TERMS OF REFERENCE

<table>
<thead>
<tr>
<th><strong>Project name</strong></th>
<th>Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde (or Biodiversity and Tourism Project (BIO-TUR))</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td>International Consultant in Marketing Strategy and Public Relations for Sustainable Tourism</td>
</tr>
<tr>
<td><strong>Kind of service</strong></td>
<td>International Consultant</td>
</tr>
<tr>
<td><strong>Entity</strong></td>
<td>UNDP-GEF-Office Cabo Verde</td>
</tr>
<tr>
<td><strong>Duty station</strong></td>
<td>Praia, with missions in the islands, particularly those of project intervention (Santiago, Sal, Boavista and Maio)</td>
</tr>
<tr>
<td><strong>Contract Type</strong></td>
<td>Individual</td>
</tr>
<tr>
<td><strong>Start date scheduled</strong></td>
<td>December 5th 2019 (contract signature)</td>
</tr>
<tr>
<td><strong>Expected date of completion</strong></td>
<td>May 31st 2020</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>52 working days, including 2 field missions</td>
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</table>

I. **Context**

Cape Verde, as a small and archipelagic country, has natural conditions aggravated by its economic and environmental vulnerabilities that require adequate natural resource management strategies. Along these lines, the country ratified the Convention on Biological Diversity in 1995, developed the National Strategy and Action Plan on Biodiversity in 1999, and produced the Second Strategy, with the 2014 - 2030 horizon, in 2014.

In 2003, the Decree-Law 3/2003 of February 24th was published on the legal regime for natural spaces, which creates the National Network of Protected Areas. In recent years, there has been a visible effort in the process of consolidating a National System of Protected Areas in Cabo Verde (SNAP), explained into management instruments, designed and implemented, in 26 of the 46 protected areas of the country.

It is within this framework that the Government of Cabo Verde has benefited from funding from the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP) for the implementation of a project entitled “Mainstreaming Biodiversity Conservation in the Tourism Sector in Synergy with Strengthening Cabo Verde’s SNAP” (Biodiversity and Tourism Project - BIO-TUR), implemented by the Ministry of Agriculture and Environment (MAA), through the National Directorate of Environment/Project Management Unit (DNA/PMU), in close collaboration with the Ministry of Tourism and Transport (MTT).

The proposed consultancy will be developed in the framework of this project whose main objective is the safeguarding of biodiversity in Cabo Verde, with international relevance, from current and emerging threats affecting it, through the strengthening of the regulatory framework within the tourism sector, and the operationalization of a critical subset of protected areas (PAs).

In Cabo Verde, the proposed alternative scenario, supported by the Biodiversity and Tourism Project (BIO-TUR), will create viable conditions to mitigate the adverse impacts of the tourism sector on biodiversity. The reference framework will be developed at a national level and first re-proposed on four pilot islands where immediate pressures are greatest and prompt reaction from all institutions and stakeholders is most urgent (i.e. Santiago, Sal, Boavista and Maio). The proposed models may be replicated more widely in the future. This urgent action at local level includes the operationalization of a critical set of terrestrial
and marine/coastal protected areas and pilot co-management of marine biodiversity and artisanal fishing with communities at two selected sites. At the same time, the project will take advantage of contextual opportunities to establish more sustainable tools for PA financing and management, and for the socio-economic development of local communities, contributing to the consolidation and diversification of Cape Verde’s 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 establish coherent and effective (i.e. legal, policy, normative and institutional) frameworks to improve multi-sectoral strategic planning of land use, focusing on tourism and real estate/construction. This will include: (1) strengthen institutional and government capacity to integrate biodiversity conservation into the tourism sector, including through Strategic Environmental Assessments (SEAs), Environmental Impact Assessments (EIAs), planning-related regulations, tourism licensing, and monitoring/surveillance on compliance of performance measures; (2) the establishment of policy integration committees that oversee coherence between policy/planning tourism development and environmental/biodiversity management at national level and at islands level concerned with significant tourism development (e.g. Santiago, Sal, Boavista and Maio); (3) the development and revision of spatial planning regulations (i.e. SEA, EIA, Special Tourist Zones (ZTEs), Integral Tourism Development Zones (ZDTIs), Reserve and Tourism Protection Zones (ZRPT), etc.) fully integrating the biodiversity conservation concerns, and ensuring that the recommendations that come out of these processes are implemented and monitored; (4) implementation of SEAs to inform tourism development plans, where gaps exist, for destinations where significant pressure is expected due to tourism development; (5) the review of fiscal, financial incentives and licensing processes to integrate in the same biodiversity conservation criteria; (6) the establishment and development of best practice standards for sustainable tourism and voluntary certification of companies and destinations; and (7) the design and testing of innovative PA financing mechanisms related to biodiversity offsets.

