



RESILIENT TOURISM AND BLUE ECONOMY DEVELOPMENT IN CABO VERDE

Studies for the rehabilitation and modernization of the fish market, the annexed fish landing site and surrounding area in Mindelo – São Vicente to support the integration of the coastal fishing, tourism, and cultural value chains

Terms of Reference

1. BACKGROUND AND CONTEXT

The Project “**Resilient Tourism and Blue Economy Development in Cabo Verde**” (RTBED), financed by the World Bank (WB) and the Government of Cabo Verde (GoCV), targets strategic interventions to support the economic recovery post COVID-19 pandemic by supporting investments, policies, and institutions that enable a resilient and sustainable recovery. The project supports the national strategies expressed under the umbrella of the Cabo Verde Vision 2030, notably the tourism and coastal zoning plans, tourism operational plan, the National Investment Plan for the Blue Economy (PNIEA in the Portuguese acronym), among others, and aims to foster a conducive environment for more private and diversified investments to promote sustainable tourism and conservation of natural resources and cultural heritage with benefit to local communities.

Cabo Verde’s tourism sector has seen exceptional growth in the last two decades and is a crucial driver of growth and job creation, reaching an estimated 25 percent of GDP. The Covid-19 pandemic represented a major setback, with arrivals collapsing by 75 percent in 2020, affecting tourism and ancillary sectors particularly hard. In addition to the unparalleled economic shock, the pandemic highlighted structural challenges in the tourism sector, including overconcentration of arrivals in two islands and a single market segment, weak local supply chain linkages, and environmental sustainability issues, particularly in coastal areas. As authorities pursue a “build back better” motto, there is a real opportunity to address these challenges.

The Mindelo Fish Market, located in the bay of Porto Grande, in São Vicente, stands out as one of the iconic places on the island. In addition to being a source of income for the fishermen and fishmongers who come together at the fish market, they unload the fish and deliver them to the vendors who sell them to the population who, almost daily, go there in search for one of the essential products in the Cape Verdean diet, the fish. This is a typical daily scene of the island. The market is in a strategic place of the bay. For this reason and the activities that take place there, it is increasingly also becoming a tourist attraction for the visitors of the island.

In physical terms, the existing market consists of two pavilions, with exhibitors for sale, a place for processing fish and a space for cold conservation. Annexed to the market is a landing site where small boats unload the fish.

Under the West Africa Regional Fisheries Program (WARFP) – Cabo Verde, particularly during the preparation of its second phase, plans for the rehabilitation and modernization of the fish market in Mindelo were prepared and included three components (i) rehabilitation and modernization of the fish market, (ii) construction of a canteen attached to the market, and (iii) rehabilitation and modernization of the annexed landing site. It was a project that was heavily supported in its development, with the participation of direct stakeholders (fishermen and fishmongers), the City Council, NGOs and Government Agencies. An Environmental Impact Assessment (EIA) and a Resettlement Action Plan (RAP) were also developed.

The current Terms of Reference (TOR) build on this work and describe the objectives and tasks for rehabilitating and modernizing the fish market of São Vicente by considering innovation, food safety, tourism and infrastructure management, and the country's underlying environmental legislation currently in effect.

2. DESCRIPTION OF THE ENVISAGED REHABILITATION AND MODERNIZATION OF THE FISH MARKET, THE ANNEXED FISH LANDING SITE AND SURROUNDING AREA IN MINDELO – SÃO VICENTE

The Mindelo retail market for fishery products is integrated with the city museum and is a very old and historic building. Although the building does not have any status in terms of cultural heritage, the intention is to preserve the main façade, as well as the inner wall in the southwest of the building, not only for landscape reasons but also for cultural purposes expressed in the tile paintings. The market is supplied with fish products directly by fishing boats via a small-scale fish landing terminal, and by lorry from the other three landing sites on the Island of São Vicente (São Pedro, Salamansa / Baía das Gatas and Calhau). Most of the market's equipment is out of order (e.g., fish sale boxes, ice machine, cold rooms) and the fish market space is open to all sides, allowing insects and birds to fly freely inside and domestic animals to circulate around the fish stalls. Behind the market, the road access is very narrow and gradually degraded by the sea (swells that reach the shoreline). The landing site attached to the market needs to be renewed. Drainage water from the ground, including fish offal, is channelled directly into the sea through four plastic pipes. A small open area at the side of the building is used as a parking lot, with access direct from the main road at a sharp bend.

