the systemic level, the project will assist the Government of Cape Verde in reviewing current institutional arrangement for the management of the National Protected Areas System (SNAP).

One of the options to be considered is the establishment of the first institutional unit fully dedicated to protected areas in the Country’s history, which will oversee and manage the overall PA system as well as specific PAs units. However, consensus building on the definitive institutional structure is still required.

In order to provide reliable supporting information to national decision-makers, and to the wider stakeholders community, and to build consensus among them, it was identified the need to develop an assessment of the current PAs management model capacity to provide expected services, outputs and outcomes.

Scenarios of more effective alternative management models for the SNAP will be developed, and financial needs assessment will be associated to each proposed alternative scenario.



II. Scope of Work

The international consultant will support the MAA, through the DNA and the Project Management Unit (PMU) in carrying out:

- ⇒ A review of the current policy and institutional national framework for PAs management delivery. The review will focus on the adequacy of existing policies, identifying gaps for translating policies into practice and examining the functionality of existing institutional frameworks.
- ⇒ An extensive review and stakeholder's engagement on building consensus for the development/agreement on an institutional structure for PA system management, including identification of pros/cons of the various options. At least three proposals of alternative management models will be developed by the consultant to be compared with the current one.
- ⇒ Review and input into the financial needs assessment developed for each one of the proposed alternative PAs national system management models (assessment to be carried out by the national consultant).
- ⇒ Define a detailed work plan to establish and operationalize the alternative management model that is selected by relevant stakeholders as the most suitable one for the Cape-Verdean context.

III. Key Responsibilities and Tasks

- ⇒ Inception analysis of key and relevant documents provided by DNA/PMU and UNDP.
- ⇒ Prepare and discuss with UNDP and DNA/PMU the consultancy Inception Report that comprise the methodological proposal, associated workplan and a list of relevant stakeholders to be met during the first field mission, in order to develop the services described in these ToR.
- ⇒ Review and finalize the consultancy Inception Report according to the feedbacks received from UNDP and DNA/PMU.
- ⇒ Conduct a screening of the policy context with special focus on the following national strategic documents:
 - Strategic Plan for Sustainable Development (PEDS - 2017/2021);
 - National Biodiversity Strategy and Action Plan (NBSAP - 2014-2030);
 - National Protected Areas Strategy (ENAP - 2013-2022).Other relevant national development plans, legislation, sectorial strategies will be also analyzed to verify which additional biodiversity goals exist that need to be considered, and to perceive how biodiversity is currently mainstreamed.
- ⇒ Review important trends in biodiversity change. This includes the prioritization of the country's main positive and negative trends in biodiversity and understands their underlying drivers. This task doesn't require specific studies because the strategic documents listed above, and other technical documents elaborated in recent years, already identified the main drivers of change in the Country.
- ⇒ Review and assess the existing institutional arrangements delivering protected areas management. This analysis should be developed in terms of:
 - a. Effectiveness, answering the main question: are the institutions and their staff currently responsible for PAs management able to effectively take on and deliver their management functions in order to aim and reach biodiversity/PAs planned goals?



- b. Institutional arrangements, answering the main question: are institutional frameworks and governance arrangements currently in place suitable in order to aim and reach biodiversity/PAs planned goals?

The assessment will aim to understand the adequacy of:

- Institutional structure, at central and island level;
- Human resources allocated to PAs management (i.e. quantity and technical profiles required);
- Governance setting;
- Infrastructures.

