

RESILIENT TOURISM AND BLUE ECONOMY DEVELOPMENT PROJECT IN CABO VERDE
(PROJECT ID: P176981)

Sustainable Management of Sea Turtle Ecotourism
in São Pedro, São Vicente – CABO VERDE

TERMS OF REFERENCE

A. BACKGROUND

Cabo Verde's strategic location, along with its natural beauty, inviting climate, and rich cultural heritage has solidified its status as an attractive tourism destination. Over the past two decades, the tourism sector has experienced remarkable and sustained growth. At the forefront of this growth is the sun and sand segment, which is anchored in the all-inclusive package model. Notably, foreign-owned large resorts and operators have dominated this landscape, primarily overconcentrated on two islands, Sal, and Boa Vista.

The ITCV - Instituto de Turismo de Cabo Verde emerged in 2019 as part of an extensive reform of the institutional framework and management model for tourism within Cabo Verde. This institute is entrusted with regulating and overseeing the tourism sector, executing national policies, conducting comprehensive studies and analyses, and embracing global trends in the field. Additionally, it is tasked with promoting the country as a sustainable and appealing tourist destination. ITCV, through the World Bank funded “Resilient Tourism and Blue Economy Development” Project in Cabo Verde, aims to foster a more diversified tourism offering and enhance the involvement of Small and Medium Enterprises (SMEs) in value chains related to tourism and the blue economy in Cabo Verde.

The coastline of Cabo Verde stands as one of the nation's most precious resources. However, the rapid expansion of the tourism sector has brought forth substantial threats to the rich, yet fragile coastal and marine ecosystems. Challenges range from excessive hotel construction to unregulated marine ecotourism activities. The archipelago's waters house five out of the seven sea turtle species, with the loggerhead turtle (*Carretta caretta*) being the sole species that nests on the country's beaches. This species is both emblematic and globally endangered, and Cabo Verde ranks as the second most significant hotspot in the North Atlantic. Through collaborative

efforts between the public sector and numerous NGOs, the turtle population has demonstrated growth in recent years. In tandem, there has been a notable surge in the demand for and provision of sea turtle watching excursions during the nesting process.

While tourism plays an instrumental role in Cabo Verde's economy and society, it often triggers conflicts between those who exploit the coast for tourism, sometimes unsustainably, and those advocating for the conservation of ecosystems. This tension underscores the collective value of coastal environmental resources as the bedrock for tourism development.

São Vicente emerges as one of Cabo Verde's primary tourism destinations, securing the fourth spot in terms of hotel guests and overnight stay volume. The Island's tourism demand is on an upward trajectory, owed to its vibrant array of festivals, cultural events, scenic landscapes, inviting beaches, and optimal conditions for water sports—nautical tourism being a key segment. Additionally, São Vicente is earning a reputation for providing a distinctive tourism experience that arguably remains unmatched by any other island - roughly five years ago, the fishing community of São Pedro introduced a novel tourism offering: trips on artisanal fishing boats followed by snorkeling encounters with green sea turtles (*Chelonia mydas*), which are attracted by food. The success of this venture has lured the interest of other tourism service providers like guides and diving centers, leading to conflicts and tensions due to the community's sense of "activity ownership". Adding to the complexity of the situation, these (informal) ecotourism activities frequently suffer from inadequate monitoring of compliance, absence of proper legal licensing, and deficiency in necessary expertise.

The village of São Pedro is located on a wide crescent bay 10km southwest of the island capital Mindelo, adjacent to Cesária Évora Airport. The population of about 1,000 are dependent on fishing and turtle watching, mostly run by male family members. There is a school, village committee and women's association but infrastructure is limited, and many households are living in poverty. A hotel is located on the far end of the beach and there are two beach bars/restaurants.

Effective management of marine ecotourism, encompassing activities such as turtle watching snorkeling, holds the potential to create employment opportunities for coastal community SMEs, energize local businesses, diversify revenue streams, and catalyze a positive cycle of inclusive economic and environmental growth. Safeguarding the coastline and judiciously managing its resources requires a holistic approach that balances environmental, economic, and social objectives. This endeavor mandates active engagement from both the public and private sectors, fostering collaboration among central and local institutions and civil society.

B. OBJECTIVES

The overall objective of the assignment is to support long-term economic and social outcomes for the community of São Pedro, São Vicente from turtle watching/swimming while protecting the marine resources on which they depend.

The specific objective is to carry out a participatory community assessment of the economic, social and environmental context of turtle watching/swimming activities in São Pedro and subsequently work with the community to develop an action plan, delivery of customized training programs and develop guidelines to improve outcomes in the short and medium term.

C. SCOPE OF WORK

The consultant will be responsible for the following tasks:

Deliverable 0: Inception report: this should include provide an outline of the methodology, data sources, research approach, a work plan with timeline. It should include a draft stakeholder map, outline of interview plan and rapid community assessment exercise.

