



**Country: Cabo Verde**  
**PROJECT DOCUMENT <sup>1</sup>**

**Project Title:** Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde

**UNADF Outcome(s):** Outcome 4.2. Public institutions and private partners adopt a holistic approach to conservation and protection of critical habitats and biodiversity and use the natural resources on a sustainable manner for an inclusive and sustainable growth.

**UNDP Strategic Plan - Integrated Results and Resources Framework:**

Output 2.5 Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

*Indicator 2.5.1 Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.*

- a) Legal frameworks
- b) Policy frameworks
- c) Institutional frameworks

**Expected CP Outcome(s):** UNDAF OUTCOMES #4: Institutions reinforce environmental governance and integrate principles of environmental sustainability, climate change and disaster relief reduction; public and private institutions adopt a holistic approach to conservation and protection of critical habitats and biodiversity.

**Expected CPAP Output (s):** Output 4.2.1. The national institutions have their capacities improved to conceive and implement strategies and action plans for natural resources preservation, biodiversity, critical ecosystems and habitat restoration.

**Executing Entity/Implementing Partner:** Ministry of Environment, Housing and Land Planning (MAHOT) in collaboration with Ministry of Tourism, Investment and Business Development (MTIDE)

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<sup>1</sup> For UNDP supported GEF funded projects as this includes GEF-specific requirements

**Brief Description.** Cabo Verde has set ambitious targets for the expansion of its tourism industry. The achievement of these targets relies on long term competitiveness, which for a significant proportion of the tourism on offer depends on good environmental quality standards and the effective conservation of the country's landscape and biodiversity assets. This project will support 'mainstreaming' biodiversity considerations into the tourism sector, while strengthening the conservation of Cabo Verde's important biodiversity by operationalising a critical new subset of Protected Areas (PAs). These are located in four priority islands – Santiago, Sal, Boa Vista and Maio – where immediate pressure is greatest and urgent action is required that can be replicated more widely in the future. Under Component 1 the project will develop and put into place coherent and effective enabling frameworks (i.e. legal, policy, regulatory and institutional) for enhanced multi-sectoral strategic land-use planning at the landscape level, focusing on the tourism and associated real estate/construction sectors. The project will support the development of new national standards on sustainable tourism and the uptake of international certification systems that are aligned with Global Sustainable Tourism Criteria while promoting destination-based sustainable tourism standards and their operationalisation. It will also help define economic/fiscal and other incentives and penalties to advance the adherence of private sector and local community businesses to best-practice standards and related certification systems. Under Component 2, the project will spearhead the operationalization of 8 PAs based on the development of management and ecotourism plans and associated regulations. The identification of new potential MPA sites for inclusion in the national PA system will also be supported, as well as the definition and piloting of co-management and conflict resolution mechanisms. Cost-effective PA revenue generation mechanisms will be developed and tested in conjunction with tourism sector stakeholders. An environmental monitoring program to track the impacts of tourism and fisheries in PAs will be installed and Information Education and Communication (IEC) campaigns implemented to promote the role of PAs and sustainable tourism in Cabo Verde.

<p>Programme Period: CPD 2012-2016</p> <p>Atlas Award ID: 00090563 Project ID: 00096274</p> <p>PIMS: 4256</p> <p>Start date: 2015 End Date: 2020</p> <p>Management Arrangements NIM PAC Meeting Date TBD 2016</p>	<table> <tr> <td>Total budget</td> <td>USD 13,711,831</td> </tr> <tr> <td>• Regular UNDP</td> <td>US\$ 450,000</td> </tr> <tr> <td>• GEF</td> <td>US\$ 3,664,640</td> </tr> <tr> <td>Other:</td> <td></td> </tr> <tr> <td>• MAHOT (GovCV)</td> <td>US\$ 5,266,431</td> </tr> <tr> <td>• DGMR (GovCV)</td> <td>US\$ 4,275,760</td> </tr> <tr> <td>• AECID</td> <td>US\$ 55,000</td> </tr> </table>	Total budget	USD 13,711,831	• Regular UNDP	US\$ 450,000	• GEF	US\$ 3,664,640	Other:		• MAHOT (GovCV)	US\$ 5,266,431	• DGMR (GovCV)	US\$ 4,275,760	• AECID	US\$ 55,000
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Agreed by (Government):

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Date/Month/Year

Agreed by (Executing Entity/Implementing Partner):

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Date/Month/Year

Agreed by (UNDP):

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## LIST OF ACRONYMS

ACOPESCA	Fisheries Control Agency
ACPA	Advisory Council of Protected Areas
ADAD	Association for the Defense of the Environment and Development
ADEI	Agency for Entrepreneurial Development and Innovation
AFA	Administrative and Financial Assistant
AECID	Agencia Española de Cooperación Internacional para el Desarrollo
AMP	Maritime and Port Agency
ANN	Association of Friends of Nature
AWP	Annual Work Plan
BCV	Bank of Cabo Verde
CBD	Convention on Biological Diversity
CNP	National Fisheries Council
CR	Critically Endangered
CTA	Chief Technical Advisor
CVI	Cabo Verde Investment
DC	Destination Council
DCRN	Natural Resource Conservation Department
DGMR	Directorate General for Marine Resources
DGT	Directorate General for Tourism
DNA	National Directorate of the Environment
E&EU	Environment and Energy Unit (UNDP CO)
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
EN	Endangered
ERC	Evaluation Resource Centre
EU	European Union
FAO	Food and Agriculture Organisation
FCC	Fish Certification Centre
FDP	Fisheries Development Fund
FEE	Foundation for Education
FFI	Flora and Fauna International
GDP	Gross Domestic Product
GEF	Global Environmental Fund
GoCV	Government of Cabo Verde
GSTC	Global Sustainable Tourism Council
HDI	Human Development Indicator
ICZM	Integrated Coastal Zone Management
IMTC	Inter-Ministerial Technical Committee
INDP	National Institute for Fisheries Development
INIDA	National Institute for Agricultural Research and Development
INDP	National Institute for Fisheries Development
INE	National Institute of Statistics
IGQPI	Institute of Quality Management and Intellectual Property
IUCN	The World Conservation Union
M&E	Monitoring and evaluation
MAHOT	Ministry of Environment, Housing and Land Use Planning
MBF	Maio Biodiversity Foundation
MFP	Ministry of Finance and Planning
MIEM	Ministry of Infrastructure and Maritime Economy
MORABI	Organization of Women of Cape Verde
MPA	Marine Protected Area
MTIDE	Ministry of Tourism, Investment and Business Development

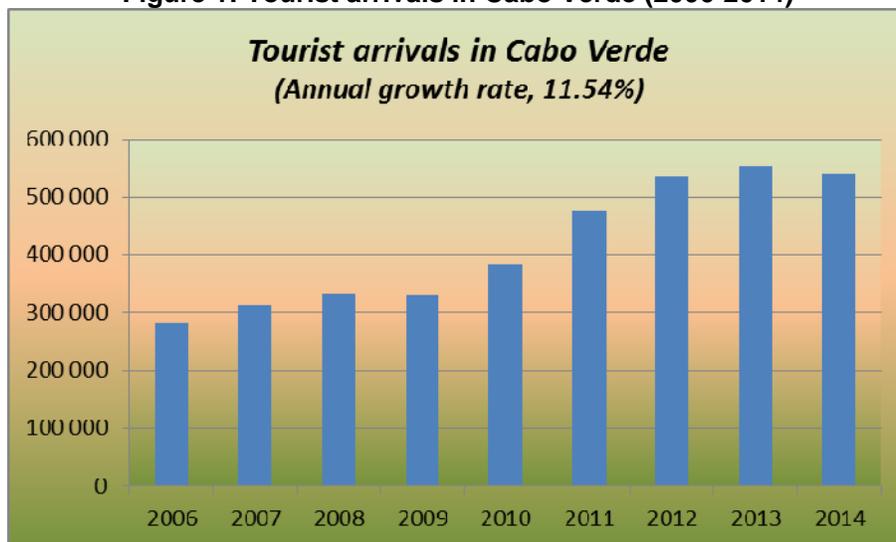
NBSAP	National Biodiversity Strategic Action Plan	National Protected Areas Strategy
NBSAP- PA	National Biodiversity Strategies and Action Plan	
NFRMP	National Fisheries Resources Management Plan	
NGO	Non Governmental Organisation	
NIM	National Implementation Modality	
NPC	National Project Coordinator	
NPD	National Project Director	
NSPTD	National Strategic Plan for Tourism Development	
OPF	Operational Focal Point (GEF)	
PA	Protected Area	
PAAA	Protected Areas Autonomous Authority	
PAMU	Protected Area Management Unit	
PANA	National Action Plan for the Environment	
PEB	Project Executive Board	
PES	Payment for Ecosystem Services	
PIF	Project Identification Form	
PIR	Project Implementation Reports	
PMU	Project Management Unit	
PODs	Planos de Ordenamento Depalhado	
POPP	Programme and Operations Policies and Procedures	
POTs	Planos de Ordenamento Turístico	
PPG	Project Preparation Grant	
PROMITOR	Association of Travel Agencies and Tourism of Cabo Verde	
ROPA	Rede de Organizações da Pesca Artesanal	
RTA	Regional Technical Advisor	
SDTIBM	Society for the Development of Tourism on the Islands Boa Vista and Maio	
SEA	Strategic Environmental Assessment	
SERM	State Secretariat for Marine Resources	
SIDS	Small Island Developing States	
SME	Small and Medium Enterprises	
SNQC	National Quality System	
STAP	Scientific and Technical Advisory Panel	
TCT	Touristic Contribution Tax	
TURF	Territorial Use of Right Fisheries	
UNDP	United Nations Development Plan	
UNESCO	United Nations Education, Science Cooperation Organisation	
UNOTOUR	Association of Tourism Operators	
UNWTO	United Nations World Tourism Organization	
USD	United States Dollar	
WARFP	West Africa Regional Fisheries Programme	
WARFP-CV	Regional Fisheries Project in West Africa	
WB	World Bank	
WTTC	World Travel and Tourism Council	
WWF	Worldwide Fund for Nature	
ZDTI	Integrated Tourism Development Zones	
ZRPT	Tourism Protected and Reserve Zones	
ZTE	Special Tourism Zones	

## 1. SITUATION ANALYSIS

1. Cabo Verde's geographical isolation has led to important levels of species richness and endemism, with marine biodiversity particularly concentrated around the islands of Sal, Boa Vista and Maio. The archipelago's waters host one of the world's top ten coral reef biodiversity hotspots; globally important mating and calving sites for humpback whales; and important breeding and foraging grounds for five species of sea turtle. The protected area (PA) system is nascent in Cabo Verde with 46 PAs established since 2003. These cover 205.513,09 ha of the country, of which 73.381,42 ha is terrestrial (18,2% land) and 132.181,67 ha marine ha (5,7% territorial waters). However, the network is not yet fully representative of the rich biodiversity of the country, and many PAs are not fully operationalized; lacking essential management planning tools and basic infrastructure.

2. Tourism has emerged as a dominant sector in economy of Cabo Verde over the past decade, and helped facilitate the economic graduation of the former Less Developed Country to a Lower Middle Income country<sup>2</sup>. Between 90% and 99% of recent foreign direct investment has been directed toward the tourism industry, and the sector's contribution to the economy was 21% in 2011 (c. USD 2 billion). The annual number of tourists entering Cabo Verde grew from around 30.000 in 1995 to 539.621 in 2014: a seventeen-fold increase (see Figure 1). The majority of tourist flows were directed to Sal and Boa Vista (between 67% and 75% over the past 9 years), as has the majority of foreign direct investment in tourism (Sal: c. 50%; Boa Vista: c. 23%). Cabo Verde is the 12<sup>th</sup> most tourist-dependent country in the World.<sup>3</sup>

**Figure 1: Tourist arrivals in Cabo Verde (2006-2014)**



Source: INE – Instituto Nacional de Estatística

3. The coastal ecology and biodiversity of Cabo Verde has already been seriously affected by the rapid growth of the tourism sector, with a dramatic expansion of ribbon development

<sup>2</sup> World Bank (2014) Doing business 2015: Going beyond Efficiency. Economy profiled 2015. Cabo Verde, 12<sup>th</sup> Edition, World Bank, Washington DC

<sup>3</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft)

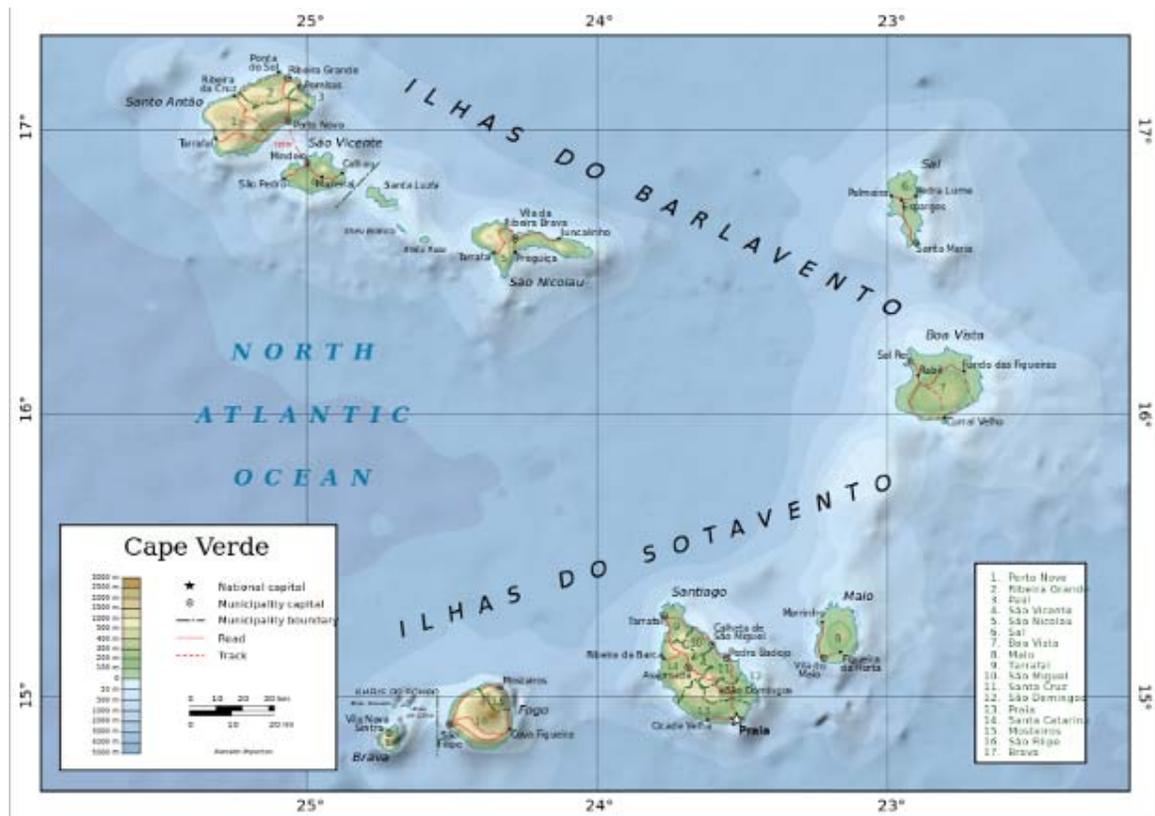
of extensive resorts and limited control of nature-based excursions. Tourism on the islands is constrained due to scarce physical infrastructure and utilities, limited product diversification, weak strategy and regulations, insufficiently trained human resources, and limited economic linkages through employment or procurement. The rapid growth of the sector, and a target to increase visitation to 1 million international arrivals by 2020, poses significant potential threats for the biological integrity of the coastal zone.