- **Under Component 2**, the project will support: (1) the operationalization of 7 PAs through the development of management plans, ecotourism plans and regulations to address existing and emerging threats to biodiversity; (2) the identification of sites for possible designation of new Marine Protected Areas (MPAs) and their inclusion in the national PA system through a systematic assessment of biodiversity resources on island insular shelves; (3) the definition and implementation of pilot PA governance systems including co-management and conflict resolution mechanisms; (4) agreements for regulation, management and application on land and natural resource use by local communities/resource users; (5) promoting sustainable and biodiversity-friendly artisanal fishing in two pilot sites through appropriate fishing gear, best practice and the designation of community-regulated fishing zones, etc.; (6) the development of island-specific pilot mechanisms for PA revenue generation, together with tourism stakeholders. These will include, inter alia, visitor entry fees, tour operator concession fees, ecotourism taxes and compensation and reinvestment schemes on biodiversity conservation; (7) setting up an environmental monitoring program and plan to track the impacts of tourism and fisheries on PAs through participatory approaches; and (8) the preparation and implementation of Information, Communication and Education (ICE) campaigns to promote the role of PAs and sustainable tourism.

II. **Service target**

The International Consultant (IC) should undertake an intensive marketing and public relations operation, establishment of institutional and business contacts with a view to create and implement a (traditional and digital) marketing strategy targeting two of the audience’s segments of the project – (i) government/administrative institutions (DNA / MAA, DGGT / MTT, MAA delegations, town councils, etc.) and (ii) tourism operators - with the aim of supporting the development of sustainable tourism for Cabo Verde. The IC will support the BIO-TUR Project implemented by DNA / MAA through the UGP, with the following main achievements:
✓ Preparation of a strategic marketing plan for sustainable tourism containing, in particular:
   (i) participatory approaches integrating government/administrative bodies and tourism operators;
   (ii) public relationship and relational marketing operations;
   (iii) custom digital marketing tools for the project;
✓ Consulting report with summary in English.

The products of this work will serve to support and enrich the Information Communication and Education (ICE) activities aimed at promoting, in an integrated way, the role of Protected Areas and the importance of sustainable tourism in the country, with tour operators and government institutions for the coming years, in the framework of the BIO-TUR project and the National Directorate Environment activities related to sustainable tourism.

III. Responsibilities and tasks

Within the above-described targets, the IC will have the following responsibilities and tasks to assume and develop:

Phase 1 – Preparation and field activities

⇒ Propose to DNA (UGP) / UNDP a working plan to develop the expected products. This plan will be appreciated by, in addition to those institutions, at the level of the press office and image of the MAA and DGTT / MTT / IGPQI;

⇒ Review, correct and finalize the proposed work plan in accordance with comments and suggestions arising from the above-mentioned assessment;

⇒ Collect and review, with the ICE Expert and other PMU / DNA experts, as well as the advisors at DGTT and MTT, the background information needed to develop a strategic marketing plan for sustainable tourism;

⇒ Undertake, in collaboration with the ICE Specialist at the PMU, an intensive public relations operation through field visits, institutional contacts with MAA Government/Administrative Delegations, DGTT / MTT) and with local tour operators in the target islands of the project;

⇒ Prepare regular reports on activities carried out in the field in coordination and/or knowledge of the Communication and Image Office of MAA and DGTT/MTT communication advisors.