Phase 1 Community and Product Assessment

1a) Stakeholder mapping and capacity assessment

Work collaboratively with the community to identify and consult with relevant stakeholders related to the sea turtle watching/swimming operating in São Pedro in São Vicente (including any that may be located outside of São Pedro and running day trips). The analysis must consider local community protocols, gender sensitivity, consider any vulnerable or minority groups and their right to equitable consideration for their views and interests. This first phase will:

- Propose 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 (include proposal in inception report)
- Identify potential means of engagement and channels for communication and feedback from stakeholders. (include proposal in inception report)
- Carry out a rapid community assessment to collect insights on current situation around the ecotourism product. The assessment should involve conducting community-based interviews, social listening sessions, and observations regarding existing tensions with other stakeholders and identify capacity building needs.
- Meet with private sector operators who are using the site or might consider using the site to hear their concerns and recommendations. Interview local and central authorities from the tourism, sea, and conservation sectors.
- Identify institutional or civil society stakeholders and any policy barriers to product development.

1b) Diagnostic of current sea turtle ecotourism product experience

Conduct a rapid evaluation of current tourism activities in São Pedro including their economic and social benefit and to whom it accrues and any environmental impacts.

- Identify through observation and community consultation current tourism flows, activities and issues.

- Estimate the current number of visitors and their expenditure patterns in São Pedro
- Estimate the current employment impact of turtle/watching and swimming.
- Observe and assess the sea turtle watching/swimming activities (and any other tourism activities) offered at São Pedro, from the perspective of visitors, operators, authorities, community members and the impact on the species (through informal interviews/small survey)
- Identify through community assessment any other potential products, tours, souvenir, or other tourism activities that could be developed.
- Conduct a review of the current loggerhead and green sea turtle population in São Vicente, including health, behaviour, and national legal framework that covers interactions with those species.
- Evaluate the current sea turtle ecotourism product with recommendations for improvement to increase expenditure and employment and reduce adverse impacts.
- Identify and summarize international standards and good practices around sea turtle ecotourism excursions and prepare three comparator case study examples that are similar to the one offered at São Pedro.

Deliverable 1: Diagnostic PPT presentation containing an executive summary of the São Pedro Sea turtle ecotourism community & product diagnostic, including economic, social, and environmental impacts, and recommendations on capacity building needs and next steps. This should include a comparative analysis on international best practices for sustainable maritime ecotourism destinations, including examples of sea turtle ecotourism. The PPT should put forward recommendations to overcome the existing conflicts and tension triggers, as well as governance bottlenecks. It should be validated by the community and key stakeholders. Stakeholders contact list and survey results should be part of the report's appendix.

1c) Viability study for an Ecotourism Visitor Centre

Assess the viability of a potential development of a visitor education center in São Pedro.

- Assess the viability of implementing an ecotourism visitor centre at São Pedro, including potential location, size, operation model, and car parking in the community area.
- Evaluate the demand and potential visitor market for the proposed visitor centre.
- Assess the financial viability and estimated costs associated with the construction and operation of the visitor centre
- Conduct an analysis of the revenue-generating potential (merchandising, equipment rental, excursions, etc) and projected financial performance under alternative scenarios for the construction and operation of the centre.
- Suggest possible financing options, governance, and management arrangements most favourable to the efficient operation and maintenance of the project site.
- Consider potential current and future impacts of climate change on sea level.

Deliverable 2. Viability study report: determining the potential benefits, costs, risks, and overall feasibility of establishing a visitor centre at São Pedro discussed with and validated by the community.

Phase 2. Capacity Building and Action Planning

2 a) Capacity building

Develop and run a series of short courses to improve understanding of tourism management, customer service, turtle ecosystems. These can be phased throughout the

- Develop and hold a series of capacity building sessions (no less than five half days per group) for community leaders, guides & nautical tourism operators, authorities, and existing community SMEs (beach bars, souvenirs stores and equipment rentals) (groups to be decided based on results of stakeholder mapping). The activity should also be used to raise awareness of current visitor experience, turtle impacts and importance of multistakeholder partnership in tourism. Women and vulnerable community members should be prioritized in these trainings.
- The training sessions should include tour guide training, sustainable excursion standards, safety procedures to minimize risks, emergency action planning, first aid, participatory coastal management, customer service, etc.

Deliverable 3 : Draft and final training curriculum, materials, and training plans and minimum 20 days of training completed in the community on topics agreed in the assessment for future operations.

2b) Sustainable Community Action Plan (SCAP)

Work with the community to develop a sustainable community action plan for the management of tourism in São Pedro

- Through the community mapping, identify and propose a core group of key stakeholders, including women, involved NGOs, fisherman, and the private sector, to engage throughout the management plan development process to form a Community Action Committee CAC.
- Hold a series of participatory sessions with a full group of community, public and private stakeholder to develop a management plan of the sea turtle ecotourism product.
- Develop a participatory sustainable management plan that includes a revenue model to benefit the community (e.g. community tourism fund).
- Identify capacity building needs of each of the groups interested in the implementation and governance of the plan.

