



**TECHNICAL ASSISTANCE TO SUPPORT HIKING TOURISM ON CABO VERDE:
REGULATIONS, STANDARDS, CAPACITY BUILDING, GOVERNANCE, AND
MARKETING**

TERMS OF REFERENCE

A. BACKGROUND

Cabo-Verde is pursuing a post-COVID-19 ‘build-back-better’ vision for the tourism sector, anchored in a new Tourism Operational Plan (*Plano Operacional do Turismo - POT*), covering 2022–2026, to diversify and leverage other high-potential demand segments. The POT prioritizes new demand segments such as nature-based tourism in the mountain islands of Santo Antão (SA), São Nicolau, and Fogo, as well as cultural/blue economy-related activities in the São Vicente and Santiago Islands.

In pursuing this diversification strategy, one of the specific segments with the highest potential is hiking tourism. Cabo Verde has already had some degree of success in attracting international hiking tourists—primarily from Europe. The attractiveness of its landscapes, unique culture, and existing trail network are some of its key assets that are driving demand.

The Cabo Verde Tourism Board (ITCV), through the World Bank-financed Resilient Tourism and Blue Economy Development (RTBED) Project has already started to invest in the hiking market through several initiatives. The first is the upgrading of the hiking trail network on SA, the Island which currently attracts the highest number of hiking tourists. The second, which was recently concluded, was extensive market research on the international hiking market. The study utilized a range of primary research such as tailored surveys of international tour operators, interviews with key local stakeholders, and surveys of international hiking visitors in Cabo Verde. The study provided a number of important recommendations related to the development, management, and promotion of hiking tourism in SA and Cabo Verde.

The aim of this consultancy is to support ITCV and other key tourism stakeholders in the implementation of prioritized recommendations from the market study. The consultancy will be supported by financing from the RTBED Project.

B. OBJECTIVES

The overall objective of the consultancy is to enhance the competitiveness and sustainability of hiking tourism in Cabo Verde. Some specific objectives are to:

- Create more income-generating opportunities for local communities where hiking tourism is practiced;
- Improve the quality of the hiking tourism experience for visitors;
- Ensure that hiking tourism does not have negative environmental or social impacts in the communities where it is practiced and is sustainably developed and promoted
- Ensure that Cabo Verde is able to offer a safe and secure experience to hiking tourists;
- Better distribute hiking tourists among the islands of Cabo Verde so as to reduce environmental pressures and help spread associated economic benefits more widely;
- Improve the governance of hiking trail networks so as to ensure infrastructure maintenance, safety, environmental conservation, and financial sustainability;

- Increase awareness about high-quality hiking tourism opportunities in Cabo Verde among international tour operators and hiking tourists.

C. SCOPE OF WORK

1. *REGULATIONS*

- Review and provide substantive technical feedback on the national-level draft decree on the organization, protection, and classification of hiking trails.** Feedback should be based on relevant best practices from other global destinations, as well as knowledge of Cabo Verde's specific context.
- Provide feedback and recommended revisions for approximately 10 technical regulations (currently being drafted), which provide more specific details on key aspects of the national-level hiking trail decree mentioned above.** The technical regulations are related to identification, classification, accreditation, signage, usage, fees, maintenance, public information, and design of hiking trails.

2. *STANDARDS*

- Adapt ISO adventure tourism standards (in the Portuguese language) to the specific context of Cabo Verde, with a focus on hiking tourism.** This should be done through convening a few working sessions with a group of relevant stakeholders. Based on feedback from the session, propose a draft set of standards and standard operating procedures and then validate them in a follow-up stakeholder session. The standards should cover key themes such as sustainability, safety management, and information for tourists.

3. *CAPACITY BUILDING*

- Provide three-day safety management system training to hiking tour operators.** This should include themes such as tour guide training, briefing tourists, defining procedures to minimize risks, emergency action planning, etc. It should incorporate operators from various islands in Cabo Verde (specific ones to be determined). The training should include reading materials, and should be recorded for future use. If possible, a local training institute that could teach the course in the future should also participate.
- Develop and deliver a 5-day hiking tourism training course to local tour guides.** This course should be developed based on a rapid assessment of current experience, needs and previous training. It should cover themes such as safety, sustainability, quality customer service, experience development, and storytelling/interpretation as well as the new standards and legal requirements. It should be highly practical in nature and include both in-class and in-situ training. It should incorporate guides from various islands in Cabo Verde (specific ones to be determined). The classroom training should include a series of quizzes and sessions should be recorded for future use. If possible, a local training institute that could teach the course in the future should also participate.