The rehabilitation and modernization of the market, the annexed fish landing site, and surrounding area are proposed to improve their functional and organisational structure and to adjust them to internationally accepted and certified hygiene standards. The rehabilitation and modernization should build on the original plans and consider (i) the flow of fish in the market, (ii) the circulation of sales support equipment, (iii) the circulation of people, and (iv) the environment. The proposed works are summarised as follows:

- a) Without altering the architectural facade, both sides of the market should be insulated from the weather with a suspended ceiling, insulated under the trellis roof, with glazed walls in the front and back. The old market roof is of asbestos cement and should be replaced. The old roof should be dismantled by a certified company specializing in the removal of asbestos infrastructure and the waste should be taken to an asbestos-specific hazardous waste facility for safe disposal by qualified personnel.

- b) The new fish market should be temperature controlled, solar panels should be installed on the pitched roofs to reduce the energy footprint, and all lighting should be designed with LED (Light Emitting Diode) lamps. Where feasible, other energy-efficient, climate resilient installations should be considered so that the building can be considered as 'green infrastructure'. This can also include efforts to reduce waste, single use plastic etc.
- c) The annexed landing jetty should be rehabilitated, and a fabric sunroof should be installed along the jetty up to the rear end of the market building to ensure shading of the loading/unloading operations area.
- d) The rear access road should be widened to 10 meters and protected by a shoreline embankment, to avoid further weakening the building foundations and to provide additional rear access and parking.
- e) Existing entrance doors should be locked (permanently) and an entrance cut into the seaward rear wall, diverting access from the main road.
- f) The wall on the southwest part which features cultural paintings, should be fully preserved, for cultural reasons as they are linked to the history of municipal development of São Vicente Island.
- g) The fish processing area (receiving, rinsing, weighing, glazing, canning, storage and cleaning) should be physically isolated from the retail area, leaving the area reserved for properly trained and equipped personnel for the job.
 - Floors shall be composed of epoxy flooring suitable for food handling operations (seamless floor).
 - A small area within the processing section should be set aside for rinsing and disinfecting fish boxes.
 - Staff access to the processing area will be through a changing room where all health and safety (H&S) clothing will be located. A staff sanitary facility will also be located within the controlled access area.
- h) Floor drains shall be of a type and size that is easy to inspect and clean, and solids retaining devices shall be installed at strategic locations to capture fish waste before runoff is directed to the municipal sewer.
- i) A functional space, outside the current footprint, should be considered for dining purposes and social accommodation/greeting of the main actors operating on the market (fishermen, fishing sellers and fish handlers);
- j) Another functional space, outside the current footprint of the market and near the museum, should be considered for providing a restaurant space, functionally and operationally linked to the market, to provide users with the freshness of fishery products and increase opportunities for business in the complex. If feasible, this could be elevated to allow for extensive views over the bay and Mindelo.
- k) The surrounding area should be beautified and facilitate the movement of tourists considering the museum next door (e.g., installation of benches along the seafront walkway). The seafront along the market and museum within the area of study shown in Figure 1, encompassing both dining areas, should be landscaped to include the appropriate outdoor furniture.

The Mindelo fish market and the annexed landing site are surrounded by land and maritime areas. These areas are part of the studies for the rehabilitation.

Figure 1 - Project location and area of study



3. DESCRIPTION OF THE ASSIGNMENT

3.1 Objectives

The overall objective is to promote sustainable development through the integration of coastal fisheries value chains (fish market and landing site) with tourism and creative industries (culture, museum), particularly sub-sectors linked to the restaurant, hotel and culture supply chains. The project will seek to create a nexus for successful integration and convergence of the fishing industry (fish landing site and fish market) and tourism in the fish market and annexed fish landing site and the surrounding area. The existing space will be transformed into a hub for various economic activities, including the unloading and commercialization of fish and tourism activities, among others.