## 1.1 Context

### 1.1.1 Environmental Context

4. Cabo Verde is a small island nation consisting of 10 islands and several islets totaling 4.033 km<sup>2</sup> of land area and 1.020 km of coastline (see Figure 2). While the majority of the islands are rocky and with steep relief, the three easternmost islands Sal, Boa Vista and Maio are sandy and largely flat with maximum elevations of less than 400 m asl.

**Figure 2: The Cabo Verde Archipelago**



5. The climate is tropical dry with a microclimate strongly influenced by the topography and is clearly marked by two seasons: a hot and humid season, with irregular rainfall from August to October, and a dry season between late October and mid-July. The average annual rainfall across the islands is 225 mm. The average annual temperature is 25°C degrees.

6. The islands can be characterized by four bio-geographical zones: arid, with herbaceous steppe vegetation (up to 200 m asl.); semi-arid where most subsistence farming takes place (200 and 400 m asl.); semi-humid, characterized more by tree and shrub species (400 to

600 m asl.); and wetland zone (over 700 m asl.), which is the most productive in terms of agriculture and livestock production. The wetland zone is considered of vital importance for the infiltration of rainwater and recharge groundwater, and has an average annual rainfall of 600 mm.

### 1.1.2 Biodiversity and global significance

7. Lying off the coast of continental Africa, the isolation of the archipelago combined with local species adaptations have resulted in important levels of species richness and endemism. The terrestrial biodiversity consists of 3,265 species, distributed among 2,097 genera and 634 families. There are 82 endemic species of vascular plants of which three are classified as Vulnerable on the IUCN Red List. Cabo Verde is an Endemic Bird Area with about 187 bird species of which 11 are endemic, including the Critically Endangered (CR)<sup>4</sup> Razo Lark (*Alauda razae*) and the Endangered (EN) Cabo Verde Warbler (*Acrocephalus brevipennis*). The country's wildlife also includes endemic species of reptiles, arthropods, and molluscs.

8. Although the archipelago's marine ecosystems have not been studied in great depth, available data indicates that marine biodiversity and resources are concentrated particularly on the marine platform surrounding Sal, Boa Vista and Maio. Cabo Verde is described as one of the world's top ten coral reef biodiversity hotspots, although there are no reef building corals. The islands are populated by at least 22 species of whales and dolphins, and there are globally important humpback whale mating and calving sites in the waters around Boa Vista and Sal. The islands also provide important breeding and foraging grounds for five sea turtle species (i.e. Leatherback *Dermochelys coriacea* CR, Hawksbill Turtle *Eretmochelys imbricata* CR, Green Turtle *Chelonia mydas* EN, Loggerhead *Caretta* EN and Olive Ridley, *Lepidochelys olivacea* - Vulnerable), harbouring the second-most important Loggerhead nesting sites in the Atlantic. Endemic marine molluscs include nearly 50 *Conus* species, which is 10% of the genus's global species richness, and the Cabo Verde Spiny Lobster (*Palinurus charlestoni*) is an endemic near-threatened Crustacean. Cabo Verde hosts 639 species of fish including at least 13 endemics, and 38 species of cartilaginous fish that are endangered. Plentiful charismatic species within the marine environment provide rich attractions for the nature-based tourism sector.

### 1.1.3 Socio-economic context

9. At the time of the last census in 2010, the population was c. 491,683, with all islands populated except Santa Luzia. Santiago Island is the most populated, with 273,919 inhabitants (56% total population), while the islands of Sal, Boa Vista and Maio collectively have 41,879 inhabitants. In 2010 there was an average life expectancy of 74 years, and the country recorded a literacy rate of 97%. The education system had 4.6% preschool enrolment, 43% for primary schools, 31% in secondary education and 6% in technical and university education. The country has an overall poverty rate of 26.6%<sup>5</sup> and an HDI of 0.586 in 2013 (above the sub-Saharan average of 0.475). There is a gender gap relating to levels of poverty, with 33% of female-headed families being poor (by contrast to 21% of male-headed families), and 48% of families are headed by women. Unemployment levels among women are higher, and they face vulnerability from informal, undervalued, low paid and insecure work.<sup>6</sup> The GDP per capita was USD 4,100 in 2012.

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<sup>4</sup>In order to be consistent, the use of the term threatened is limited to those in the categories of Vulnerable VU, Endangered EN and Critically Endangered CR on the IUCN Redlist <http://www.iucnredlist.org/technical-documents/categories-and-criteria>

<sup>5</sup> <http://data.worldbank.org/indicator/SI.POV.NAHC/countries/CV?display=graph>

<sup>6</sup> <http://unwomenwestafrica.blog.com/about-un-women-west-africa-sub-regional-office/cape-verde-2/>, Accessed 29 July 2015

**Table 1: Cabo Verde Economy: Miscellaneous statistics**

<b>Year</b>	<b>2013</b>
<b>Gross Domestic Product (%)</b>	
Agriculture, forestry, agroforestry and fishing	8
Manufacturing and extractive industry	6
Tourism and Commerce	26
Public Administration	14
Transport and Communication	24
Civil Construction	11
Electricity and Water	4
Financial Sector, Real Estate and services	7
<b>Employment (numbers)</b>	
Activity rate	54
Occupancy rate	44
<b>National minimum income (CVE)</b>	11.000
<b>Inflation rate (retail prices) %</b>	1.5
<b>Exchange rates (Escudos)</b>	
Euro (fixed rate)	110
US Dollar (variable rate)	101,5
<b>Tourism</b>	
Annual visitor nights (numbers)	3.279.928
Beds Available (numbers)	15.995
Average annual hotel bed occupancy (%)	56
<b>Fish landed (tonnes)<sup>7</sup></b>	
Small-scale fisheries	4.374
Semi-industrial and Industrial	7.715
Transhipped	13.198
<b>Agriculture</b>	
Cropping (all crops) (millions CVE)	11.597
Livestock (numbers)	375.569

Source: Banco de Cabo Verde. Relatório Anual e Contas de 2013. Cidade da Praia. Cabo Verde 2014.

10. In 2014 there were 217.158 economically active members of the population in Cabo Verde, of whom 55% were male and 45% were female. Of the 182.831 people who were employed, 54% were men and 46% were female. People working in agriculture, animal production, hunting, forestry or fishing represented 15.3% of all workers, the majority of whom were men (75%). The hotel and restaurants sector employs 7.3% of all workers in the country, and they are dominated by women who constitute 64% of workers.<sup>8</sup>

11. In 2013 there were an estimated of 19.140 direct tourism jobs in the hotel, restaurant and transportation sector, and 22.000 indirect jobs. The World Travel and Tourism Council (WTTC) predicts that employment in this sector may rise to 64.000 direct jobs by 2024

<sup>7</sup> INDP (2015) .Dados provisórios de 2013. Mindelo, São Vicente.

<sup>8</sup> Instituto Nacional de Estatística, Cabo Verde (2015) Inquerito multi-objectivo contínuo 2014. Estatísticas do Emprego e Mercado de Trabalho, Apresentação dos principais resultados, Março de 2015.

(23,3% total employment), and the total contribution to employment (both directly and indirectly) will be 149.000 jobs by 2024.<sup>9</sup> According to the National Institute of Statistics (INE), 5.385 people were employed by accommodation facilities, of which 90% were national citizens and 58% were female.<sup>10</sup> However, households dependent on tourism are more likely to be poor if the head of household is female (11,6% for female-headed, compared to 8,5% for male-headed).<sup>11</sup> There are reasonable wages for hotel workers of around €338 per month (c. USD 418); only 9% of households with a member in tourist industry are living in poverty. By comparison, 34% of fishing households and 45% of farming households live in poverty.<sup>12</sup> Similar to tourism, households dependent on farming and fishing are more likely to be poor if the head of household is female (53,5% for female-headed, compared to 36,5% for male-headed in agriculture, and 45,1% for female-headed, compared to 25% for male-headed in fisheries).<sup>13</sup>

12. In terms of food security, fish provides the population of Cabo Verde with their main source of animal protein. The per capita consumption of fishery products increased from 19 kg in 1998 to 23 kg in 2003 and 26,5 kg in 2011. At the social level, fishing has assumed increasing importance in generating an increasing number of direct jobs (i.e. fishermen, fish saleswomen, sailors and factory operators) that grew from occupying 5% of the active population in 2012 (i.e. 5.000 people, of which roughly a quarter are women<sup>14</sup>) to about 7,5% in 2014.

13. There are weak commercial linkages between the tourism sector and the domestic food production sector. Estimates suggest that about 80% of the fish eaten on the tourist islands – and 90% of fresh fruit and vegetables – are imported. Local linkage development – through the provision of higher quality, more regular supply, improved health and safety, and standardized products – could benefit an estimated 780 local fishermen and farmers and increase the value of local sourcing by about €4 m a year (approx. USD 5 m). Effective local sourcing would save significant costs for the tourism sector and improve the quality of food for tourists.<sup>15</sup> Furthermore, figures infer that only 2% of the guests at all-inclusive resorts interact directly with the local economy, and that they tend to buy internationally imported goods in hotel boutiques rather than local products, and have no opportunity to eat in a local restaurant.<sup>16</sup>

#### 1.1.4 Institutional context

### **Government and sectoral institutions**

14. The political system in Cabo Verde is characterized by a semi-presidential Parliamentary system, where sovereignty is exercised by four organs: i.e. the President of Republic, the National Assembly, the Government and the Courts. The National Assembly approves or

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<sup>9</sup> World Travel and Tourism Council (WTTC) (2014) Travel & Tourism, Economic impact 2014, Cabo Verde

<sup>10</sup> Government of Cabo Verde, 2012: Poverty Reduction Program (DECRP III, 2012 – 2016)

<sup>11</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); Table 4

<sup>12</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); exchange rate from € to USD from 1 June 2012, Oanda.com

<sup>13</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); Table 4

<sup>14</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); exchange rate from € to USD from 1 June 2012, Oanda.com

<sup>15</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft)

<sup>16</sup> Mason, R. (2013) Tourism development in Cabo Verde: Elevating a national treasure, 22 November, UNCTAD

censures the Government's program, names the Prime-Minister as the leader of the party winning legislative elections, and is exclusively able to change tax policy.

15. The principle statutory organization involved in biodiversity management is the **Ministry of Environment, Housing and Land Use Planning (MAHOT)** which coordinates and implements environmental policies through the **National Directorate of the Environment (DNA)**. DNA is responsible for environmental regulations (such as overseeing Environmental Impact Assessments [EIAs]), the Protected Area (PA) network, and oversees the Natural Resource Conservation Department (DCRN), which is in charge of biodiversity monitoring and implementation of the national network on protected areas. **Protected Area Management Units (PAMU)** on islands of Santiago, Sal, Boa Vista and Maio and are responsible for implementing PA management activities locally. **Advisory Committees for Protected Areas (ACPA)** convene local relevant stakeholders in island-level forums to support the PAMUs.

16. The **Ministry of Tourism, Investment and Business Development (MTIDE)** is responsible for the sector, and the **General Directorate of Tourism (DGT)** is the central tourism authority. DGT is responsible for tourism planning and projects, policy development, the elaboration of laws, regulations, licensing and certification required by law. MTIDE/DGT works with associated institutions such as **Cabo Verde Investments (CVI)**, the **Society for the Development of Tourism on Islands Boa Vista and Maio (SDTIBM)** and the **Agency for Entrepreneurial Development and Innovation (ADEI)**. CVI is an autonomous agency that aims to promote favorable investment conditions and stimulate the country as a tourist destination. SDTIBM is a state-owned entity that manages, plans, licenses, executes, and transacts all real estate located in six Integrated Tourism Development Zones (ZDTIs) that have been created on Boa Vista and Maio. ADEI aims to promote the competitiveness and development of small, micro, and medium enterprises (SMEs). The Institute of Quality Management and Intellectual Property (IGQPI) falls under MTIDE, and is responsible for managing, coordinating and developing national standards, including for tourism and fisheries.

17. The **Ministry of Infrastructure and Maritime Economy (MIEM)** coordinates and promotes public works, civil construction, infrastructure, transportation, navigation and aviation and maritime security, ports and airports, telecommunications and postal communications. MIEM is also responsible for the development of policies to protect and conserve marine resources and all activities related to the use and exploitation of the sea, coastal zones, continental shelf and Exclusive Economic Zone. MIEM supervises the **General Directorate of Marine Resources**, which is in charge of the national policy related to the marine resources management, and the **National Institute for Fisheries Development (INDP)** that undertakes scientific research on fisheries and marine resources.

18. The **Ministry of Finance and Planning (MFP)** defines, promotes and implements the Government's policies in terms of financial management. It defines, coordinates and monitors the implementation of government programs and projects financed under the State budget, in conjunction with the sectors.

19. Cabo Verde has 22 local government municipalities, spread between the nine inhabited islands, which are members of the **National Association of Cabo Verde Municipalities**. Municipalities play an important role in all economic sectors. Municipalities are responsible for the management of resources, planning, sanitation, rural development, health, housing, road transport, education, social development, culture, sport, tourism, environment, internal trade, civil protection, employment and vocational training, police and municipal

investments.<sup>17</sup> Municipalities receive their funding from their own taxes and fees, and also receive annual transfers from the Municipal Financing Fund relating to their size and population.