- c. **Provide a follow-on 3-day Train-the-Trainers module.** This would be delivered to 3-5 of the most qualified participants of the tour guide training course. The module should focus on relevant pedagogical skills that will allow participants to effectively deliver the tour guide training course in the future. This should be face to face training with trainees needing to demonstrate a high level of experiences and understanding of the topics. If possible, a local training institute that could teach the course in the future should also participate.
- d. **Design and lead an experience sharing trip.** The aim is to allow key local stakeholders from selected islands to travel to and learn from a comparable destination that has had considerable success in developing and managing a sustainable hiking tourism sector. The trip would be up to one-week-long and accommodate up to 12 participants, including representatives from local municipalities, tour guide associations, etc. A proposed itinerary that includes approximate costs should be provided.

4. TRAIL NETWORK GOVERNANCE AND PERMITTING FOR SANTO ANTÃO

- a. **Conduct a review of international best practices related to hiking trail management structures and permit issuing/fee collection practices.** A long list of ten of the world's best trail management destinations should be provided and case studies should be developed for at least five of them. The review should include at least five internationally renowned hiking trails (such as the Annapurna Circuit in Nepal and Inca Trail in Peru), as well as trails within SA's competitive set. It should assess the fee type, governance, funds flow (to the extent possible), performance, maintenance responsibilities, community involvement and lessons learned by providing an in-depth review of the five destinations and a comparative table for quick overview. Where necessary, interviews could be conducted with managers to collect information.
- b. **Conduct background research and interviews with key local stakeholders on SA in order to develop a current situation analysis.** Documents to consult as part of the background research should include, but not necessarily be limited to: the Tourism Master Plan for SA, the SA tourist profile study, the Hiking in Cabo Verde market research recently conducted by ATTA, the various reports submitted as part of the RTBED-sponsored SA trail mapping consultancy, and the draft Decree on hiking trails (mentioned above in the Regulations section). Key stakeholders to interview would include, but not be limited to the island's Municipalities, other relevant government institutions, NGOs and donor organizations that support related activities, tour operators offering hiking tours on the island, local guide federation, and other local businesses that cater to the hiking market. Based on the research and interviews:
 - Conduct a mapping of the various government institutions and other structures that currently have a role in the management and maintenance of the trails. This should include an analysis of their financial and human resource capacity to play such roles.
 - Describe how other trail systems in Cabo Verde are managed and maintained, including whether permits are required and/or fees are collected.

- Gather perceptions regarding the current system of management and maintenance of hiking trails
 - Gather stakeholder ideas regarding potential management and fee structures that could improve maintenance of the trail and the overall experience of the hikers on the trail. To the extent that stakeholders feel levying a fee would be appropriate, it would be useful to get their opinions (especially among tour operators offering this product) on what they feel would be a suitable amount that would not jeopardize the destination's competitiveness.
- c. **Develop feasibility study with recommendations for the management of the hiking trail system on SA.** This should be based upon the review of international best practices and consultation with local stakeholders. It should also take into consideration the hiking trail management framework proposed in the aforementioned draft Decree. Three options should be provided, each with an economic feasibility analysis that projects costs vs. future earnings (using a five to ten-year timeframe). Based on the analysis, a suggestion should be provided indicating which is most likely to be successful. Recommendations should cover the subjects of governance structures and the fee system to be utilized. More specifically, recommendations should cover:

Governance

- Provide an analysis of different structures that are used in other destinations to manage hiking trails. The review should include insights into the advantages and disadvantages of each structure as well as feasibility, suitability, and sustainability for the SA context. The types of structures explored should include, but not necessarily be limited to:
 - Government structures (local, regional, or national entities)
 - Non-governmental structures (NGOs, foundations, trusts, etc)
 - Public-private partnerships
- Suggest the specific roles that should be assumed by the management entity in SA. For the roles that will be assumed by the management entity, provide relevant best practices from other successfully managed trail systems. Roles may include, but should not necessarily be limited to:
 - Permit issuing/fee collection
 - Setting up an online reservations system
 - Determination of how money collected from user fees will be allocated
 - Regular physical maintenance/repair of trails
 - Building/installation of additional infrastructure
 - Replacement/development of new signage and maintenance of existing signage
 - Setting or modifying trail regulations
 - Monitoring user compliance with regulations and payment of fees and issuing fines/penalties to those that do not follow regulations or pay fees
 - Undertaking communications/information dissemination efforts aimed at tourists, the tourist trade, local communities, and other local stakeholders