The specific objective of the assignment is to carry out an analysis aimed at providing the beneficiary entities (National Directorate of Fisheries and Aquaculture – DNPA and The Municipality of São Vicente - CMSV), with different rehabilitation/modernization options of the fish market in Mindelo, the annexed fish landing site, and surrounding area, in order to promote the integration of coastal fisheries and tourism value chains, in accordance with relevant international best practices. Specifically, the Consultant will be responsible for carrying out the following analyses:

1. Development of 3 proposals for the rehabilitation and modernization of the existing fish market, annexed landing site and surrounding area in Mindelo, considering the description presented under section 2 and the underlying objective of integrating the fisheries, tourism, and culture value chains; and evaluation of the proposed alternatives from technical, economic, financial, environmental, social, and management standpoints.

2. For the most promising option proposed, development of desirable technical specifications, assessment of investment needs, and assessment of revenue-generating potential, including an economic and financial evaluation.
3. Preparation of a stakeholder engagement plan, identifying primary and secondary stakeholders (stakeholder mapping) and their roles, relations, interests in, and impacts on/from the project.
4. For the most promising option proposed, assessment of potential social and environmental risks, which should include options for managing the dismantling of asbestos cement roofs and their disposal according to the national legislation, stakeholder engagement actions, grievance redress, and temporary relocation of the current activities, as needed.

3.2 TASKS

The successful achievement of the objectives of the Assignment involves the following tasks:

3.2.1 Task 1: Development of 3 proposals for the rehabilitation and modernization of the existing fish market, annexed landing site and surrounding area in Mindelo

Three different proposals for the rehabilitation and modernization of the existing fish market, annexed landing site and surrounding area are to be developed and should encompass sufficient information to allow an evaluation of their relative merits from the technical, economic, financial, environmental, social, and management standpoints. The proposals should be developed by considering the requirements highlighted under section 2 and linkages between the tourism and fisheries value chains.

3.2.2 Task 2: Evaluation of proposals for the rehabilitation of the existing fish market, annexed landing site and surrounding area

The 3 proposals for the rehabilitation and modernization should subsequently be evaluated from technical, economic, financial, environmental, social, and management standpoints to identify the best possible option covering all required aspects.

The Consultant will then contribute to a workshop to be organized by DNPA with the participation of key stakeholders, whereby the Consultant will present the technical/analytical findings related to the proposals for the rehabilitation and illustrate how the best possible option has been identified, highlighting estimated costs, benefits, and potential risks. The presentation should also demonstrate how the best possible option is responding to the RTBED's project objectives, how it is aligned with best practices, environmental standards and how the rehabilitated and modernized fish market's operations will be sustained.

3.2.3 Task 3: Development of desirable technical specifications, assessment of investment needs, and assessment of revenue-generating potential, including an economic and financial evaluation (EFA)

Following the identification of the best possible option for the rehabilitation and modernization of the existing fish market, the annexed fish landing site and surrounding area, the Consultant should prepare the technical studies and bidding documents required for the selection of a construction contractor.

In addition, the Consultant will conduct an analysis of the revenue-generating potential and projected financial performance under the best possible rehabilitation option and prepare an operational plan for the fish market's sustainable operations featuring equipment needs, budget scenarios and a capacity building program for the main operators on for example the use of personal protection equipment. Such analysis should consider, among other things, changes in operational requirements and expenses arising from the proposed interventions, their associated investment costs, demand trends over a 10 years' time horizon, as well as possible ancillary revenue sources. The analysis will also include an institutional assessment to evaluate and recommend possible governance and management structures, and financing options, including,

but not limited to, a public-private partnership arrangement, in support of the fish market's efficient and sustainable operation and maintenance of the infrastructure.

3.2.4 Task 4: Stakeholder engagement plan

The Consultant shall undertake an analysis of the relevant stakeholders related to the rehabilitation of the fish market, the annexed fish landing site, and surrounding area in Mindelo, with special regard to impacts on women and agents pertaining to the fisheries and tourism value chains. The Consultant shall propose and discuss options and approaches for stakeholder engagement, identifying primary and secondary stakeholders (stakeholder mapping) and their roles, relations, interests in, and impacts on/from the project. It will identify potential means of engagement and channels for communication and feedback from stakeholders. It will also identify eventual institutional bottlenecks that are needed to be addressed to facilitate project buy-in. The analysis must consider local factors such as language, and evaluate engagement options and approaches that respect timeliness, accessibility, cultural appropriateness, and gender sensitivity, considering also any vulnerable or minority groups and their right to equitable consideration for their views and interests.