### **Private Sector Institutions**

20. The **Chamber of Tourism**, the apex private sector body for the country's tourism sector, which was formed through the merger of two industry associations in 2011: UNOTUR (National Association of Tourism Operators) and Promitur (Cabo Verdean Association of Tourism Real Estate Promoters). The Chamber of Tourism seeks to defend the interests of the industry in close cooperation with the central and local governments, and represents large and small national companies in the sector (i.e. hotels, tour operators, restaurants, car rental agencies, sport and entertainment companies, real estate companies).

21. A small number of innovative responsible tourism operators offering nature-based products in areas of high-biodiversity and PAs have taken a proactive stance on the monitoring and protection of biodiversity (financed by tourism revenues). These initiatives include long-term research on endangered species such as turtles and whales (e.g. **Naturalia** in Boa Vista), environmental management and protection measures (e.g. **Mitu** kitesurfing, in Sal), and use of international tourism certification programs (e.g. Rui's use of Travelife in Sal and Boa Vista).

22. A new World Bank project will support the MTIDE in the development of a new **National Tourism Organization**, which would implement a destination marketing strategy and establish tourist expenditure and satisfaction surveys.

23. Representing the 87 existing fishing communities in Cabo Verde are several legally recognized **fishing associations**. Their role is to support the development of the sector in a participatory manner, to identify new opportunities, and to promote conservation and community development. There is usually one or more association per island, and some of them are organized within a network.

24. The government recently created an independent agency responsible for ensuring compliance with the rules of health, legality and quality of fishery products, and fishing activity (**ACOPESCA - Fisheries Control Agency**). This agency will operate in partnership with the DNA in monitoring economic activities in AMP and TURF (Territorial Use of Right Fisheries), in collaboration with a National Body of Fisheries Inspectors in all the islands.

### **NGOs/Civil Society**

25. There are an estimated 40 Non Governmental Organisations (NGOs) involved in the sectors of economic and social development, and further NGOs working on the management of natural resources and biodiversity conservation in Cabo Verde. A national Platform of NGOs called *Platongd* was founded in 1996, bringing together 32 of the 40 NGOs that existed at that time. The platform is an independent non-profit, with financial, administrative and patrimonial autonomy. Its mission is to promote coordination among civil society actors; to strengthen NGOs institutional and intervention capacities; and to advocate and support their participation in national socio-economic development and decision-making. Those NGOs that are most relevant to this project are summarized below.

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<sup>17</sup> [Law on Decentralization /2010.\(articles 26 to 44\)](#)

26. The **Destination Council (DC)** was established by Travel Foundation on Sal in 2013. This body aims to promote sustainable tourism practices. The DC's members include public entities, private enterprises, private sector organizations and other NGO organizations. In addition to awareness raising, their initiatives address beach cleaning, conservation and promotion of Cabo Verdean culture. The body appears in need of strengthening to achieve its objectives. **SOS Turtles** has been working in Sal since 2008, protecting beaches and conducting research, with the support of the local military, national and international volunteers. SOS Turtles supports youth and community education, ecotourism, and work to find alternative sources of income for the community.

27. In Boa Vista, **Natura 2000** has operated since 2003, with the mission to gather information on all cetacean species that inhabit the waters of Cabo Verde and help to sustain marine and coastal resources. This NGO also promotes rational management, research and education, working in close partnership with the competent institutions in conservation areas and the tourism sector. **BIOS.CV** is committed to the study and conservation of sea turtles in Cape Verde. That NGO also works on awareness raising among competent authorities, local people and tourists on the importance of turtles and their critical habitats, and encourages sustainable development practices among locals. The **Turtle Foundation** works with conservation volunteers to protect turtles and monitor nesting beaches, and supports community education and events to raise awareness. The **Environmental Club Boa Vista**, in Boa Vista, was created in 2000, and aims to support children and families in need; and promote income-generating activities, community development, education, vocational training, social housing, microcredit and health.

28. In Maio, Flora and Fauna International (FFI) is working with the **Maio Biodiversity Foundation (MBF)** to provide greater knowledge, consciousness and awareness about the importance of the environment and biodiversity, based on a participatory community development approach.

29. Other notable NGOs include Association of Friends of Nature (AAN), the Association for the Defense of the Environment and Development (ADAD), the Organization of Women of Cabo Verde (MORABI), Citi-Habitat, Association Fauna and Flora San Francisco of Santiago, and Biosfera I.

### **Cross-sectoral Planning and Coordination**

30. The institutional framework of Cabo Verde relating to biodiversity conservation and environmental management is highly complex. There have been recent improvements in joint biodiversity conservation initiatives, particularly on improving the legal and institutional aspects. However, there remain multiple ministries and institutions with conflicting and overlapping mandates; weak coordination and insufficient human and financial resources exacerbate these difficulties. Due to high costs associated with institutional management in the country, not all islands have representations of key institutions such as is the case of the environment (general), tourism, and fisheries sector.

31. The management and governance of the tourism sector faces several challenges, and the planning and implementation of strategies are fragmented between various stakeholders (e.g. CVI, Chambers of Commerce, DGT, SDTIBM). The recent merger of the two main private sector associations into a consolidated Chamber of Tourism should improve coordination with government by providing a consolidated voice for the sector. However, there are still weaknesses in communication and coordination between public and private sectors. There is a lack of clarity of the role of municipalities, which has led to fragmentation and absence of an integrated management approach. Inefficiencies are apparent in the promotion and marketing of the sector; in data processing and associated analyses; a weak

regulatory and enforcement capacity; and lack of diversified products. In an effort to counter some of these challenges, the MDTIE Decree-Law calls for the creation of a new **National Tourism Council**, which is meant to serve as a consultative body dealing with policy options for the sector and their interconnection with the national development strategy. The mission, composition, and guidelines of this body are referred to in a forthcoming law that has not yet been approved or published.<sup>18</sup> A forthcoming World Bank (WB) project will support MDTIE in the development of this body. This project will address weaknesses of regulation of the public sector regulation, and will improve protected areas management, maximizing their tourism potential. The public sector may act as a good regulator for protected areas, but management and conservation can often be more effectively implemented by the private sector. This project will support mechanisms to engage private institutions in conservation and tourism management.

32. Cross-sectoral approaches have been guided by principles of transparency and accessibility to all citizens by improving on the advances in the Information and Communication Technologies (ICT). The country has an **Operational Core for the Society of Information (NOSI)**, a leading institution that currently centralizes a large number of State's information activities, and supports a decentralized approach to encourage more efficient management and a more rapid decision-making in all areas. The use of these tools will enable the environmental authorities to undertake participatory management and shared-decision with civil society - in particular with communities and other institutions working on integrated development and the environment.

#### 1.1.5 Policy and legislative context

##### **Policy**

33. There are four main policy documents that guide biodiversity conservation, tourism development, and fisheries in Cabo Verde. These are the **Growth and Poverty Reduction Strategy Paper (GPRSP)**, the **National Biodiversity Strategy and Action Plan (NBSAP)**, the **Strategic Plan for Tourism Development (SPDT)**, and the **Sectoral Letter for Fisheries Policy**.

34. The **Growth and Poverty Reduction Strategy Paper (GPRSP: 2012-2016)** (3<sup>rd</sup> Edition: 2014) aims at operationalizing a structural reform agenda to improve the efficiency and service delivery of the public sector and state-owned enterprises, enhance the investment climate, and reform the labor market. The axes of interventions include: infrastructure, human capital development, reinforcing the private sector, and good governance. The clusters that relate to this project are: tourism; the maritime economy (including transport and fisheries); agribusiness; and local cultural products and services.

35. Cabo Verde developed its first **National Biodiversity Strategy and Action Plan (NBSAP)** in 1999, which concentrated on strengthening environmental policy, the creation of various legal instruments for the conservation and sustainable use of biodiversity, and the development of 46 protected areas. The terrestrial protected areas have contributed significantly to re-establishment of endangered endemic vegetation species and the protection of biodiversity. The **NBSAP 2014-2030** is now in the final stage of approval, and revolves around three fundamental principles: (1) the effective conservation and the integration of biodiversity values; (2) the involvement and participation of the whole society in the conservation and sustainable use of biodiversity; and (3) the fair and equitable sharing

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<sup>18</sup> UNWTO (2014) Project document: Formulation of the Strategic Plan for Tourism Development in Cabo Verde, 2014-2024, October 2014

of benefits that will ensure the country's development and people's well-being. The new NBSAP will help to address numerous gaps and weaknesses in legal, institutional, operational programs, scientific knowledge and follow-up and monitoring.

36. The **National Strategic Plan for Tourism Development (NSPDT) (2010-2013)** has an ambitious program along six axes: (1) access to and among the islands; (2) general infrastructure for health, water, and sanitation; (3) tourism infrastructure development, classification, and promotion, particularly for accommodation and attraction sites; (4) institutional structure, regarding improved centralization and coordination; (5) sustainability and conservation of cultural and environmental resources; and (6) monitoring and evaluation. The MDTIE is planning a new NSPDT (2014-2024), with technical support from the United Nations World Tourism Organization (UNWTO). It is envisaged that the new plan will guide the long term development of tourism; set the longer term goals and targets for the tourism sector; define the competitive positioning and target market strategy; recommend a suitable institutional and financing framework; and serve as a guide for sustainable tourism growth over the next 10 years. It will also recommend strategies to prevent or minimize negative socio-cultural, environmental, and economic impacts, and provide guidelines for sustainable tourism development.<sup>19</sup>

37. The Resolution of the Government, N<sup>o</sup>17/2014 approved the **Sectorial Letter for Fishery Policy (CPP)**, which sets the main guidelines policy for fisheries development. These include: (1) promoting sustainable exploitation of living marine resources, by preventing and prosecuting Illegal, Undeclared and Unregulated fishing and instituting the annual regulation access to the resource; (2) adding value to fishery products through processing, quality certification and enhancement of targeted product in the supply chain; (3) organization of fishing associations, cooperatives and community enterprises addressing integrated community development; (4) promoting quality inspection and certification of fishery products for the domestic market (public market and hotels), through certification centers for fishery products; and (5) promoting certification of products for export looking for value endemism (e.g. Pink lobster) and good fishing practices.

## Legislation

38. Cabo Verde has a legislative framework of recognized quality, which incorporates major principles in terms of the environmental laws, although it requires better coordination and integration. Cabo Verde adhered to a set of International conventions and treaties in defense of the environment and nature protection, notably the **Convention on Biological Diversity (CBD)** and the **Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention)**.

39. In terms of biodiversity and environmental management, **Law 86/IV/93**, the **Environment Policy Base Law**, establishes the foundations of Cabo Verdean environmental policy that address reductions or elimination of the causes that alter the quality of the environment. **Legislative Decree 14/97** addresses the sustainable use of natural resources, in order to provide an ecologically balanced environment for citizens. **Decree Law 3/2003**, the **Legal Framework for Natural Areas**, establishes the local regime regarding natural areas, landscapes, monuments, and others that should be designated as protected areas. **Decree-Law 29/2006**, establishes the legal regime for the evaluation of the environmental impact of public or private projects that are liable to produce effects on the environment (Environmental Impact Assessments: EIA). Relating to construction, quality

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<sup>19</sup> UNWTO (2014) Project document: Formulation of the Strategic Plan for Tourism Development in Cabo Verde, 2014-2024, October 2014

standards for tourism infrastructure are supported by **Regulatory Decree n° 4/94**; **Decree-Law 2/2002** prohibits the removal and use of sand from dunes and the coast; and **Decree-Law 6/2003** provides a regime for licensing and use of quarries for profit.

40. Regarding tourism investment, **Decree-Law 34/2013**,<sup>20</sup> or **Cabo Verde's Investment Law**, provides the legal framework for investment in the country. Objectives for investment include to ensure environmental balance, and to promote the economic, social and cultural welfare of people. The law is supported by the **Code of Fiscal Benefits** (Law No. 26/VIII/2013), which allows for tax benefits for investors, such as exception of customs duties if a project generates at least 100 jobs in 3 years.<sup>21</sup> **Decree-Law n° 11/1994** created the Fund for Tourism Development, and **Decree-Law n° 20/2013** established the collection mechanism for an overnight stay tax for tourists. **Decree-Law 1/2005** establishes the rules of creation and functioning of Integrated Tourism Development Zones (ZDTI), and assigns SDTIBM with the responsibility to develop tourism within ZDTIs of Boa Vista and Maio. The decree is supported by **Law n° 75/VII/2010**, which improves the rules of creation and functioning of ZDTIs. **Law n° 42/2014** on **nature tourism** relates to tourism facilities and activities taking place in natural environments, including PAs. The law states that accommodation in PAs needs to be aligned with the natural setting (including camping), and adhere to environmental rules. **Law n° 34/2014** on **rural tourism** relates to tourism facilities and services in agricultural and fishing areas. The law indicates that the tourism should aim to enhance local and regional traditions, such as heritage, gastronomies, crafts, fishing, and hunting.

41. Laws relating to fisheries include **Regulatory Order N° 01 of the General Directorate for Marine Resources (Circular n°01/DGRM/2015)**, which contains an annex on the regulation of the nominal fishing effort for artisanal fisheries in terms of number of boats per island and in relation to fishing gear. Exploitation of living marine resources by fishing are regulated under the **Management Plan of Fisheries Resources (PGRP)**, approved by Decree-Law N° 53/2005 and run through biannual executive plans. The plan defines the main fisheries and establishes the rules and regulations of their practice and all conservation measures underlying sustainable fisheries, in addition to describing the potential and vulnerabilities of Cabo Verde's tropical, insular and oceanic system. It should also be mentioned that since March 1, 2015, the Government of Cabo Verde has been addressing the current practice of open access to the resources in artisanal fishing.

42. Evidence has shown that the enforcement of Cabo Verde's environmental regulations is not yet sufficient. The level of compliance remains low and there is ineffective monitoring. Regarding tourism, improvements to the legislation are required in order to strengthen service quality, and incentivize tourism development within ZDTIs

## 1.2 Threats, root causes and impacts

43. The factors that threaten the Cabo Verdean biodiversity are many and are derived mainly from the fact that the country heavily relies on the exploitation of its natural resources, including through agricultural, forestry, fishing and tourism sectors. Underlying causes of several threats include macroeconomic factors such as unsustainable economic growth; population growth; poverty; national policies that incentivize large-scale resort tourism; and policies that insufficiently incorporate environmental values into decision-making.