- ⇒ Hold meetings with stakeholders relevant to the assignment in order to:
- Complete the collection of relevant data and information;
 - Identify pros/cons of the various options for institutional structure in order to reach defined strategic goals;
 - Engage stakeholders to build consensus on alternative and more effective and efficient institutional structures and governance arrangements for the management of the SNAP.
- ⇒ Carry out a first national workshop with relevant stakeholders in order to:
- Present and discuss preliminary findings from the first field mission;
 - Inception proposals of three alternative management models for the SNAP;
 - Collect additional feedbacks useful to identify and define alternative structures for PAs system management to be submitted to decision-makers.
- ⇒ Hold final meetings with key project partners (MAA/DNA and UNDP) in order to collect final inputs to finalise the consultancy work.
- ⇒ Prepare and deliver to UNDP and DNA/PMU the consultancy Interim Report which will have at least to include:
- The methodological proposal as approved in the Inception Report.
 - Discussion of preliminary results from the analysis of relevant data and information, with special focus on the policy and institutional context for PAs management delivery.
 - One section to report on stakeholder engagement and findings from consultation and workshop.
 - A systematic report, with associated key recommendations, on pros/cons of the various options for institutional structure in order to aim and reach defined strategic goals, based on outputs of stakeholders consultations and recommendation of decision-makers. This information is key to government officials to support their decision-making process for choosing an appropriate institutional structure.
 - Propose options for a reorganized structure, based on management needs assessment and stakeholder outputs. At least three proposals of alternative management models, suitable for the national context, will be developed for comparison with the current one. Definition of each one of the proposed alternative management models should at least comprise:
 - a. The proposed organization chart;
 - b. Staffing requirements;
 - c. Capacity development recommendations;
 - d. Observations on the potential of existing governance solutions at national and local level (e.g. co-management arrangements of relevant governmental & non-governmental entities);
 - e. Financial needs assessment (a task directly developed by the national consultant).
- ⇒ Carry out the second national workshop with relevant stakeholders in order to:
- Present and discuss findings from the consultancy;
 - Reach consensus and select the management model proposal for the SNAP to be suggested to the MAA and other relevant governmental decision-makers as the most suitable one for the Cape-Verdean context.

- ⇒ Prepare and deliver to UNDP and DNA/PMU the first draft of the consultancy Final Report which will have at least to include:
- The methodological proposal as approved in the Inception Report.
 - Discussion of the results from the analysis of relevant data and information, with special focus on the policy and institutional context for PAs management delivery.
 - One section to report on stakeholder engagement and findings from consultation and final workshops.
 - A systematic report, with associated key recommendations, on pros/cons of the various options for institutional structure in order to aim and reach defined strategic goals, based on outputs of stakeholder consultations.
 - Propose options for a reorganized structure, based on management needs assessment and stakeholder outputs. At least three proposals of alternative management models, suitable for the national context, will be developed for comparison with the current one. Definition of each one of the proposed alternative management models should at least comprise:
 - a. Changes, or adjustments in the legal framework needed in order to establish the updated SNAP management model;
 - b. Organization chart;
 - c. Staffing requirements;
 - d. Capacity development recommendations;
 - e. Proposed governance solutions;
 - f. Financial needs assessment (a task directly developed by the national consultant).
 - g. Step-by-step workplans to establish and operationalize reviewed SNAP management model;
 - h. A section that will comprise: i) overall considerations on the consultancy, ii) occurred constrains and limitations, iii) risks, iv) lessons learnt, v) recommendations.
- ⇒ Prepare and deliver the final draft of the consultancy Final Report according to the feedbacks received from UNDP, DNA/PMU and other relevant stakeholders.

IV. Expected Outputs and Deliverables, Scope of Price Proposal and Schedule of Payments

The consultant will be paid based on the lump sum contract, which will include the international travel, fees, insurance, living allowance, in-town transportation, and others related costs, upon satisfactory delivery, according to the Payment structure shown in the table of this section of the Terms of Reference.

Deliverables / Outputs	Estimated Duration to Complete	Expected N° of working days	Submitted to and approved by	Payment structure
Delivery and approval of the consultancy Inception Report.	20 days from the contract signature	6 working days home-based	UNDP-CO (Environment and DDR unit) and DNA	20% of contract amount
Mission Report.	Within 20 days from the completion of the first field mission.	40 working days during field mission 10 working days home-based	UNDP-CO (Environment and DDR unit) and DNA	40% of contract amount
Delivery and approval of the consultancy Final Report.	Within 30 days from the completion of the second field	6 working days during field mission 8 working days	UNDP-CO (Environment and DDR unit) and DNA	40% of contract amount



Deliverables / Outputs	Estimated Duration to Complete	Expected N° of working days	Submitted to and approved by	Payment structure
	mission.	home-based		

Reports provided by the consultant will have to include the minimum contents described in Section III of these ToR. Reasonable additional contents can be identified as relevant during the development of the consultancy and can be included within these deliverables.