Deliverable 4. Sustainable Community Action Plan for the management of sea turtle ecotourism in San Pedro. The plan should identify agreed vision, mission, objectives, activities, roles & responsibilities of stakeholders, discuss funds flow and funds use and include actionable strategies and guidelines for habitat

preservation, visitor management and community engagement, as well as M&E framework with indicators to measure success. The SCAP should be validated by the community and key stakeholders. A final summary PPT should be prepared with full project results in English and Portuguese.

D. DELIVERABLES

The consultant is expected to deliver the following outputs:

Task	Deliverable	Delivery Date
0. Inception Report including Stakeholder Mapping	Inception Report: providing an outline of the methodology, data sources, research approach, a work plan with timeline. It should include specific information on research, fieldwork, preliminary stakeholder mapping and validation sessions that will be conducted.	15 Days after contract signing
1. Diagnostic of current sea turtle ecotourism experience	Diagnostic PPT presentation: containing an executive summary of the São Pedro Sea turtle ecotourism product diagnostic, including economic, social and environmental impacts, and recommendations on capacity building needs and next steps. This should include a comparative analysis on international best practices for sustainable maritime ecotourism destinations, including examples of sea turtle ecotourism. The PPT should put forward recommendations to overcome the existing conflicts and tension triggers, as well as governance bottlenecks. should be validated by the community and key stakeholders	60 Days after Start Date
2. Feasibility study for an Ecotourism Visitor Centre	Feasibility study report: determining the potential benefits, costs, risks, and overall feasibility of establishing a visitor centre at São Pedro discussed with and validated by the community.	90Days After Start Date
3. Capacity building	Draft and final training curriculum, materials, and training plans and minimum 20 days of training completed in the community on topics agreed in the assessment for future operations – All materials in editable format and in Portuguese.	120 Days After Start Date (timing is flexible and should be phased across the contract time)
4. Sustainable Community Action Plan	Sustainable Community Action Plan for the management of sea turtle ecotourism in San Pedro. The plan should identify agreed vision, mission, objectives, activities, roles & responsibilities of stakeholders, discuss funds flow and funds use and include actionable strategies and guidelines for habitat preservation, visitor management and community engagement, as well as M&E framework with indicators to measure success. The SCAP should be validated by the community and key stakeholders. A final PPT should be	130 Days after Start Date

	<p>provided as an executive summary compiling all the above mentioning deliverables, in English and Portuguese</p>	
--	---	--

E. FIRM QUALIFICATION AND EXPERTISE

E.1 The firm qualification and expertise

The ideal firm should possess the following qualifications and expertise:

- A strong background in community development and extensive 10 years of experience in sustainable tourism management, particularly in ecologically sensitive areas similar to Cabo Verde context
- Familiarity with the tourism sector in Cabo Verde and São Vicente in particular
- Familiarity with turtle conservation and best practices in turtle watching destinations.
- Demonstrated track record in similar tasks including tourism sector work in developing countries, in the last 3 years preferably in the Sub-Saharan Africa region.
- Prior experience of at least 5 years in small island development states and coastal destinations will be an advantage.
- Demonstrated ability to develop comprehensive management and feasibility plans.
- Strong research and communication skills, as well as the ability to engage diverse stakeholders, including community associations, government officials, and NGOs. Gender representation on the team

E.2 Team composition and qualification

A team of professionals with backgrounds in sustainable tourism, community development and conflict resolution, environmental conservation, turtle management and related fields.

Key-staff 1 - Team Leader

- Team leader must have an advanced degree in tourism, ecology, marine biology, sociology, economics, or geography
- At least 10 years of experience in the development of community tourism or natural resource management plans
- Must speak and write English and Portuguese, creole knowledge is an advantage, other team members proficiency in both languages would be preferable.

Key-staff 2

- At least a bachelor's degree in tourism, ecology, marine biology, sociology, or geography
- At least 5 years' experience in stakeholder management, ecotourism, or community-based tourism.
- Must speak English and preferable Portuguese or Spanish

Key-staff 3

- Experience in the tourism sector on Cabo Verde
- Knowledge of ecology and community development
- Experience with Stakeholders in Sao Vicente would be an advantage.
- Preference for Cabo Verdean team member

F. REPORTING

The consultant will report directly to ITCV - Instituto de Turismo de Cabo Verde. For matters related with the execution of the contract, the consultant reports to the UGPE (Unidade de Gestão de Projetos Especiais)-Special Projects Management Unit-, 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 and stakeholder consultations, are the consultant's responsibility and should be included in the firm's financial proposal. Meetings rooms and facilities for in site consultations will be made available by ITCV.

H. CONTRACT TYPE

A lump-sum form of Contract shall be signed. Payments to the international consultant of remuneration are linked to approval of deliverables.