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<sup>20</sup> <http://www.cvinvest.cv/documents/Cabo-verdes-investment-law.pdf>

<sup>21</sup> <http://www.cvinvest.cv/documents/contractual-tax-benefits-incentives.pdf>

Furthermore, there are low levels of environmental awareness within the public and among some decision makers.

44. In coastal and marine ecosystems, the key threats to biodiversity are localized pollution as well as habitat loss due to: infrastructure developments related to urbanization and rapid coastal ribbon tourism and real estate developments; coastal sand extraction; inappropriate tourist activities; solid waste disposal; unsustainable fishing practices and the direct exploitation of sea turtles. In terrestrial ecosystems, pervasive threats are unsustainable agriculture practices (e.g. flood irrigation, pesticide use) and grazing regimes leading to habitat loss and degradation. Further threats linked to climate change impacts include drought/desertification and land degradation, which are aggravated by widespread distribution of high-impact invasive alien species and extreme weather events (e.g. flash floods). The main threats to biodiversity, including from tourism and fisheries are elaborated here:

### **Tourism**

45. **The development of hotels and related other tourism infrastructure is a direct threat**, leading to the loss, degradation and fragmentation of natural ecosystems. This is caused by on-site destruction of natural habitats during construction, scarring of adjacent landscapes, widespread uncontrolled disposal of building debris and the off-site extraction of building materials. For example, unregulated removal of sand from beaches for construction threatens one of Cabo Verde's most important natural sea defenses. The siting of tourism infrastructure on beaches and dunes contributes to their erosion, and many establishments do not respect the legal 80 meters setback limit from sea, or ignore or do not implement EIA recommendations. As an example of the impacts of tourism on biodiversity, in 2008 the beach most affected by tourism construction in Sal (Tortuga Beach) saw an annual decrease of 7,3% of total number of turtle nests, and also recorded a much lower nest to hatchling emergence ratio than normal.<sup>22</sup> An example of a potential future threat posed by development is a proposed marina adjacent to Baia de Murdeira PA on Boa Vista. The port construction and resulting increases in boat traffic could heavily impact humpback whale breeding activities in the bay.

46. **The destruction and disturbance of habitats and species due to unsustainable tourism activities** (such as off-road vehicle use on turtle nesting beaches, plant collection and trampling, poorly controlled trekking and climbing, sports fishing, and boat anchoring) pose a **direct threat** to biodiversity. These activities may cause significant and often irreversible damage. The un-regulated and un-controlled use of beach motorbikes on beaches of Sal and Boa Vista has caused the destruction of dune ecosystems and of flora, bird and sea turtles habitats and their nests. The lack of regulation and control of nature-based tourism – for example to view nesting turtles, birds and whales (including in PAs) – have led to interference with their reproductive behavior.<sup>23</sup>

### *Rescue of turtle hatchlings from construction pits on Algodoeiro, Sal Island<sup>24</sup>*

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<sup>22</sup> Ninety Loggerhead turtles were reported killed on SAL in 2009 (Taylor, H. and Couzens, J. (2010) The effects of tourism, beachfront development an increased light pollution on nesting Loggerhead turtles *Caretta (linnaeus, 1758)* on Sal, Cabo Verd Ilislands, *Zoologia Caboverdiana*, 1 (2): 100-111

<sup>23</sup> e.g. Taylor, H. and Couzens, J. (2010) The effects of tourism, beachfront development an increased light pollution on nesting Loggerhead turtles *Caretta (linnaeus, 1758)* on Sal, Cabo Verd Ilislands, *Zoologia Caboverdiana*, 1 (2): 100-111

<sup>24</sup> Photographs © Taylor, H. and Couzens, J. (2010) The effects of tourism, beachfront development an increased light pollution on nesting Loggerhead turtles *Caretta (linnaeus, 1758)* on Sal, Cabo Verd Ilislands, *Zoologia Caboverdiana*, 1 (2): 100-111



47. **Solid waste accumulation and effluent discharges** pose **direct and in-direct threats** to biodiversity, particularly on Sal and Boa Vista. The accumulation of litter in ecologically sensitive areas such as the coastal zone and protected areas is a critical threat for environmental pollution and for public health. Sewage waste from hotel complexes and urban areas are not adequately treated before they enter the environment, causing pollution threatening biodiversity and public health. Seawater desalination is the main response to water scarcity on the islands, but adds additional complications from chemicals and heavy metals in the residual saline brine, which can cause local biodiversity impacts upon disposal. Aquifers near the coast have been overexploited, leading to saltwater intrusion into wells and salinization of farmland.

*Solid waste around Boa Vista island<sup>25</sup>*



48. The **limited economic benefits of tourism accruing to local communities**, and their displacement to make way for tourism development, poses an **indirect-threat** to biodiversity. Weak and fragmented participation of local people in the tourism economy has led to social conflicts within the tourism sector, and also lack of incentives to conserve important natural resources.

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<sup>25</sup> Photographs © Pedro Lopez, Naturalia

49. Although the islands are increasing their use of renewable energy resources, notably wind and solar power, the dominance of **fossil fuel power generation** for electricity in the tourism sector and water desalination is a local contributor of greenhouse gas emissions. These contribute to and exacerbate global climate change and pose an **indirect-threat** for biodiversity.

## Fisheries

50. **Overfishing** poses a **direct threat** to biodiversity, and the traditional marine resources in Cabo Verde are overexploited and populations are declining. Coastal artisanal fisheries in particular exhibit unsustainable patterns, and some highly-targeted species such as the endemic Cabo Verde Spiny Lobster (*Palinurus charlestoni*) and Conch species (*Strombus spp*) have significantly declined. Declines in fish stocks are exacerbated by increased catch sizes to satisfy a growing domestic demand and increased exports. The threat from artisanal fisheries on globally important biodiversity arises from impacts on vulnerable marine habitats and on the targeted or accidental over-exploitation of threatened or endemic species, which further affects marine animals and sea birds. These fishing practices occur both legally and illegally, but largely result from ineffective control of artisanal fishing operations, both within and outside marine protected areas.

51. **Bycatch** of sea turtles (*Chelonididea*) exacerbates pressure on these species. There are also incidents on nesting beaches where adults and eggs are still directly caught for consumption by locals, or are killed and eaten by dogs and other natural predators.<sup>26</sup> However, these pressures have recently been reduced in Maio and Boa Vista by ongoing conservation action.

## Global Environmental Threats

52. The biodiversity of Cabo Verde is particularly sensitive to environmental variations linked with climate change, due to it being a Small Island Developing State, and as an arid country in the Sahel region. The average annual temperature in Cabo Verde has increased by 0,6°C since 1960, and the frequency of extreme weather events has also increased. Water resources are already extremely scarce and are under increasing pressure. Renewable water availability is only 537 m<sup>3</sup> per person per year in Cabo Verde, the second lowest of any country in Sub-Saharan Africa, and future rainfall trends predict continued variability.

53. There are several in-direct threats related to extreme weather events (i.e. droughts, storms, etc.). Past droughts have caused extensive damage to husbandry and agricultural activities, while storms have caused flash floods and localized landslides that have impacted rural livelihoods and public infrastructure. Tourist facilities and attractions are concentrated in the coastal zone of low-lying islands such as Sal and Boa Vista and many are vulnerable to sea-level rise. Furthermore, 80% of Cabo Verde's population lives in the coastal zone, and many houses are vulnerable to coastal hazards.

## 1.3 Baseline analysis

### Baseline: Conservation and protected areas

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<sup>26</sup> Ninety Loggerhead turtles were reported killed on SAL in 2009 (Taylor, H. and Couzens, J. (2010) The effects of tourism, beachfront development an increased light pollution on nesting Loggerhead turtles *Caretta* (linnaeus, 1758) on Sal, Cabo Verde Islands, Zoologia Caboverdiana, 1 (2): 100-111

54. Many areas of high biodiversity in the coastal and marine zones lack formal protection, while several newly declared PAs and MPAs are not fully operationalized. The National Directorate of the Environment (DNA) of the Ministry of Environment, Housing and Land Planning (MAHOT) is presently in charge of all protected areas in Cabo Verde. The previous UNDP-GEF project supported the development of the policy and regulatory framework for a PA Autonomous Authority (PAAA), which when established<sup>27</sup> will nationally coordinate and enforce integrated PA planning and management. The PAAA is still to be established, and human resources currently available at national and island level are insufficient to effectively manage and monitor the PAs. However, some of the envisioned PAAA activities are being implemented, including the island protected area management offices and employment of technicians who worked on the previous project. Tools, strategies and regulations for use by the PAAA have been developed, including a National PA System and Zoning Strategy, the Cabo Verde PA Financial Sustainability Strategy and Plan,<sup>28</sup> and a series of management plans and ecotourism plans. However, the law currently in force does not allow PAMUs to control access to PAs (e.g. and therefore to sensitive sites, such as turtle nesting beaches); to collect revenues from PA users such as tourists and operators; or to systematically re-invest those revenues in conservation and management.

55. Cabo Verde's 46 PAs cover 205.513,09 ha, of which 73.381,42 ha is terrestrial (18,2% land) and 132.131,67 ha marine ha (5,7% territorial waters) (see Table 2). Fifteen of these PAs were fully operationalized during a previous UNDP-GEF project. The other PAs are in the process of being operationalized through the development of individual gazettal decrees; completion of on-site demarcation; the development of management and business plans; and the provision of management teams/activities and infrastructure. The declaration of the PAs preceded detailed ecological surveys of the coastal zone, and new data supports the establishment of new conservation areas on Sal and Boa Vista.

**Table 2: Protected Areas in Cabo Verde**

<b>National PA categories within each biome</b>	<b>Number of sites</b>	<b>Landscape area (ha)</b>	<b>Seascape area (ha)</b>	<b>% of the PA/MPA network</b>
<b><i>Exclusively terrestrial sites</i></b>	<b>25</b>	<b>38.105,61</b>		<b>18,54</b>
Protected Landscapes	9	10.226,44	-	5
Natural Reserves	2	1.479,00	-	1
Natural Parks	8	24.843,17	-	12
Natural Monuments	6	1.557	-	1
<b><i>Coastal and marine sites (MPAs)</i></b>	<b>21</b>	<b>35.275.81</b>	<b>132.131,67</b>	<b>81,46</b>
Protected Landscapes	1	400,60	134,10	0,26
Natural Reserves	12	12.331,70	65.537,46	38
Natural Parks	3	21.680,27	38.457,11	29
Natural Monuments	0	0	0	0
Integrated Natural Reserves	5	863,24	28.003,00	14
<b>Total PAs and MPAs</b>	<b>46</b>	<b>73.381,42</b>	<b>132.131,67</b>	<b>100</b>

Sources: Regulatory Decree in B.O No. 48 Series I, of 31 December 2007 (PN Serra Malagueta); BO nº 33 Series I, of 3 September 2007 (PN Monte Gordo); BO nº 20 Series I, of 2 June 2008 (PN Fogo); BO nº 18 Series I, of April 5, 2013 (Boa Vista) and BO Nº. 23 of May 9, 2013 (Boa Vista, Sao Vicente and Santo Antão); BO nº 79 Series I, of December 17, 2014 (Santo Antão and Maio); BO nº 8 Series I, of February 10, 2014 (S. Nicolau, St. Antão, Sal, Boa Vista); BO nº 72 Series I, of December 25, 2014 (Maio); BO nº 80 Series I, of December 22, 2014 (Santa Luzia)

<sup>27</sup> The PAAA was approved by the Steering Committee and submitted to government for approval, and its establishment is pending a final decision

<sup>28</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

56. The Cabo Verde Sustainability Strategy provides a financial sustainability strategy and plan for the country's protected areas. The strategy focuses on components for financing biodiversity conservation considering all potential funding sources, engaging all stakeholder types, and mitigating risks (i.e. donor dependency). The Strategy indicates that there is a financing gap of USD 1,8 million for investment in the national PA system, management, of infrastructure development and monitoring. Recent estimates suggest the annual total operational costs for Cabo Verde's PA system are USD 4,1 million, while the total investment costs required are USD 14,6 million.<sup>29</sup> Currently the budget for managing protected areas is derived from two main sources: (1) direct government transfers (MAHOT/DNA) for about 23%; and (2) project financing, external sources of funding and international cooperation (mainly GEF, KFW, NGOs) for approximately 77%<sup>30</sup> of the total expenses and investments<sup>31</sup> (see Annex 2 for a breakdown of specific costs for the PAs prioritized under this project).

57. Opportunities to use tourism to generate revenues for biodiversity conservation are currently underutilized. An estimated USD 7,55 million could be generated annually from a combination of funding sources from tourism related to protected areas (see Table 3). Of this amount, USD 850.000 could potentially be generated annually by tourism concessions and introduction of tourism user fees throughout the country. This would cover the PA System Management costs currently mentioned and also generate a surplus. The potential value of biodiversity offsets is not addressed in the PAs Financial Sustainability Strategy and Plan.

**Table 3: Summary of potential funding sources for Protected Areas<sup>32</sup>**

<b>Potential source of financing for Protected Areas</b>	<b>Amount estimated (USD/year)</b>	<b>Prior conditions, investments requirements and comments</b>
Debt-for-nature swaps	1.500.000	Political will and negotiations
Tourism Visa (environmental sustainability tax)	1.300.000	Political will and negotiations
International cooperation, donor countries contributions and grants	1.200.000	Foreseeable investments by GEF, European Union (EU) and UNDP
Airport tax (international travel)	1.100.000	Political will and negotiations
Cruise ship and maritime transportation sector	100.000	Growing potential likely to increase substantially
Private donations, corporate social responsibility, NGOs and diaspora	900.000	20 corporations improving their corporate image; requires marketing strategy and investment and diaspora participation
Concessions & tourism services (tourism operators, local NGOs)	800.000	Negotiations, supervision and auditing
Biosphere Reserve of Fogo and Santo Antao islands	600.000	Coordinated institutional effort
Protected area entry fees and special user fees	50.000	Fee collection mechanisms and infrastructure
Real estate "sustainability" tax (transactions tax) (*)	0	Improvement of financial and real estate contexts

<sup>29</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

<sup>30</sup> Calculated on the basis of the contribution of the GoCV towards PA management versus international cooperation sources (average values) over the last five years (2007-2012). Cabo Verde Sustainability Strategy, 2014

<sup>31</sup> KFW is investing about 1M Euros in the Fogo Natural Park administrative headquarters during 2012-2013. Cabo Verde Sustainability Strategy, 2014

<sup>32</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

Payment for Ecosystem Services (PES) (energy, water and agricultural sector) (*)	0	Energy generated from fossil fuels, water obtained from wells desalinization systems and marginal agriculture do not involve PES
Fisheries sector (artisanal and semi-industrial) (*)	0	"in kind" contributions as fishermen could collaborate in protection, surveillance and monitoring
Total	7.550.000	This total adds up only the lower estimates in the range

(\*) for the moment estimated at 0 but with significant potential if conditions change and/or become favorable.