Deliverables become final once all tasks requirements are completed and approval is granted by the UNDP.

V. Institutional Arrangement

The consultant will work under the supervision of the Head of Energy, Environment, and Climate Change Portfolio of UNDP-CO, and in close collaboration with the DNA/Project Coordinator, the Project Technical Adviser, and the project team. The Head of Energy, Environment, and Climate Change Portfolio of UNDP-CO is in charge to approve/accept outputs and deliverables from the consultancy; decision will be based also on the positive evaluation on consultant performance made by the National Project Coordinator and the Project Technical Adviser.

The UNDP-CO and the DNA/PMU will provide the International Consultant with the following, needed for effective and timely implementation of the assignment tasks:

- logistical support during the field missions;
- project related documentation;
- contact details of stakeholders;
- in site logistical support, including the organization of validation meetings.

Institutions/organizations with which the consultant should interact include, but are not limited to: Direção Nacional do Ambiente, Direção Geral da Agricultura, Silvicultura e Pecuária, Direção Geral dos recursos Marinhos, Instituto Nacional de Investigação e Desenvolvimento Agrário, Direção Geral do Turismo e Transportes, Instituto Nacional de Gestão do Território, Câmaras Municipais, ONGs, Associações com influência nas Aps.

The consultant is expected to provide his/her own computer.

The consultancy products have to be delivered in one of the languages indicated for the consultancy, in an electronic version. Consultancy reports, as well as other non-legal/non-regulatory documents, shall include an executive summary in English. The Consultant shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

VI. Duration of the Work and Duty Station

The consultancy is expected to start in December 11, 2019, and to be completed in May 31st 2020. It requires 60 working days to be carried out within a five-month contract period.

The duty station will be Praia (Santiago Island), Cabo Verde, with field visits to Santiago island, São Vicente, Santo Antão, Fogo, Boavista, Maio, São Nicolau and Sal.



Proposed period	Location	N° of working days
December 2019	Home-based	6
January / February 2020	Praia, Cabo Verde, with field visits to Santiago island, São Vicente, Santo Antão, Fogo, Boavista, Maio, São Nicolau and Sal.	30
March 2020	Home-based	10
February 2020	Praia, Cabo Verde	6
March/ April 2020	Home-based	8
December 2019 - May 2020	TOTAL	60

UNDP-CO and DNA/PMU are committed to provide review outputs and give comments, or certify approval/acceptance, within two weeks from the delivery of each Deliverable/Output.

VII. Required Competencies and Expertise

Corporate Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Functional Competencies

Knowledge Management and Learning

- Ability to provide top quality policy advice services on environmental issues;
- In-depth practical knowledge of inter-disciplinary development issues.

Development and Operational Effectiveness

- Ability to communicate effectively orally and in writing in order to communicate complex, technical information to technical and general audiences;
- Skill in negotiating effectively in sensitive situations;
- Skill in achieving results through persuading, influencing and working with others;
- Skill in facilitating meetings effectively and efficiently and to resolve conflicts as they arise.

Management and Leadership

- Focuses on impact and result for the client and responds positively to critical feedback;
- Encourages risk-taking in the pursuit of creativity and innovation;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates strong oral and written communication skills.

Qualifications

- Hold a Master degree related to natural resource management, or protected areas management, or other fields assessed as suitable to carry out the appointment (compulsory requirement).
- Hold a PhD in fields assessed as relevant to carry out the appointment is an asset.

Experience and Skills

- At least 10 years of extensive professional experience in marine and terrestrial PAs and natural resources management.
- Experience in assessing the overall management effectiveness of the Protected Areas system at the institutional level.