3.2.5 Task 5: Social and environmental assessment of the best possible rehabilitation/modernization option

Under this task, the Consultant will conduct an initial mapping and assessment of environmental and social risks affecting the most promising rehabilitation/modernization option proposed in Task 2, in line with the requirements of the national environmental legal framework of Cabo Verde and the World Bank's Environmental and Social Framework (ESF). The associated analysis and discussion should encompass, but not be limited to, potential environmental and social impacts on the surrounding environment and temporary displacement of livelihoods. The Client expects that further analysis will be required when/if actual investment is confirmed to ensure compliance with specific donor and government standards.

The environmental and social risks and impact assessments should consider and elaborate on the following aspects:

- a) **Environmental risks and impacts**, including: (i) those defined by the Environmental, Health, and Safety (EHS) Guidelines and the World Bank's ESF; (ii) those related to community safety (including Occupational Health and Safety (OHS) and safe use of pesticides); (iii) those related to climate change and other transboundary or global risks and impacts; (iv) any material threat to the protection, conservation, maintenance and restoration of natural habitats and biodiversity; (v) those related to ecosystem services and the use of living natural resources, such as fisheries and forests; (vi) those related to OHS aspects (including asbestos and emergency procedures)
- b) **Social risks and impacts**, including: (i) threats to human security through the escalation of personal, communal or inter-state conflict, crime or violence/ sexual harassment; (ii) risks that project impacts fall disproportionately on individuals and groups who, because of their particular circumstances, may be disadvantaged or vulnerable; (iii) any prejudice or discrimination toward individuals or groups in providing access to development resources and project benefits, particularly in the case of those who may be disadvantaged or vulnerable; (iv) negative economic and social impacts relating to the involuntary taking of land or restrictions on land use; (v) risks or impacts associated with land and natural resource tenure and use, including (as relevant) potential project impacts on local land use patterns and tenurial arrangements, land access and availability, food security and land values, and any corresponding risks related to conflict or contestation over land and natural resources; (vi) impacts on the health, safety and well-being of workers and project-affected communities; and (vii) risks to cultural heritage.
- c) The Consultant should prepare an Environmental and Social Impact Assessment (ESIA) (if needed) and/or an Environmental and Social Management Plan (ESMP) including environmental monitoring and follow-up activities, while specifying the roles and responsibilities of the different actors involved in the implementation of the ESIA and/or ESMP during the construction and operation phases of the infrastructure, considering the following:

- (i) The impacts on social actors operating in the market, both formally and informally. Mitigation measures should include possible compensation for economic and social impacts (e.g., disruption or inability to operate for a specific period of time) on the economic activities of formal and informal operators in the market generated by the rehabilitation and upgrading activities. Mitigation measures should incorporate operators, both men and women, who work non-formally in the market and, in relevant cases, the solutions for the livelihoods restoration that will be offered to them. In addition, special accompanying measures for women (especially fishmongers), already identified as a vulnerable group, should be identified in consultation with them.
 - (ii) Measures related to the safety, health and protection of workers and communities in the vicinity of the impacted areas (these measures include conflict prevention, gender-based violence and prevention of sexually transmitted diseases including HIV-AIDS).
 - (iii) Compliance with public safety measures as well as security requirements during the works.
 - (iv) Compliance with applicable hazardous and non-hazardous waste management rules and the fight against various forms of environmental pollution (water, air, soil, subsoil, flora and fauna, etc.) and the degradation of soils and habitats.
 - (v) The awareness and communication campaign prior to the works, including for the prevention of conflicts, gender-based violence and the prevention of sexually transmitted diseases including HIV-AIDS, COVID 19.
 - (vi) The use, as a priority, of local labour and local materials as far as possible.
- d) The Consultant shall also prepare a hazardous waste management plan or asbestos management plan to define the requirements and procedures for the management of asbestos and to appropriate procedures for the dismantling, handling and disposal of asbestos cement roofs to ensure that asbestos is managed safely and in accordance with international best practices.