### Baseline: Tourism sector

58. Tourism has emerged as a dominant and fast growing sector of Cabo Verde's economy over the past decade. The tourism sector's contribution to the economy was 21% in 2011 (c. USD 2 billion). According to the Bank of Cabo Verde (BCV), tourism receipts grew from € 129 million 2006 (c. USD 164 m) to € 306.5 million in 2013 (c. USD 399 m). The government introduced a Touristic Contribution Tax (TCT) in 2013 in order to reinforce the financing of the sector, and a Tourism Social Sustainability Fund whose objective is to leverage interventions that strengthen the quality of the destination using TCT revenues. In 2014 the revenue generated by the TCT reached €6.26 million (c. USD 8,6 m).

59. The annual number of tourists entering Cabo Verde grew from around 30.000 in 1995 to 539.621 in 2014: a seventeen-fold increase (see Figure 1). The majority of tourist flows were directed to Sal and Boa Vista, which receive about 88% of visitors. In 2014 18% of visitors originated in the United Kingdom, 12.8% were from Germany, 11.5% from France, 11.1% from Portugal and 3.8% were domestic tourists. More than 80.6% were leisure tourists and less than 19.2% were business visitors. Leisure tourism spending (both inbound and domestic) generated 91.7% of direct tourism and travel GDP in 2013, compared with 8.3% for business travel spending. Domestic travel spending generated 8.2% of direct tourism-and-travel GDP in 2013 compared with 91.8% for visitor exports.

60. To date, tourism in Cabo Verde has relied predominantly on recreational sun and beach tourism. The importance of biodiversity, natural landscapes and sustainability are still insufficiently reflected in tourism products and services, even though they are rich assets and underpin the long-term competitiveness of the Cabo Verde destination. There has been a substantial focus on large-scale resort development because of: (1) the lack of public investment capacity to build required infrastructure; (2) weak internal market demand; and (3) the desire to lower business and financial risks for international investors. Between 90% and 99% of recent foreign direct investment to the country has been directed toward the tourism industry, focusing primarily on Sal (c. 50%) and Boa Vista (c. 23%). Across the two islands, the number of tourism accommodation facilities grew from 88 in 2000 to 222 in 2013, with 15.995 beds. Tourism has been the catalyst for other fast-growing segments of the economy, such as real estate development and construction (11% of GDP). Tourism promotion and investment facilitation is managed by STDIBM in Boa Vista and Maio, and by CVI in all other islands of Cabo Verde.

61. Tourism licensing is managed by the MTIDE/DGT in collaboration with DGT offices on each island. Renewal of licenses is linked to evaluations of the quality of tourism facilities, but not to any environmental criteria or performance. In some cases, both licenses and unlicensed tours take place in the same location (e.g. turtle tours in Sal and Boa Vista), without enforcement or penalties.

62. Accordingly to Law 26/VIII/2013, all formal enterprises operating in tourism and real estate for tourism have right to fiscal credit in the amount of 50% of their relevant investment. Investments of CVE 10 billion or more (c. USD 119 m) are eligible for financial incentives, such as income tax exemption, import tax exemption on materials and equipment for construction and functioning of tourism facilities. There are also incentives for Small and Medium Enterprises (SME), Law nº 70/VIII/2014 legislates that SMEs in tourism, environment and other sectors pay only 4% of their sale amount, as income tax and social security contribution. There is a perception that incentives are provided to the majority of investors, but that there is insufficient post-construction monitoring (or enforcement) to establish whether the continuation of the subsidies are justified. There are no requirements nor incentives to integrate biodiversity considerations or sustainable building design principles into tourism development proposals. It seems likely that Cabo Verde is undervaluing its real estate assets by not achieving optimal revenues from investments, and not leveraging infrastructure that fully integrates sustainability principles.

63. For spatial planning purposes, the GoCV has the option to declare two types of Special Tourism Zones (ZTE): (1) Integrated Tourism Development Zones (ZDTI), in which tourism development is foreseen given their geographical/landscape suitability; and (2) Tourism Protected and Reserve Zones (ZRPT) which encompasses areas that due to their high ecological and landscape value are protected from inappropriate uses, such as sand and stone extraction and construction of buildings. To date 12 ZRPTs (20.210 ha) have been declared in the country, as well as 25 ZDTIs on Santiago, Maio, Boa Vista, Sal and São Vicente. In 2014 there were at least seven large investments pending in Sal and three in Boa Vista, within and outside ZDTIs. However, a number of PAs formally declared under Decree-Law 3/2003 overlap with parts of ZDTIs because the ZDTIs were declared before the PA boundaries were finalized. The process of developing tourism land management plans (*Planos de Ordenamento Turístico: POTs*) and detailed development plans (*Planos de Ordenamento Depalhado: PODs*) for ZDTIs is associated with mandatory environmental impact assessments. Each tourism construction project must also have its own individual separate environmental impact study approved by DNA.

64. Strategic Environmental Assessments (SEAs) have been conducted in Boa Vista and Maio but have not been taken on an island-wide approach. Proposed increases in the number of tourist rooms (more than 50.000 for Sal; about 44.000 for Boa Vista) have not been sufficiently analyzed in terms of their implications for associated support services (i.e. waste disposal, human resources) and other resource requirements (e.g. water, energy, land, airport, port, roads, etc.). As an example, municipal waste collection and disposal programs are already insufficient to address the scale of solid waste disposal from the tourism sector and there are no programs to reduce, re-use or recycle solid waste. Further tourism development will exacerbate this problem if it is not properly planned.

65. Moreover there is no detailed guidance available for investors on how to undertake a quality EIA – simply a list of general issues to cover - which results in a lack of thorough assessments taking place. Compounding this is a weak stakeholder consultation process, which is inconsistently managed and lacks a formal mechanism for addressing or integrating comments. This has resulted in projects that may have significant negative impacts on biodiversity being approved. There is no formal process for objections to be lodged, and therefore unsustainable infrastructure development takes place. There is no monitoring and evaluation process to establish whether EIA mitigation plans have been implemented, and consequently transgressions are often un-detected and un-resolved.

66. Cabo Verde does not yet have national quality or sustainable tourism standards for tourism accommodation and services, which hinders their certification. A small number of large hotels use sustainable tourism certification based on international programs and in

relation to their own corporate policies. As a starting point, the MTIDE and the Institute of Quality Management and Intellectual Property (IGQPI) are initiating a process to develop quality standards for small hotels (less than 30 rooms), in an initiative that is likely to be supported by the World Bank. The MTIDE, the Municipality of Sal, the Chamber of Tourism, Maritime and Port Agency (AMP) and IGQPI are collaborating to improve the safety and quality of the beach of Santa Maria beach in Sal by putting additional public facilities in place and supporting Blue Flag certification.

67. In summary, the tourism sector in Cabo Verde faces various inter-related challenges: firstly, tourism on the islands is still vulnerable (i.e. poor physical infrastructure and utilities, weak strategy and regulations, insufficiently trained human resources, and most food is imported); and secondly, the sector's growth has been relatively rapid but with insufficient inter-sectorial planning and coordination. After more than a decade of predominantly mass-tourism growth the country risks experiencing a lock-in effect.

### Baseline: Fisheries sector

68. Fisheries in Cabo Verde are characterised by considerable biodiversity with more than 100 species, several taxonomic groups (fishes, mollusc, crustaceans and other invertebrates), many different ecosystems (Coastal ecosystems, seamounts ecosystems and open ocean ecosystems), important genetic resources (endemic species) and a wide variety of the predator-prey and abundance-density relationships.

69. There is an average annual catch of 10.000.000 kg, mainly comprised of coastal pelagic species (Cavala - *Decapterus macarelus* and *D. punctatus*; Chicharro - *Selar Chrumenophthalmus* and Dobrada - *Spicara melanurus*), Oceanic species (Albacore - *Thunnus albacares*, Bigeye tuna - *Thunnus obesus*, Skipjack - *Katsuwonus pelamis*, Merma - *Euthinus Aliteratus* and Judeu - *Auxis thazard*) and sharks (more than 10 species) (see table below). In 2012 catches supplied about 3.765 tons of raw material for domestic canning, domestic consumption and export. The export of fresh and frozen products represents about 80% of the total produce exported from Cabo Verde. As a result, the economic contribution of fisheries is 2-3% of GDP as a primary activity (i.e. extractive) or 7-10% of GDP as a secondary activity (i.e. canning and trade).

**Table 4: Profile of Cabo Verde Fishery in 2013 and 2014**

Type of fishery	Artisanal (Kg)		Industrial/ semi-industrial (Kg)		Total (Kg)	
	2013	2014	2013	2014	2013	2014
Tuna	1.535.790	1.547.495	3.029.179	6.524.393	4.564.969	8.071.888
Small pelagic	923.623	935.233	4.163.324	2.169.182	5.086.947	3.104.415
Demersal	1.234.221	1.245.662	451.885	972.561	1.686.106	2.218.223
Others	651.598	652.275	35.241	37.768	686.839	690.043
Crustaceans and Molluscs	11.839	11.878	35.081	33.273	46.920	45.151
Sharks	17.174	24.950	0	102.253	17.174	127.203
<b>Total</b>	<b>4.374.245</b>	<b>4.417.493</b>	<b>7.714.710</b>	<b>9.839.430</b>	<b>12.088.955</b>	<b>14.256.923</b>

Source: INDP – Instituto Nacional de Desenvolvimento das Pescas. Mindelo, São Vicente, 2014.

70. Artisanal fishing is an economic activity undertaken by small boats, on average 3-5 m long, with outboard motors; they are mostly wooden boats, manned on average by 3 fishermen, mostly using hand lines as fishing gear targeting diverse demersal fishes and tunas and tuna-like species (e.g. *Thunus albacares*, *Thunus obesus*, *Thunus alalunga*, *Katsuwonus pelamis*, *Auxis thazard*, *Euthinus alleteratus*, etc.). When the fishing equipment

is purse seines or gillnets, the number of fishermen on each boat tends to increase to 6-10, and the size of the boat becomes relatively larger. These fishermen target small pelagic species (e.g. *Spicara melanurus*, *Decapterus macarellus*, *D. punctatus* and *Selar chrumenophthalmus*). This activity has resulted an average annual catch of 4 - 5 million kg in recent years. The number of boats used for artisanal fishing increased from 1.036 in 2010 to 1.575 in 2014<sup>33</sup>; this considerable increase has been associated with a decrease in economic returns per person as well as a reduction in the diversity of species caught.

71. Since March 2015, access to artisanal fishing has been controlled through a ministerial decree, thus ending the open access to the resources. The maximum number of fishing licenses is set annually by fisheries administration, per island, and per fishing gear. A National Body of fishing inspectors within the DGRM, controls activities, under the MIEM, and has a presence on all islands. The GoCV recently created an independent institution for monitoring of fishing activities, which became effective in April 2015 (ACOPESCA). On each island, there is a team of two fisheries inspectors (except for Santiago with 5, and São Vicente with 3). This gives a total of 22 inspectors working at landing sites and at sea, according to fisheries legislation and the National Plan for Fisheries Resources Management. During the inspection operations they use standard instruments to measure and verify the fishing gear, cameras for records, magnifying glasses, tape measures, communication radios, GPS, scales, etc., all acquired within the PRAO-CV for an amount of USD 300.000. Further, the implementation of the National Plan to combat IUU fishing has cost USD 500.000 annually since 2013, under funding from the World Bank through the PRAO-CV. The government decided to address sensitization and education of fishing operators over an extended period, and so by 2014 the value of fines was not very significant. It is hoped that from 2015 the application of fines and penalties will result in some financial returns that could be partially used support the supervisory activity.

72. To counter the trends in over-fishing, the GoCV has been implementing a new co-management approach to artisanal fisheries. Supported by funding from GEF and IDA (World Bank), there is an ongoing process to implement fisheries co-management through a Regional Fisheries Project in West Africa (WARFP-CV), with the aim of establishing a TURF (Territorial Use of Right Fisheries). Four TURF areas are being set up, with the co-management committees already created officially - two on Sal and two in Maio. These co-management areas integrate MPAs on the islands and strengthen national conservation measures for sustainable exploitation. On Sal and Maio there is also an ongoing retraining program for artisanal fishermen to help them transition to alternative professions. A decree is in development that should provide the legal framework for this new approach to management of fishery resources. Four TURF areas and the draft law regulating the co-management of fisheries should be operational by the end of 2015. The co-management approach aims to reduce fishing pressure on coastal resources, and also to promote greater accountability and stakeholder capacity in the sustainable management of the marine biodiversity.

73. Some island-based fishing associations have been collaborating with other fishing organizations from the West Africa region, addressing important questions related to sustainability of fisheries and community development. The ROPA organization (*Rede de Organizações da Pesca Artesanal*), based at Praia, Santiago Island, is one of several associations that have such network. ROPA has been active in international cooperation at a

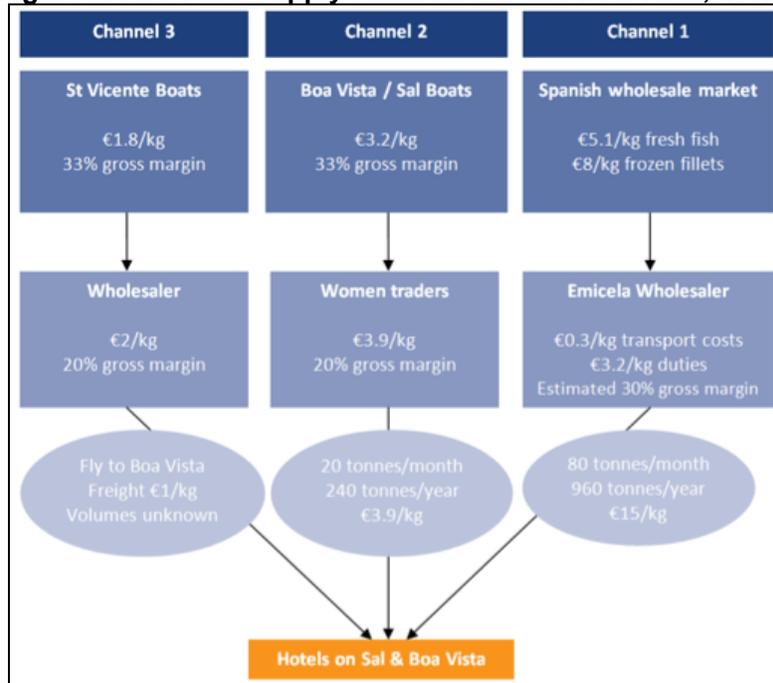
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<sup>33</sup> Direcção Geral dos Recursos Marinhos (DGRM), Praia. Sistema Nacional de Registo de navios de pesca, Cabo Verde.

community level working on sensitization of the society for the overall trend in the overexploitation of coastal fisheries.