- Marketing and PR of trail
 - Establishing, monitoring, and evaluating environmental and social sustainability indicators
 - Determining trail carrying capacity and whether the number of permits should be limited
 - Collecting and analyzing statistics regarding visitor flows and profiles
 - Developing feedback mechanisms regarding trail users' experience
 - Liaising with national-level entities/structures involved in hiking tourism, as well as those that are operating on other islands
- For those roles not recommended to be included within the management entity's mandate, indicate what other structures might be required such as advisory groups, technical committees, etc. Include international best practices as relevant. Again, this should take into consideration plans at the national level as proposed by the draft hiking trail Decree.

Fee system

- Review mechanisms for issuing permits and collecting fees that will be used for trail management and maintenance and then make specific recommendations for SA. These types of mechanisms may include but should not be limited to collection at a central office, at various points along the trail, through an online payment system, and through accredited tour operators. Specific recommendations should be based on factors such as:
 - Convenience for tourists
 - Cost-effectiveness of mechanism
 - Ease/difficulty of verification that tourist has paid the fees
 - Ease/difficulty of sustaining the mechanism
 - Ensuring transparency and accountability
 - Compatibility with other systems being used in Cabo Verde
 - Recommend a trail user fee pricing model based upon those of competitor countries/trail systems and the local context. One key consideration is whether differential pricing should be used. This could be based on factors such as the time of year (peak season or non-peak season) and type of tourist (international visitor, national visitor, local resident, foreign resident, student, etc.). Another question is whether pricing should be per day or for a longer period (i.e., one week). Finally, a range of hiking trail user fees should be proposed, ensuring they are internationally competitive.
- D. Write a draft report incorporating all the aforementioned elements.** Then present findings and suggestions from the report to key stakeholders to validate ideas and gather additional feedback. While the report should focus on SA, it should also provide some guidance on whether the recommendations might be applicable to other hiking destinations in Cabo

Verde. Based upon feedback gathered, then finalize the report and prepare a step-by-step action plan for implementation.

5. **MARKETING**

- a. **Undertake activities aimed at promoting the Cabo Verde hiking product to the international travel trade (B2B).** These may include, but would not necessarily be limited to:
- Hosting a fam trip for qualified international tour operators and members of the travel press
 - Supporting ITCV’s participation at one or two specialized international trade fairs so they are able to effectively present the country’s hiking tourism offering to a highly qualified group of international tour operators.
 - Liaise with international market representation firms to ensure that their promotional efforts successfully incorporate hiking tourism messaging.
- b. **Undertake activities aimed at directly promoting the Cabo Verde hiking product to international hiking tourists (B2C).** These may include, but would not necessarily be limited to:
- Develop a storytelling project to provide targeted content for the country’s official tourism website and social media channels
 - Develop high-impact Cabo Verde landing pages on hiking-related websites
 - Enlist the support of qualified, relevant influencers
 - Liaise with international market representation firms to ensure that their promotional efforts successfully incorporate hiking tourism messaging.
 - Identify appropriate marketing metrics and report against these.

D. **DELIVERABLES**

Summary Table of Deliverables, Due Dates and Payments

Item	Deliverable Name	Brief Description of Minimum Content	Due Date	Payment against approval of deliverable (%)
1	Inception report	Highlighting proposed methodology and action plan (with timeline) for all five components of the consultancy.	15 days after signing the contract	5%
2	Assessment of regulation on Hiking /Trecking Tourism in Cabo Verde	Containing technical feedback on the draft decree on the organization, protection, and classification of hiking trails on Cabo Verde.	1 months after signing the contract	10%
3	Report on training activities delivered to tour operators and tour guides	Summarizing training activities delivered to tour operators and tour guides. It should include the list of participants, topics covered, challenges, lessons learned, results achieved, feedback gathered from participants, and guidance for offering follow-up training sessions in the future.	4,5 months after signing the contract	10%