The Consultant will assess the gender dimension in this project. The analysis will need to reflect how any conflict situation will be addressed and explored in correlation with the socio-cultural context, the activities and their impact in the livelihood restoration of the affected communities. In addition, the Consultant will identify the need for capacity building by national competent authorities or executing agencies and gaps in the Promoter structure that should be addressed during implementation and operation.

The Consultant should prepare an ESIA, if needed, and/or an ESMP, and a hazardous waste management plan or asbestos management plan according to the environmental law in force in Cabo Verde and the general guidelines and ESF of the World Bank. If the project involves land acquisition and economic losses, particularly for the construction of the rear access road, the Consultant shall prepare a resettlement plan in accordance with the requirements of Environmental and Social Standard 5 (ESS5).

The Consultant will then contribute to a workshop to be organized by DNPA to give a presentation on the findings and proposed environmental and social safeguards instruments and obtain feedback from the national competent authorities, relevant stakeholders and the public.

3.3 DELIVERABLES AND PAYMENTS SCHEDULE

The consultant shall deliver the following outputs within the prescribed submission dates/timelines. A payment scheduled is also presented.

Task	Deliverables / Description	Language	Submission Date	% payment
Inception phase	1] Inception Report 2] Quality Plan specifying quality standards (ISO certifications), practices, resources, and the sequence of activities relevant to the contract 3] Design Basis Report Documenting the rationale, criteria, principles, assumptions, and constraints used for detailed engineering and the final design.	English and Portuguese	Latest at end of 2 weeks	10%
Task 1 Development of 3 proposals for the rehabilitation and modernization of the existing fish market, annexed landing site and surrounding area in Mindelo	Three different proposals for the rehabilitation and modernization of the existing fish market.		Latest at end of Month 2	20%
Task 2 Evaluation of proposals for the rehabilitation of the existing fish market, annexed landing site and surrounding area	The 3 proposals for the rehabilitation and modernization should subsequently be evaluated, during a workshop to be held in Mindelo		Latest at end of Month 3	10%
Task 3 Development of desirable technical specifications, assessment of investment needs, and assessment of revenue-generating potential, including an economic and financial evaluation (EFA)	Following the identification of the best possible option, the Consultant delivers the technical studies and bidding documents .		Latest at end of Month 4	40%
Task 4 Stakeholder engagement plan	Delivery of a report resulting from an analysis of the relevant stakeholders related to the rehabilitation of the fish market, the annexed fish landing site, and surrounding area in Mindelo			

Task 5 Social and environmental assessment of the best possible rehabilitation/modernization option	Delivery of a report resulting from initial mapping and assessment of environmental and social risks affecting the most promising rehabilitation/modernization option proposed in Task 2, including participation in a workshop to present the findings and proposed environmental and social safeguards instruments.		
Assistance with the Bid Evaluation Review	Assignment Completion Report including assistance with the bid evaluation review	At the end of month 5	20%

The UGPE (Unidade de Gestão de Projetos Especiais/Ministry of Finance) is the Client, and the consultant will work under the direct supervision of DNAP Deliverables shall be submitted (electronically) to the attention of the Client.

At both, the end of Task 2 and Task 5, there will be workshops, with the participation of the Consultant and key stakeholders, to present intermediate findings, results and final products of the consultancy.

4. DURATION

The assignment will have a total duration of five (5 months). During this time, the Consultant shall undertake three (3) field missions to Mindelo – São Vicente and assist with the Bid Evaluation Review of the works tendered out.

5. SUPPORTING DOCUMENTS

DNPA and CMSV will provide relevant supporting documents to facilitate delivery of the assignment.

6. CONSULTANT PROFILE

6.1 Firm Profile

The consulting firm must be specialized in architecture and urban development, with at least 10 years of general experience in related business. The firm must as well:

- Through a portfolio of projects developed in the last 5 years, demonstrate relevant experience in similar assignment of this TOR;
- Demonstrate technical and managerial capacity;
- Demonstrate relevant experience developing similar projects in countries with similarities of Cabo Verde.