74. As described earlier, the tourism sector purchases a considerable amount of fish, and it forms about 27.5% of hotel’s total food costs on Sal and Boa Vista, or about € 15 m per year (c. USD 32 m) for the two islands. Only a minority of hotels purchase locally-caught fish (it is estimated that less than 20% of total hotel rooms are supplied with local fish) Substituting locally caught fish for the 960 tonnes of fish imported by the tourism sector in Sal and Boa Vista could support at least 500 livelihoods.<sup>34</sup> Use of local fish would also be beneficial for the tourism sector, as imported products are subject to long delays, higher costs and import duties (see Figure 3).<sup>35</sup>

**Figure 3: Hotel-fish supply chain on Sal and Boa Vista, 2012<sup>36</sup>**



75. Since there is already an overexploitation of the traditional marine resources, there is no margin for further employment in the upstream of the fishery sector (i.e. catch). However, there are opportunities for further employment in the processing and sale of fish (e.g. canning, trading, adding-value, etc.). Furthermore, there is opportunity for fishermen to use their marine knowledge to participate as marine wildlife guides, with appropriate equipment and interpretation training.

<sup>34</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); pp51

<sup>35</sup> Mitchell, J. (2008) Tourist Development in Cabo Verde: The policy challenge of coping with success. Report on the tourism component of the Cabo Verde Diagnostic Trade Integration Study of the Integrated Framework for trade-related technical assistance to Least Developed Countries, coordinated by the United Nations Development Program. Overseas Development Institute, London.

<sup>36</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); exchange rate from € to USD from 1 June 2012, Oanda.com

## 1.4 Long-term solution and barriers

76. The long-term solution to address the threats identified is to modify the way that the tourism sector is developed, operated and managed. The solution will be established by 'mainstreaming' biodiversity considerations into tourism development and management. Improvements proposed under this project will support the conservation of Cabo Verde's important biodiversity by strengthening the PA system, and improving conditions for a profitable tourism sector that fulfills its socio-economic potential in a sustainable fashion.

### Barriers to mainstreaming of biodiversity in tourism development and operations

77. *Barrier 1: Weaknesses in the enabling environment.* The legal and regulatory and institutional framework for tourism planning and permitting is not sufficiently strong and coherent enough to effectively mainstream biodiversity management and promote sustainable tourism. Vertical and horizontal coordination between relevant stakeholders is weak (i.e. national vs. municipal, inter-ministerial, government to private sector).

78. *Barrier 2: Weak implementation of the existing regulatory framework.* No detailed guidance or templates exist to guide investors on best practices in undertaking and reporting on EIAs. The EIA public consultation process is weak as it is not consistently implemented, and there is no formal process to systematically address and respond to comments. There is no effective means of monitoring and enforcing environmental impacts (i.e. penalizing EIA transgressions), nor an associated framework for avoiding, reducing, restoring, or offsetting impacts. The use of licenses for nature-based tours within and outside PAs are not enforced, leading to conflict between licensed and unlicensed operators and guides and also deterioration of the quality and integrity of natural resources.

79. *Barrier 3: Development is insufficiently planned in relation to strategic environmental issues.* There is limited use of Strategic Environmental Assessments (SEA) related to tourism and fisheries due to the lack of a regulatory framework for SEAs. This means that sectoral planning has not taken cognizance of cumulative and synergistic impacts at an island-level. There is no regulatory framework for SEAs. Furthermore, tourism investment and growth projections have not been planned in relation to the capacities/constraints of basic infrastructure, support services, ecological values, and human resources.

80. *Barrier 4: Neither fiscal incentives nor tourism licensing include biodiversity criteria.* Tourism licensing processes are not based on criteria that reflect environmental performance or standards, such as the implementation of EIA mitigation plans. There are no standards or guidance for best practices in infrastructure development that integrate sustainable design principles and sensitive use of biodiversity, nor sustainable procurement practices. At present criteria for awarding fiscal incentives for tourism investment do not incorporate biodiversity elements, and incentives are not withdrawn or cancelled if an operator is known to have caused environmental damage.

81. *Barrier 5: Lack of standards and voluntary mechanisms sustainable tourism practices.* There are no national standards for tourism quality or sustainable tourism. In the absence of a strategic campaign to promote sustainable practices, only a minority of tourism operators use international certification programs. Goodwill declarations and signed agreements promoting sustainability and ecotourism have so far resulted in few concrete outcomes, and have not prevented large-scale developments or negative impacts in critical biodiversity sites from inappropriate tourism activities. There are very low levels of procurement of local produce by the tourism sector, including local fish due to concerns with the quality of the

fish. There is no public recognition of operators demonstrating sustainable tourism practices, which could act as inspiration for broader change across the sector.

### **Barriers to PA management for existing and emerging threats and coverage on key tourism and fishing islands**

82. *Barrier 6: A PA network that is not fully operationalized.* Twenty of Cabo Verde's 46 PAs need to be urgently operationalized, in order that they can effectively conserve their biodiversity; provide basic facilities for PA users; generate and retain revenues from sustainable use of their resources; and monitor, manage and mitigate impacts relating to use.

83. *Barrier 7: The current coverage of PAs is not fully representative.* The current PA network was established prior to the undertaking of several important assessments of biodiversity. Significant knowledge gaps remain on the distribution and biology of certain PAs, particularly relating to marine resources and biodiversity, which is inadequately represented in the PA estate.

84. *Barrier 8: Co-management of MPAs is weak.* Best practice approaches stress the importance of stakeholder engagement in the management of PAs, but effective co-management of MPAs is not yet fully realized. The control and enforcement of fishing regulations and PA management regimes is incomplete, undermining compliance (especially on biodiversity-relevant aspects). Resource monitoring and PA-based fisheries management models involving communities are missing. Insufficient attention has been paid to developing management plans for vulnerable species (and habitats) beyond those for abundant and/or heavily targeted commercial species; and on updating regulations on fishing practices and gear and fostering their adoption to avoid/reduce over-exploitation and mitigate accidental captures and marine habitat destruction.

85. *Barrier 9: Insufficient provision of financial resources to the national PA system, and specifically for the implementation of PA management plans.* Indications from the PA System Financial Scorecard suggest a financing gap of USD 1,8 million, and that USD 5,3 million is required to achieve basic and optimal management. Currently financial support comes mainly from government allocations and international donors, while only USD 145.000 is generated directly from PAs. The Cabo Verde Sustainability Strategy estimates that USD 7,55 million could be generated annually from a combination of funding sources from protected areas. Recommendations from this Strategy need to be reinforced and implemented<sup>37</sup> to optimize revenue generation opportunities from tourism to benefit biodiversity.

86. *Barrier 10: Insufficient tools and practices relating to monitoring and evaluation.* Few tracking tools exist for adequate environmental monitoring, particularly in relation to PA integrity and the impacts of tourism and fishing. There are no formal collaborative partnerships between agencies responsible for monitoring and resource users, such as tourist operators and fishermen, which could dramatically improve the coverage and efficiency of data collection.

87. *Barrier 11: Low levels of awareness of conservation and sustainable development.* There is limited level of awareness of the links between sound natural resource

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<sup>37</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

management, biodiversity conservation and opportunities for sustainable economic activities relating to tourism and fisheries. This situation applies to the public sector, private sector, civil society and the general public. For example: (1) subsistence farmers and artisanal and commercial fishermen resort to activities that degrade biodiversity if they are unaware of the implications and if no alternative livelihoods options are available; and (2) local government personnel generally have a low level awareness of environmental sustainability issues, and are therefore weakly equipped to gauge and prevent negative impacts. Furthermore, there is little active participation of communities or civil society organizations in environmental management and policy.

## 1.5 Intervention sites

88. The project will conduct activities at a national level to help mainstream biodiversity considerations into the country's enabling environment for sustainable tourism development. The project will also target specific interventions within four of Cabo Verde's islands: Santiago, Sal, Boa Vista and Maio.

89. The selection process for the islands and specific PAs in which the project will operate considered the following criteria: (1) proven global biodiversity significance, as documented by the uniqueness and irreplaceability of natural habitats/ecosystems and by established global species threat status assessments (especially the IUCN Red List)<sup>38</sup>, using species-level considerations and proven taxonomic references); (2) threat analysis, where results suggest that tourism and/or fisheries pose a relevant threat to biodiversity; (3) feasibility in terms of social acceptability to stakeholders; and (4) feasibility in operational terms and in light of the available financial resources, including co-financing available for the project as a whole.

90. A brief description of the four islands, their protected areas, tourism and fisheries sectors are provided below:

### 1.5.1 Island of Santiago

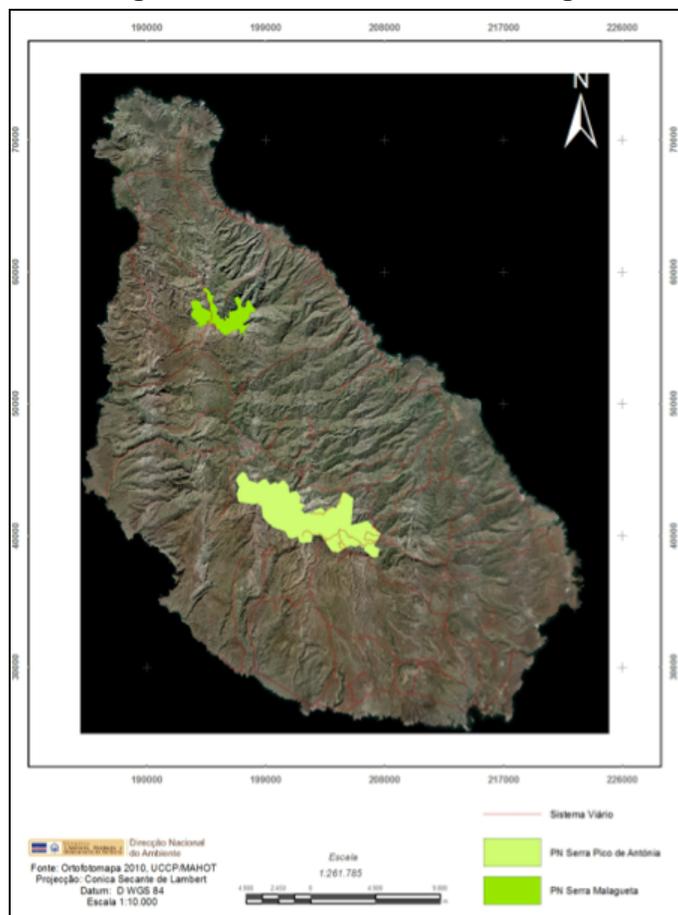
91. Santiago is the largest island in Cabo Verde with an area of 991 km<sup>2</sup> and unique topographical features: prominent peaks, steep slopes, deep and gentle valleys, coastal areas. Viewed from afar, the island appears divided by the two dominant peaks (Pico d'Antonia – 1.394 m, and Serra Malagueta – 1.064 m). Approximately half of Cabo Verde's population lives on this island and the capital, Praia (located in the south of the island), hosts approximately 25% of the population. Praia acts as the main center for trade, politics, administration and diplomacy in the country.

92. The project will work in one of the island's two delimited PAs: **Sierra Pico de Antonia** (2.947,6 ha) (see Figure 4). This PA is one of the two most representative samples of mountain ecosystems of the island of Santiago and hosts a relative high number of the country's endemic species of higher plants (17%), including species on the Red List of Santiago (21%) and the Cabo Verdean Red List (15%).

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<sup>38</sup> [www.iucnredlist.org](http://www.iucnredlist.org)

Figure 4: Protected areas of Santiago



93. Between 2006 and 2014 tourism visitation increased by 28% in Santiago, following the augmentation of accommodation capacity from 973 beds in 2006 to 1.640 in 2013. However, the bed occupancy levels dropped from 38% in 2006 to 26% in 2012. Most tourism facilities and activities are located on the coast, and there are very low levels of visitation to Sierra Pico de Antono, with approximately 3,000 visits annually.

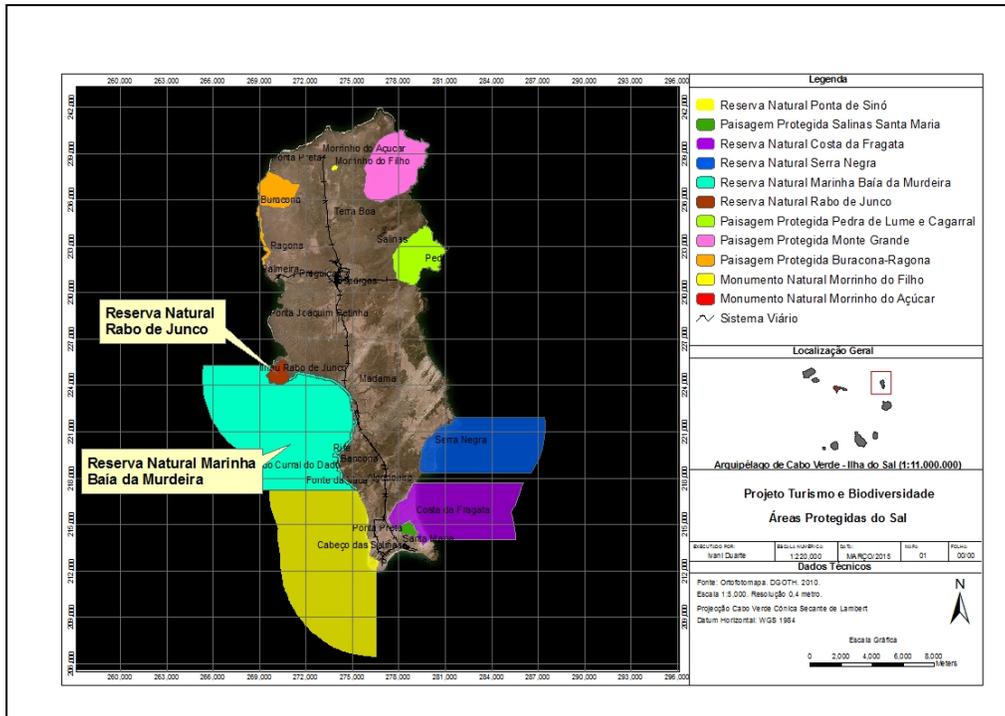
### 1.5.2 Island of Sal

94. Sal Island covers 216 km<sup>2</sup>, measuring about 30 km long and 12 km wide. The island is relatively flat with a maximum elevation of 406 m at Monte Grande.