- Experience in institutional and human resources management in the field of PAs and natural resources management. This includes experience in Public Administration organizational restructuring and change management.
- Experience in engaging various stakeholders in building consensus and development of PAs instructional structures. This includes, demonstrable skills/experience for conducting stakeholders' engagement at national level.
- Demonstrated track record of production of relevant publications and technical documents (papers, guidelines, planning documents, etc.) on instructional structures and effectiveness for PAs management.
- Experience in similar assignments in the context of Small Islands Developing States (SIDS), or Sub-Saharan Africa.
- Prior experience with UNDP and/or GEF projects.

Language

It is required the working knowledge of at least one of the following languages: preference in Portuguese, English, French or Spanish is requested.

Working knowledge of spoken and written Portuguese is a strong competitive advantage.

VIII. Application Process

Applications should be submitted to the following email address: procurement.cv@cv.jo.un.org indicating the following reference **“Consultant to review the management model of the National Protected Areas System in Cape Verde.”** by December, 4, 2019 at 04.30 pm Cabo Verde time.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by the UNDP;
2. Personal CV and P11 form, duly signed and contact details (email and telephone number) of the candidate and at least three (3) professional references;
3. Brief description of why the candidate considers him/herself as the most suitable for the assignment;
4. Technical Proposal, proposing the methodology, approach and implementation plan to carry out the assignment according to this ToR;
5. Financial Proposal that indicates the all-inclusive fixed total contract price. The term “all-inclusive” means that it has to include the international travels, fees, insurance, living allowance, in-town transportation, and others related costs. The Financial Proposal has to be supported by a breakdown of costs, as per template provided. Preferred Currency of Offer: United States Dollars (US\$). If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Incomplete applications will be excluded from further consideration.

Any request for clarification must be sent in writing, or by standard electronic communication to humanresources.cv@cv.jo.un.org. A response in writing or by standard electronic mail will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

Statement of Medical Fitness for Work

Individual Consultants/Contractors whose assignments require travel and who are over 65 years of age are required, at their own cost, to undergo a full medical examination including x-rays and obtaining medical clearance from an UN - approved doctor prior to taking up their assignment.



Where there is no UN office or a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.

Inoculations/Vaccinations

There are currently no required vaccines at the entrance to Cabo Verde, unless one comes from West Africa. However, immunization against yellow fever, tetanus and polio, as well as hepatitis A, is recommended.

IX. Criteria for Selection of the Best Offer

Offers will be evaluated according to the Combined Scoring method, where the technical criteria will be weighted a max. of 70% (70 points, on a total amount of 100 points), and combined with the price offer which will be weighted a max. of 30% (30 points on a total amount of 100 points).

Applicants obtaining 49 points (70% of available points) or more of the total technical evaluation points will be considered for financial evaluation.

Financial evaluation score (max. 30 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified.

Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.

Only selected candidates will be contacted.

Selection Criteria	Weight	Max. Points
Technical evaluation		70 points
Master degree related to natural resource management, or protected areas management, or other fields assessed as suitable to carry out the appointment		10
Hold a PhD in fields assessed as relevant to carry out the appointment.		2
Extensive professional experience in PAs management. Experience in assessing the overall management effectiveness of the Protected Areas system at the institutional level.		15
Experience in institutional and human resources management in the field of PAs and natural resources management. This includes experience in Public Administration organizational restructuring and change management.		8
Experience in engaging communities and various stakeholders in building consensus and development of PAs instructional structures. This includes, demonstrable skills/experience for conducting stakeholders' engagement at the community and national level where government, NGOs, community-based organizations and non-affiliated community members contribute to decision-making.	70%	4
Experience in similar assignments in the context of Small Islands Developing States (SIDS), or Sub-Saharan Africa.		4
Prior experience with UNDP and/or GEF projects.		4
Working knowledge of spoken and written Portuguese.		3
Technical proposal		20
Financial evaluation	30%	30 points