Phase 2 – Preparation of the Strategic Marketing Plan for Sustainable Tourism

⇒ Based on data and information made available by the ICE specialist and on the contribution from PMU/DNA, UNDP, other project partners, field visits and contacts with governmental/administrative bodies and tourism operators, the IC should develop in detail a strategic marketing plan for sustainable tourism with its chronology and present it in a practical workshop to the partners / stakeholders involved;

⇒ The document must necessarily include, among other contents, a subsequent specific marketing plan for the "Sustainable Cabo Verde" Challenge and the results analysis of direct and/or indirect marketing operation carried out with the private sector (tour operators) on the use and benefits of sustainable tourism certification and Awards.

Intermediated phase 2 – Specific Activities
✓ Develop a marketing action program specifically for the creation of the "Sustainable Cape Verde" Challenge [point 1.5.26 of the PMU Communication Plan];
✓ Implement a direct and/or indirect private sector (tour operators) marketing operation, with Survey Monkey surveys, on the use and benefits of sustainable tourism certification and the awarding of prizes [point 2.6.7 of the PMU Communication Plan];
✓ Develop a monitoring plan expressed into digital marketing for sustainable tourism and prepare a detailed budget for its implementation within 1 (one) year from the end of the consultancy.

Phase 3 – Preparation of the Final Report

⇒ Prepare and submit to the PMU/DNA and UNDP, a Final Consultancy Report, with a general description of the activities and products developed, including a final section on the document where the IC should present general considerations, including:
  i) constraints and limitations;
  ii) risks;
  iii) lessons learned, and
  iv) recommendations.
IV. Outputs and Deliverables

All deliverables must be presented to the UNDP Head of Portfolio, Energy Environment and Climate Change and the National Project Coordinator, in their final printed form, except for digital marketing tools to be presented on the given online platform. The final report of the consultancy held will also have an executive summary in English.

<table>
<thead>
<tr>
<th>Phases</th>
<th>Deliverables</th>
<th>Timing</th>
<th>Delivery date / Presentation</th>
<th>N* of working days</th>
<th>Approved by</th>
<th>Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 Preparation and field activities</td>
<td>Working Plan</td>
<td>5 working days after contract signature</td>
<td>December 06th 2019</td>
<td>2</td>
<td>PNUD-UARRD and DNA-PMU</td>
<td>20%</td>
</tr>
<tr>
<td>Phase 2 Preparation of the Strategic Marketing Plan</td>
<td>Strategic Marketing Plan for Sustainable Tourism (SMPST)**</td>
<td>70 working days after presentation of Working Plan (mission in Cabo Verde)</td>
<td>March 13th 2020</td>
<td>30</td>
<td>PNUD-UARRD and DNA-PMU</td>
<td>30%</td>
</tr>
<tr>
<td>Intermediate phase Specific Activities</td>
<td>Digital marketing tools customized for management and relationship with the target audience.</td>
<td>60 working days after the submission of the SMPST (mission in Cabo Verde)</td>
<td>May 8th 2020</td>
<td>15</td>
<td>PNUD-UARRD and DNA-PMU</td>
<td>20%</td>
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<tr>
<td>Phase 3 Preparation of Final Report</td>
<td>Final Consultancy Report</td>
<td>5 working days</td>
<td>May 22nd 2020</td>
<td>5</td>
<td>PNUD-UARRD and DNA-PMU</td>
<td>30%</td>
</tr>
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</table>

* Working days regarding the sharing of the final document, presentation session and workshop training or media training.

** The document must necessarily contain a subsequent specific marketing plan for the "Sustainable Cabo Verde" Challenge and the results analysis of direct and/or indirect marketing operation carried out with the private sector (tour operators) on the use and benefits of certification in sustainable tourism and awards.
V. Institutional Arrangements

The IC will work under the direct supervision of the UNDP Head of Energy, Environment and Climate Change Portfolio and in close collaboration with the ICE Specialist and the National Project Coordination, based in the National Directorate of Environment.

Institutions with which the Consultant should interact include DNA, DGTT, MTT, IGQPI, NGOs, Delegations of the Ministry of Environment and Agriculture, tourism operators, among others that, throughout the preliminary diagnosis, prove to be important in the course of the process and final results.

VI. Timing and duty station

The consultancy will begin on December 5th, 2019, and will be completed by May 31st, 2020. The working place will be in Praia, Cabo Verde and will include travel to Sal, Boavista and Maio islands and to the locality of Rui Vaz (S. Domingos – Santiago Island).