95. Sal Island has 11 protected areas, covering 16.219 ha Marine and 3.851 terrestrial area (see Figure 5). Four of these have ecotourism and management plans elaborated and seven only have approved boundaries. The project will work in two of Sal's contiguous PAs: Baía de Murdeira, Natural Reserve (6.107 ha) and Rabo de Junco Natural Reserve (154 ha). **Baía de Murdeira** exhibits exceptional richness of its underwater ecosystems, with a high proportion of endemic and unique elements. The reserve provides feeding areas and nesting beaches of some species of sea turtles (*Caretta caretta*, *Chelonia mydas*); habitat for seabirds such as Guinchos (*Pandion haliaetus*), Rabo-de-junco (*Phaeton aethereus*); and also seasonal breeding areas for humpback whales (*Megaptera novaeangliae*), a threatened species whose conservation is of great worldwide importance. **Rabo de Junco's** importance relates to the presence and nesting of emblematic bird species of the Archipelago (the

Rabo-de-junco - *Phaeton aethereus*) and also for its landscape values and its morphological and geological uniqueness.

**Figure 5: Protected areas of Sal**



96. The island’s beautiful white sand beaches have led to its emergence as the main tourist destination in the country. From 2006 to 2014 tourism increased by 34%, following the increase in accommodation capacity from 5.519 beds in 2006 to 7.490 in 2013. The bed occupancy rates were 58% in 2013, and tourist demand for this island has demonstrated consistent growth over the last five years.

97. In Sal there are four ZDTIs covering 3.469 ha (see Table 5). The tourism facilities have been built in three of these. Only a small proportion of the Mordeira e Algodoeiro ZDTI has been developed, and the ZDTI of Morrinho Branco remains undeveloped. Predictions suggest that in the near future the island could have the capacity receive 263.000 tourists daily, if a proposed 130.000 rooms are constructed in ZTDIs<sup>39</sup>. Authorities will therefore need to accommodate tourists in addition to 165.000 residents, while providing adequate public infrastructure and support services.

**Table 5: Characteristics of ZDTIs in Sal**

<sup>39</sup> Personal communication, Municipality of Sal

Sal – Indicators (likely)	S. Maria	P. Lume	M. Algod	M. Branco	Total
Area (ha)	477	640	2,085	267	3,469
Developing land (ha)	453	608	1,981	254	3,295,55
Landscape protected area (ha)	24	32	104	13	173,45
Average rate of construction	35%	15%	35%	35%	31%
Construction limit allowed (m2)	1,586,025	912,000	6,932,625	887,775	10,318,425
Maximum capacity (rooms)	18,230	10,483	79,685	10,204	118,603
Sal's area per room (ha)					0.18

Source: Laws on ZDTI's creation and quality parameters: Regulatory Decree n° 14/94 (from May 23); Regulatory Decree n° 12/05 ( from December 31); Regulatory Decree n° 14/07 (from December 3); Construction rate of existing resorts and projects; Use of quality parameters of Boa Vista's POTs

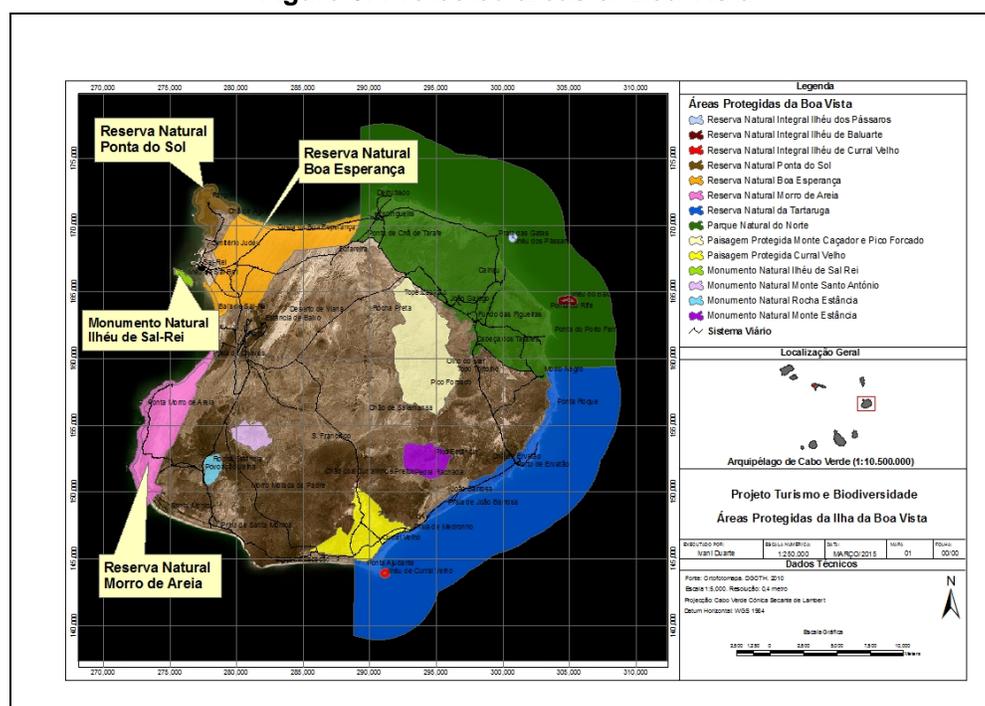
98. Sal Island's artisanal fisheries have the lowest annual catch levels in Cabo Verde (about 500 kg / fisherman), with slightly below the national average at 29 kg / fishing trip. The island also has the lowest nominal fishing effort, with about 7.875 trips / year and a fleet of 154 boats. Fishermen operate using hand line, purse seine, gillnet and diving. The island recorded in 2012 a catch of just over 230 tones, including tuna (34%), small pelagic fish (5%), demersal fish (18%), crustaceans (8,5%), molluscs (1,1%) and sharks (7%).

### 1.5.3 Island of Boa Vista

99. The Island of Boa Vista is the third largest in the archipelago, spanning 620 km<sup>2</sup>, measuring 31 km wide and 29 km long. Much of the island is flat and the highest point is Mount Resorts (387 m). The Island hosts a range of habitats, including beaches, cliffs, lagoons and salt marshes.

100. In Boa Vista there are 14 protected areas, covering 27.837 ha marine area, and 23.117,24 ha terrestrial ecosystems (see Figure 6). The project will work in four of the PAs: Morro de Areia Natural reserve (2.567 ha), Ilhéu de Sal-Rei Natural Monument (89 ha), Boa Esperança Natural Reserve (4.010 ha) and Ponta de Sol Natural Reserve (748 ha). **Morro de Areia Natural Reserve** and **Ilhéu de Sal-Rei Natural Monument** form a contiguous PA complex. Morro de Areia Natural Reserve conserves ecological processes derived from the sandy dynamics and habitat conservation of interest to endemic species and relevant in archipelago, as are the Rabo de Junco (*Phaeton aethereus*), Guinchos (*Pandion haliaetus*), marine turtle (*Caretta caretta*), sharks and numerous invertebrates. Ilhéu de Sal-Rei Natural Monument hosts important natural values and valuable historical and cultural assets associated with the ancient fort of the Duke of Bragança. **Boa Esperança Natural Reserve** and **Ponta de Sol Natural Reserve** form a second contiguous PA complex on the island. Boa Esperança Natural Reserve protects and maintains ecological processes derived from the dynamics of sand and the estuary of the Ribeira de Rabil. The reserve has wetlands, saline areas, and immense landscape value provided by a wide fringe of dune system and shifting sands. Ponta de Sol Natural Reserve provides habitat for emblematic species of birds including Rabo de Junco and Guinchos. The reserve also contains geological features created by recent volcanic activity and the presence of an important area of fossil dunes.

**Figure 6: Protected areas of Boa Vista**



101. The number of visitors to Boa Vista increased by 113% between 2006 and 2014%, and was associated with an increase in bed capacity from 315 in 2006 to 4.532 by 2013 with the construction of three new hotels. Despite a slight dip in demand between 2013 and 2014, bed occupancy levels were high, at 81% in 2014.

102. There are three ZDTIs in Boa Vista covering 5.710 ha (see Table 6). Tourism infrastructure and facilities have been built on two ZDTIs, and the ZDTI of Morro de Areia is undeveloped. It is predicted that already approved tourism developments may double the accommodation capacity for tourism in the next 10 to 15 years.

**Table 6: Characteristics of ZDTIs in Boa Vista**

BV - Indicators (likely)	ZDTIs			Total
	Chave	M. Areia	S. Mónica	
Area (ha)	1,654	624	3,432	5,710
Developing land (ha)	1,102	475	972	2,549
Landscape protected area (ha)	552	149	2,460	3,161
Average rate of construction	12.50%	8.00%	8.48%	10.13%
Construction limit allowed (m2)	1,377,500	380,000	824,546	2,582,046
Maximum capacity (rooms)	15,833	4,368	28,650	48,851
BV's area per room (ha)				1.27

Source: Laws on ZDTI's creation and quality parameters: Regulatory Decree nº 07/94 (from May 23); Regulatory Decree nº 7/07 ( from March 19); Construction rate of existing resorts and projects; Ordinance nº 20/2008 (from July 7); Ordinance nº 21/2009 (from Jun 8) Ordinance nº 1/2009 (from February 2).

103. Boa Vista's artisanal fisheries have among the highest catch levels in the country (about 2.000 kg / fisherman), and considerably higher than the national average at 40 kg / fishing trip. In 2012 the island's fleet of 136 boats operated about 7,423 trips. In 2012, 310

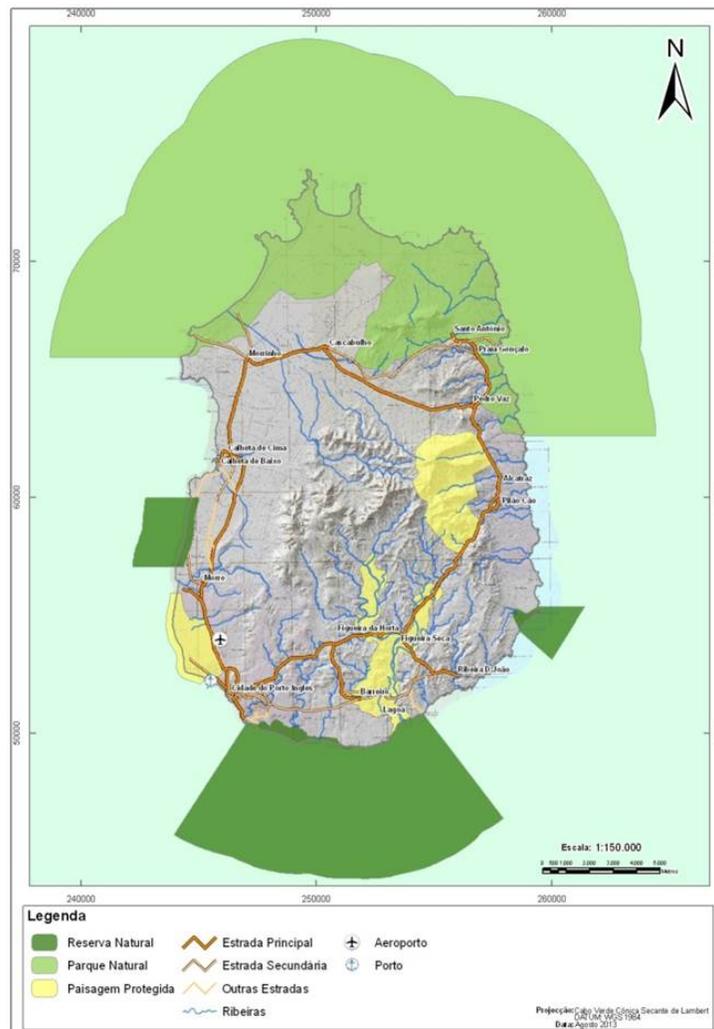
tons of fish were landed on Boa Vista, comprised of tuna (26.5%), small pelagic fish (39%), and demersal fish (29%). No crustaceans, molluscs or sharks are landed, as fishermen only operate with hand line and purse seine equipment. Fish caught in Boa Vista's waters are also landed in other islands, namely Sal and Santiago.

#### 1.5.4 Island of Maio

104. Maio Island is the fifth largest island in the country, covering 269 km<sup>2</sup>, and is 31 km long and 25 km wide, with a maximum altitude of 436 m (Penoso).

105. Maio has 7 protected areas, covering 28.487,19 ha Marine and 7.529,72 ha terrestrial area (see Figure project will focus on one 7). The project will work in one of the island's PAs: **Casa Velhas Natural Reserve** (6.626,08 ha). This reserve is an area of special importance for nesting sea turtles, marine biodiversity, and foraging and nesting grounds for important bird species (*Ardea cinerea*; *Egretta garzetta*, *Bubulcus ibis*).

**Figure 7: Protected areas of Maio**



106. Compared with the other three islands, tourism visitation on Maio is low at less than 2% of the country's inbound tourism, due to a lack of adequate public infrastructure (i.e. no

international airport; no ferry port), with few scheduled flights and boats, with variable departures. From 2006 to 2012 the accommodation capacity of Maio actually decreased from 133 to 85 beds.

107. Although Maio has three ZDTIs (see Table 7), none have been developed yet. The aim is to promote development of high quality and environmentally sensitive tourism.

**Table 7: Characteristics of ZDTIs in Maio**

Maio - Indicators (likely)	ZDTIs			Total
	Sul V. Maio	R. d. João	P. P. Seco	
Area (ha)	770	1,050	224	2,044
Developing land (ha)	574	865	174	1,613
Landscape protected area (ha)	196	185	50	431
Average rate of construction	7.68%	8.23%	8.00%	8.01%
Construction limit allowed (m2)	440,832	711,895	139,200	1,291,927
Maximum capacity (rooms)	5,067	8,278	1,600	14,945
Maio's area per room (ha)				1.80

Source: Laws on ZDTI's creation and quality parameters: Regulatory Decree n° 07/94 (from May 23); Regulatory Decree n° 18/97 (from December 12); Regulatory Decree n° 4/08 (from Jun 23); Ordinance n° 2/2010 (from January 11); Ordinance n° 20/2009 (from Jun 8).