4	Proposal for standards on hiking tourism in Cabo Verde	A document containing the proposed hiking tourism standards for Cabo Verde	6,5 months after signing the contract	15%
5	Draft feasibility study	Containing recommendations for the management model and fee structure of SA hiking trails. It should be a Word document, accompanied by a PPT presentation that can be presented to key stakeholders for validation	9,5 months after approval after signing the contract	15%
6	Final SA hiking trail governance and fee structure study	Study based upon feedback provided by the government of Cabo Verde and key stakeholders during the validation session. It must contain a step-by-step action plan for implementation of the model and the fee structure. It should be a Word document, accompanied by a summary in PPT	12,5 months after approval after signing the contract	20%
7	Report for marketing activities to promote hiking tourism	Report in PPT with evidence highlighting all B2B and B2C marketing activities undertaken. It should include a discussion of tangible and quantifiable results achieved (with relevant links and images), challenges faced, and lessons learned. . It should also contain a manual that will help guide ITCV to successfully carry on B2B and B2C promotion of hiking tourism through international trade fair participation, the hosting of fam trips, maintenance of online landing pages, continued social media engagement, etc. including metrics and suggested targets	15,5 mounths after approval after signing the contract	15%
8	Final Report	Delivery of the Final Report concluding the Consultancy	16 mounths after approval after signing the contract	10%

All deliverables and related documents resulting from the consultancy should be delivered in Portuguese. These are property of the Government of Cabo Verde.

E. CONSULTING FIRM QUALIFICATIONS

A. Firm Profile:

- At least 7 years' experience in sustainable tourism planning and management related to hiking tourism segment. Previous working experience on sustainable tourism development in developing countries will be an advantage;
- The firm must prove that it has developed at least 2 regulatory instruments in hiking tourism, involving governance, regulations ,standards, fees , in the last 5 years
- Have participated in at least , in two certification organization process related to hiking tourism in last 5 years ;

- Have designed or participated in the design of at least 2 capacity building projects, involving , safety management, training courses to tourism guides, related to hiking tourism, in last 3 years;
- Have elaborated or participated in the elaboration of at least 2 action plans or marketing related to tourism and in particular with the hiking tourism segment, in the last 5 years
- It is required the working knowledge of at least one of the following languages: English, , or Portuguese. Working knowledge of spoken and written Portuguese is considered as a strong asset. At least one member of the team must be able to effectively communicate in Portuguese (Spanish speakers will also be considered as acceptable).

B.Consulting firm team

The team should at least contain 3 key experts, with qualifications as follows:

Team Leader

- Degree in environmental conservation, community development, tourism management or related topics
- At least 10 years of proven experience in hiking trail planning and management(governance, regulations and standard´s)
- A minimum of 5 years of relevant experience in developing countries, including demonstrated experience in the development of nature –based tourism industry, including community nature-based project ;
- Fluency in Portuguese and English

Capacity building expert

- Relevant degree in Degree in Tourism , or Social Sciences;
- More than 5 years of experience with capacity building program design and implementation, related to ecotourism, experience in developing world destinations is advantageous;
- Experience in developing safety management system training and training courses to local tour guides, related to hiking tourism projects;
- Knowledge of and experience with multi-stakeholder collaboration, participatory techniques, coaching, networking, learning, alliance building and team building
- Fluency in Portuguese

Marketing specialist

- Relevant degree in communication sciences, marketing, analytics, digital branding, advertising,
- Good understanding of international tourism trends related to adventure tourism and hiking tourism
- Strong experience in a marketing role within the travel industry and experience of linking local, regional and international tourism markets;

- At least 5 years of experience in developing marketing activities related to hiking tourism
- Knowledge of Cape Verde destination marketing challenges is an advantage

F. REPORTING

The consultant will report directly to the Cabo Verde Tourism Board (ITCV). For matters related with the execution of the contract, the consultant reports to the UGPE (Unidade de Gestão de Projetos Especiais), a government entity mandated to oversee public development programs-projects.

G. 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 ITCV.

H. DURATION

The duration of the consulting service is sixteen months.

I. CONTRACT TYPE

A lump-sum form of Contract shall be signed. Payments to the international 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