VII. International Consultant Profile

a) Academic qualifications
- Minimum academic qualification of Master degree in Marketing, Marketing Management & Services with skills in Public Relationship

b) Professional experience
The following skills and professional experiences will be considered important:
- Professional experience of at least 5 years in the field of marketing, market research and project management in related activities;
- Proven experience in developing marketing and public relationship plans and strategies, conducting market research and strategic development of public and/or private companies;
- 5 years of considerable experience in managing digital marketing and benchmarking activities;
- Experiences in management/participation in work teams in planning processes;
- Have strong knowledge of integrated marketing communication and marketing information systems and decision support;
- Have strong organizational, analytical and planning skills;
- Have a good knowledge of the national socio-political and cultural context and the media overview;
- Have experience working with both governments and private sector (public/private partnerships);
- Past experience with UNDP funded projects is an added value;
- Good interpersonal communication skills and teamwork;
- Exceptional ability to write technical reports

c) Language
- Knowledge of English or French, excellent knowledge of spoken and written Portuguese will be an advantage.

VIII. Applications

Applications must be submitted by November 29, 2019, 4:30 pm (Cabo Verde local time), with reference to “International Consultant on Marketing Strategy and Public Relationship for Sustainable Tourism” to the following e-mail: procurement.cv@cv.jo.un.org
Proposals should include:
- Letter of expression of interest and immediate availability, following the model provided by UNDP;
- Personal CV and P11 form, duly signed and contact details (e-mail and phone number) of the applicant and at least three (3) professional references;
- Brief description of the reasons why the candidate considers himself most appropriate for the task;
- Technical proposal (proposed methodological approach);
- Financial proposal indicating the total fixed price of the contract including international travel, taxes, insurance, life allowance (for 30 working days of missions in the country), transportation in the city and other related costs. The lump sum should not include costs related to travel in the country between the service station and project sites (i.e. between Praia and Sal/Boavista/Maio/São Domingos/other islands). The financial offer should be supported by a cost breakdown according to the model provided. Preferred currency of the offer: US dollars (US $). The service provider must ensure that all costs of his offer are properly incorporated in the financial proposal submitted to UNDP.

IX. Evaluation Criteria

The combined scoring method will be used - in which the technical offer will be weighted to a maximum of 70 %, combined with the financial offer which will be weighted to a maximum of 30 %.

**Technical Evaluation:** Only candidate with a minimum of 70 % of the total points indicated for the technical evaluation will be considered technically eligible and will proceed to the financial evaluation phase.

**Financial Evaluation:** The maximum number of points will be awarded to the lowest bid. Other offers will receive the inverse proportion score, calculated as the ratio of the lowest bid among technically qualified applications.

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weigh</th>
<th>Maximum score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Evaluation</td>
<td></td>
<td>70 points</td>
</tr>
<tr>
<td>- Have a master’s degree in Marketing &amp; Services, Management and Public Relationship or alternatively have a combination of management, marketing and public relationship degrees.</td>
<td>10</td>
<td>70 %</td>
</tr>
<tr>
<td>- Proven professional experience of at least 5 years in the field of marketing, market research and project management in various fields of activity; development of marketing and public relationship plans and strategies, market research and strategic development of public and/or private companies.</td>
<td>20</td>
<td>70 %</td>
</tr>
<tr>
<td>- Have experience working in both the government and business sectors.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>- 5 years of considerable experience managing digital marketing and benchmarking activities.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>- Have strong knowledge on integrated marketing communication and marketing information systems and decision support.</td>
<td>5</td>
<td></td>
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<tr>
<td>- Experiences in management / participation in work teams in planning processes</td>
<td>5</td>
<td></td>
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<tr>
<td>- Past experience with UNDP funded projects or GEF project is an added value</td>
<td>5</td>
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<tr>
<td>- Knowledge of spoken and written Portuguese</td>
<td>5</td>
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**Financial proposal**  

30 %  

30 points

Proposals not correctly identified and incomplete files will be excluded.

The Evaluation Committee will recommend the award of the offer with the highest combined score.
Any requests for clarification should be sent in writing to humanresources.cv@cv.jo.un.org who will respond in writing or by email and send written copies of the response, including an explanation of the query without identifying the source of consultation, to all consultants.