6.2 Staff Composition and Qualifications Table below identifies the firm key-staff for this assignment.

Staff	Qualifications and skills	General Experience	Specific Experience
Team leader Architect	➤ Master's degree in architecture specialising in Conservation, Industrial design or Environmental design	➤ At least 10 years of experience in the field of retail infrastructure	<ul style="list-style-type: none"> ➤ Experience as Team Leader on at least 2 similar projects in relation to preparatory studies (feasibility studies, detailed design) of major retail infrastructure and/or Conservation with a minimum investment amount of EUR 5 million. ➤ Familiarity with food hygiene infrastructure requirements ➤ Must be proficient in English (oral and written) and proficient in Portuguese (oral at least). ➤ Familiarity with the region will be an asset. ➤ Familiarity with energy-efficient, climate resilient infrastructure
Structural Civil Engineer	➤ Master's degree or equivalent in Civil Engineering and/or Structural Engineering.	➤ At least 10 years of experience in the field of structures, industrial buildings or retail infrastructure with controlled environments.	<ul style="list-style-type: none"> ➤ Experience as engineer on at least 2 similar projects in relation to preparatory studies (feasibility studies, detailed design) ➤ Must be proficient in English (oral and written) and proficient in Portuguese (oral at least). ➤ Familiarity with the region will be an asset.
Food Hygiene technologist	➤ Master's degree or equivalent in food technology, food quality assurance or processing	➤ At least 10 years of experience in HACCP procedures	➤ At least 10 years of experience as a food hygiene technologist in the fisheries sector or quality assurance inspector with a major or governmental organisation
Maritime Fisheries Economist	➤ Master's degree or academic degree equivalent in maritime or fisheries economics,	➤ At least 10 years of experience in the field of economic and financial analysis of fisheries	➤ Experience as economist/ financial expert on at least 3 similar fisheries projects in relation to economic and financial evaluation/appraisal.

	finance, or similar field	infrastructure projects	<ul style="list-style-type: none"> ➤ Must be proficient in English. ➤ Familiarity with the region will be an asset.
Social/cultural science expert	<ul style="list-style-type: none"> ➤ Master's degree or academic degree equivalent in social science and cultural field or equivalent ➤ In the absence of a university degree in the relevant field, demonstrated equivalent professional experience of at least 15 years can be accepted. 	<ul style="list-style-type: none"> ➤ At least 10 years of experience in the field of social, cultural, and gender impact assessment/due diligence for infrastructure projects 	<ul style="list-style-type: none"> ➤ Experience as social expert on at least 3 similar projects in relation to social due diligence (social impact assessment and/or gender analysis and/or resettlement). ➤ Must be proficient in English and proficient in Portuguese (oral at least). ➤ Previous experience in small island nations or similar context is desired. ➤ Familiarity with the region and with the World Bank ESF will be assets.
Environmental expert	<ul style="list-style-type: none"> ➤ Master's degree or academic degree equivalent in environmental sciences or equivalent, with other trainings in Environmental Impact Assessment field ➤ In the absence of a university degree in the relevant field, demonstrated equivalent professional experience of at least 15 years can be accepted. 	<ul style="list-style-type: none"> ➤ At least 10 years of experience in in conducting ESIA studies for large scale infrastructure development projects 	<ul style="list-style-type: none"> ➤ Experience as environmental expert conducting environmental safeguard due diligence of 3 similar projects. ➤ Must be proficient in English and proficient in Portuguese (oral at least). ➤ Previous experience in small island nations or similar contexts is desired. ➤ Familiarity with the region and with the World Bank ESF will be assets.

The Consultant is free to mobilize additional experts (non-key staff) for specific tasks and could mobilize a resettlement specialist if the screening of activities establishes the need for a resettlement plan.

7. REPORTING

The consultant will report directly to DNPA.

For matters related with the execution of the contract, the consultant reports to the Client/UGPE (*Unidade de Gestão de Projetos Especiais*), a Government entity mandated to oversee public development programs-projects.

8. ADMINISTRATION AND LOGISTICS

All traveling and allowance costs related to the consultant's field missions/stakeholder consultations are the consultant's responsibility. For seminars/workshops and alike, if there are operational costs to be incurred, those shall also be of the responsibility of the consultant, and therefore should be included in the consultant's financial proposal.

Meeting rooms and facilities for the seminars will be made available by DNPA.

9. CONTRACT TYPE

A lump-sum form of Contract shall be signed. Payments to the consultant of remuneration are linked to approval of deliverables, and the payment of reimbursable expenses are made upon presentation of receipts of expenses incurred at real cost.