108. Maio's fishermen achieved the highest yield in the country in 2012, with more than 5.000 kg / fisherman, and higher than the national average at 35 kg / fishing trip. The island also had one of the largest nominal fishing efforts, with 24.460 fishing trip/ year and a fleet of 53 boats in 2012. However, this situation has deteriorated because the number of boats increased to 154 in 2014. In 2012, a total catch of just over 834 tons of fish was landed on the island, comprised of tuna (51%), small pelagic fish (31%), and demersal fish (14%). As in Boa Vista, no crustaceans, molluscs or sharks are landed due to the use of hand line equipment. Similarly to Boa Vista, fish caught around Maio are landed on other islands, mainly Santiago.

### 1.6 Stakeholder analysis

109. Cabo Verde is a country recognized for its stability in terms of governance and policy. Despite the complexity associated with the insularity of the country and its limited resources and human capacity, stakeholders have sought to overcome existing limitations and barriers.

110. In the preparation of this project, resources were made available for a participatory workshop, meetings and intensive engagement by national experts specialized in conservation, tourism and fisheries. Building on the institutional context description (§ 1.1.4), the table below outlines the principle stakeholders and their envisaged roles and responsibility in the project.

**Table 8: Principal stakeholders and their roles and responsibilities**

Ministry of Environment, Housing and Land Planning (MAHOT): National Directorate for Environment (DNA)	The MAHOT/DNA will be the leading executing partner for the project and hosts Cabo Verde's GEF Focal Points. DNA is responsible for environmental regulations and management and will be pivotal in integrating biodiversity in tourism development permitting processes as it oversees EIAs. DNA oversees the Natural Resource Conservation Department (DCRN), which is in charge of biodiversity monitoring and management in PAs. DNA also oversees the national PAs network, including tourism development within them. These responsibilities will be assumed by the future Protected Areas Autonomous Authority (PAAA). MAHOT/DNA oversee the Protected Area Management
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	Units (PAMU) on each island. Advisory forums of local stakeholders convene through the (Advisory Councils for Protected Areas) ACPAs, to support the PAMUs.
Ministry of Tourism, Industry and Business Development (MTIDE): General Directorate for Tourism (DGT)	MTIDE/DGT are responsible for supporting and promoting the tourism industry and for establishing a coherent legal, regulatory and enabling framework for tourism development. These agencies are therefore critically important in the context of avoiding/reducing/offsetting negative environmental impacts of tourism projects at the planning, development, licensing and operational stages. The DGT is responsible for Cabo Verde's overall tourism product, and also for the promotion of sustainable tourism operations and the adoption of related certifications and standards, and verification mechanisms.
Ministry of Infrastructure and Maritime Economy (MIEM), and with its Directorate General for Marine resources (DGRM)	The DGRM plans, coordinates and executes actions in the marine resources sector; develops resources and marine management plans; and elaborates the necessary laws and regulatory mechanisms. The National Fisheries Council (CNP) and National Institute for Fisheries Development (INDP) are further relevant public institutions promoting, monitoring, conducting research on, and investing in the fisheries sector in Cabo Verde. The ACOPECSA, based at São Vicente Island since April 2015, acts as a national independent agency for fisheries and fishing products control. The DGRM will be the main partner in activities relating to fisheries, including standards and co-management of MPAs.
World Bank (WB)	The WB and the GoCV are in the final stages of negotiating a USD10 m project on Competitiveness for Tourism Development in Cabo Verde (P146666) to support tourism quality standards, SEAs for the tourism value chain, and establishment of a National Tourism Council. This project will closely coordinate with the WB/GoCV initiative.
United Nations World Tourism Organization (UNWTO)	The UNWTO and GoCV are in the process of negotiating a revision of the NSPDT (2014-2024), which will serve as a guide for sustainable tourism growth over the next 10 years. UNWTO recently concluded the COAST Project (Collaborative Actions for Sustainable Tourism) in nine African countries. COAST addressed several similar themes to this project, including Integrated Coastal Zone Management (ICZM), strengthening EIAs, standards and certification, waste management, and supporting local livelihoods. The project will build on the lessons learned from the COAST Project. UNWTO could be a potential associate agency for the implementation of some specific activities or components of this project.
Cabo Verde Investment (CVI) and Agency for Integrated Tourism Development on Islands Boa Vista and Maio (SDTIBM)	Government agencies established to promote tourism investment and in charge of the physical planning, management and administration of ZDTIs are other key stakeholders. Both SDTIBM and CVI will play a critical role in liaising with the private sector, encouraging investment based on sustainable development principles and adapting incentives to include biodiversity criteria.
Institute of Quality Management and Intellectual Property (IGQPI)	IGQPI is the service responsible for managing, coordinating and developing the National Quality System (SNQC) and other regulatory qualification systems adopted by law. The Institute will play an important role in the development of quality standards for tourism and fisheries, and in sustainable standards for tourism.
The National Institute for Agricultural Research and Development (INIDA)	INIDA is a public institute, under the Ministry of Rural Development (MDR). The mission of this institute focuses on research, experimentation and development in the fields of agricultural science and technology and natural resources; the dissemination of scientific innovations and usable technologies in agriculture, forestry, animal and environmental and professional and higher education in the above mentioned areas. Its activities are to promote, coordinate and harmonize work programs/research projects in close consultation with the various actors intervening in rural areas. INIDA will be involved in the design of the ecosystem monitoring and evaluation program.
National Institute for Fisheries Development (INDP)	The INDP is the national institution responsible for implementation of the national policy for the fisheries sector. It is INDP's responsibility to frame projects in development plans and within government programs for fisheries and marine resources in general. The INDP collects data and analyzes and

	disseminates the official statistics on the fisheries sector. INDP will be involved in the design of the ecosystem monitoring and evaluation program.
The Maritime and Port Agency (AMP)	The AMP is an Independent Administrative Authority of institutional basis, with a legal personality, office, staff and their own assets and administrative autonomy. The AMP administers the technical and economic regulation and supervision of the maritime and port sector. The AMP will participate in activities relating to fisheries and ecosystem monitoring and evaluation.
Municipalities on the targeted islands	These local government bodies will be involved through local consultative committees and at national level through National Association of Municipalities.
University of Cabo Verde (UniCV)	The University of Cabo Verde is an institution of higher education whose mission is to empower the Cabo Verdean nation to overcome the challenges of modernization and development of the country. The UniCV operates educational programs, research and extension work. Within the project, the University may provide capacity for baseline studies, research, monitoring and evaluation, and also mainstreaming training materials on sustainable tourism. This could be undertaken through the university's departments of sciences and technology (i.e. biology, marine and earth sciences).
School of Hotel and Tourism	The School of Hotel and Tourism has the potential to become a major player in raising awareness, vocational training, and institutional capacity building for sustainable development of tourism and environmental conservation.
Private Sector Partners	Private sector entities will play a key role in the implementation of project activities – nationally in the context of systemic mainstreaming (spatial planning, sustainable tourism certification scheme), and locally with regard to the adoption and implementation of sustainable biodiversity-friendly operations and PA reinvestments schemes. This includes the Chambers of Tourism and of Commerce and their members comprising tourism agencies, commercial enterprises, business groups and hotels. At the project site-level, commercial companies will play a critical role through channelling tourism user-fees to protected areas; adopting sustainable tourism and quality certification programs; and in complying with EIA recommendations. The project will prioritize support to individual operators already acting as champions of sustainable tourism practices to galvanise sector-wide interest in mainstreaming similar approaches throughout the tourism sector.
NGOs, national and regional associations and local community groups	Civil society organizations increasingly play an important role in environmental conservation in Cabo Verde. The majority are organized under a national platform and several environmental projects are being coordinated directly or indirectly by NGOs. Locally relevant groups will participate in monitoring and evaluation of the impacts of tourism and fisheries on biodiversity (particularly turtles, whales, sharks and birds), and the implementation of PA co-management plans. A national NGO will also become the host and champion of a destination-based certification program for beaches (Blue Flag). Groups likely to be involved in the implementation include Bios CV, SOS Tartaruga, Natura2000, Maio Biodiversity Foundation and fisheries associations on the Sal, Boa Vista and Maio. Local communities and fishermen residing inside and adjacent to PAs in the targeted islands will be involved in various aspects of the project: they will be consulted extensively in the further consolidation of the local PAs and the definition of PA management objectives and regimes; they will be represented in PA management committees; and they are set to benefit from sustainable tourism, in cases where their local knowledge predisposes them for employment (e.g. sea turtle observations, trekking, regulated sports fishing, etc.). Capacity building of artisanal fishermen will be conducted by the project team in conjunction with the WB/IDA-GEF West Africa Regional Fisheries Programme, focusing specifically on the integration of biodiversity concerns into the question of sustainable marine resource utilisation; benefits will accrue over the medium to long term when fisheries resources are maintained including through the preservation of intact ecosystems inside PAs, which will provide them with a more diversified and increased income where they can supply tourism businesses with their local and sustainably harvested

	product. The PRCM Program can be a partner in the establishment of marine and coastal PAs and in capacity building to support Strategic Environmental Assessments (SEAs) and Integrated Coastal Zone Management (ICZM).
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## 2. STRATEGY

### 2.1 Project Rationale and Policy Conformity

#### 2.2 Fit with GEF Focal Area Strategy and Programme

111. In working towards its overall objectives, the project will contribute to Biodiversity Strategic Objective 2: "Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors" and specifically Outcome 2.2: "Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks". The project will catalyse the development and adoption of effective and coherent regulatory measures and the institutional frameworks needed to avoid, reduce, restore and offset the direct and indirect harmful impacts of physical tourism infrastructure development on biodiversity (through enhanced land use planning and licensing accompanied by improved compliance monitoring and enforcement mechanisms). The project will also foster the establishment of locally-specific best-practices in sustainable tourism products and services based on natural resources that benefit local people, businesses and biodiversity at the same time. At the national level this will entail the selection of pre-existing international certification, verification and incentive mechanisms, and their adoption by key stakeholders in the targeted islands in particular.

112. The project through its second component advances Biodiversity Strategic Objective 1 "Improve sustainability of protected area systems", specifically Outcome 1.1: "Improved management effectiveness of existing and new protected areas". Building on what has been already achieved through previous projects (including the two previous UNDP-GEF BD projects in Cabo Verde) it will further advance the operationalisation of the national PA system on the main tourism islands and provide them with fundamental management tools and structures, including those needed to address unsustainable fisheries. It will furthermore supplement a previous ecological gap analysis on marine biodiversity to inform the designation of new MPAs around Maio, Boa Vista and Sal. In doing so, the project will explore tourism-related financing opportunities including visitor fees and PA reinvestment schemes by the tourism industry. The project will capitalize on previous efforts to propose management tools at a systemic level but also PA specific level, and will improve conditions for implementation of those tools (e.g. ecotourism and management plans in priority islands). In terms of co-management, it will capitalize on previous experience and the awareness and capacity building made during previous projects as well as small projects financed through the GEF/UNDP SGP in Cabo Verde.

113. The project will contribute towards the achievement of a number of the CBD Aichi Targets: (1) Targets 2 and 5 by ensuring that economic development plans and tourism sectoral plans better integrate biodiversity concerns in their planning and implementation, such as by avoiding, reducing, restoring or offsetting their adverse impacts from physical tourism infrastructure development; (2) Target 6 by locally introducing sustainability and biodiversity-friendly measures into artisanal fisheries practices, avoiding overfishing through the preparation of key recovery plans, and reducing adverse impacts on threatened species and vulnerable ecosystems; and (3) Target 11 by individually delineating and gazetted a significant portion of decreed yet undeveloped protected areas, and thereby increasing the representativeness and effectiveness of Cabo Verde's PA system.

114. The project will also contribute to implementation of several elements of the CBD's Decision XII/11 on Biodiversity and Tourism Development by: (1) promoting communication, education and public awareness activities for the general public and tourists on sustainable travel choices, including on standards and certification schemes; (2) supporting projects in destinations of high biodiversity where there is significant pressure from tourism to demonstrate how to reduce negative impacts and increase positive impacts; (3) building the capacity of protected area agencies to establish partnerships with the tourism industry to contribute financially and technically to protected areas, using appropriate tools such as concessions, public-private partnerships, and other forms of payments for ecosystem services; and (4) monitoring and reviewing recreation and tourism in protected areas with accompanying dissemination of the findings.

### 2.2.1 Rationale and Summary of the GEF Alternative

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

***Outcome 1. Biodiversity conservation is mainstreamed into tourism planning and operations at national level and on priority islands.***

**GEF funding:** \$1,207,502

**Co-financing:** \$2,751,555

116. In order to drive the mainstreaming of biodiversity into the tourism sector, the project will develop and put in place coherent and effective enabling frameworks. The improvements will enhance multi-sectoral strategic land-use planning at the landscape level, focusing on the tourism and associated real estate/construction sectors. The main elements of this will include: strengthening of capacity of government and government-owned entities to integrate biodiversity into the tourism sector; establishing policy mainstreaming committees overseeing policy and planning coherence between tourism development and environmental/ biodiversity management; the development, revision and improved implementation of land-use planning regulations so they fully integrate biodiversity concerns; the implementation of SEAs to inform tourism development plans in destinations where significant tourism development pressure is likely; the revision of financial tax incentives and licensing processes to integrate biodiversity criteria; and the establishment and piloting of best-practice standards for sustainable tourism and voluntary certification for enterprises and destinations.

***Output 1.1. Strengthened government capacity to integrate biodiversity into the tourism sector, including through compliance, planning, licensing, monitoring and enforcement***

117. To ensure capacity building of DNA and the proposed Protected Areas Autonomous Agency (PAAA) regarding planning the integration of issues relating to tourism and fisheries in the conservation of biodiversity, the following interventions will take place:

118. Personnel will be recruited to strengthen the DCRN / PAAA with technical expertise in the following priority areas: (1) tourism management; (2) monitoring and evaluation (M&E) and reporting. The personnel will initially be recruited with support from the project using a salary scale which is in line with that of the MAHOT/DNA and progressively integrated into the payroll of MAHOT/DNA.

119. The organograms below (Figure 8) shows the current DNA and proposed institutional structure of the PAAA, and the island-level PA Management Units (PAMU).

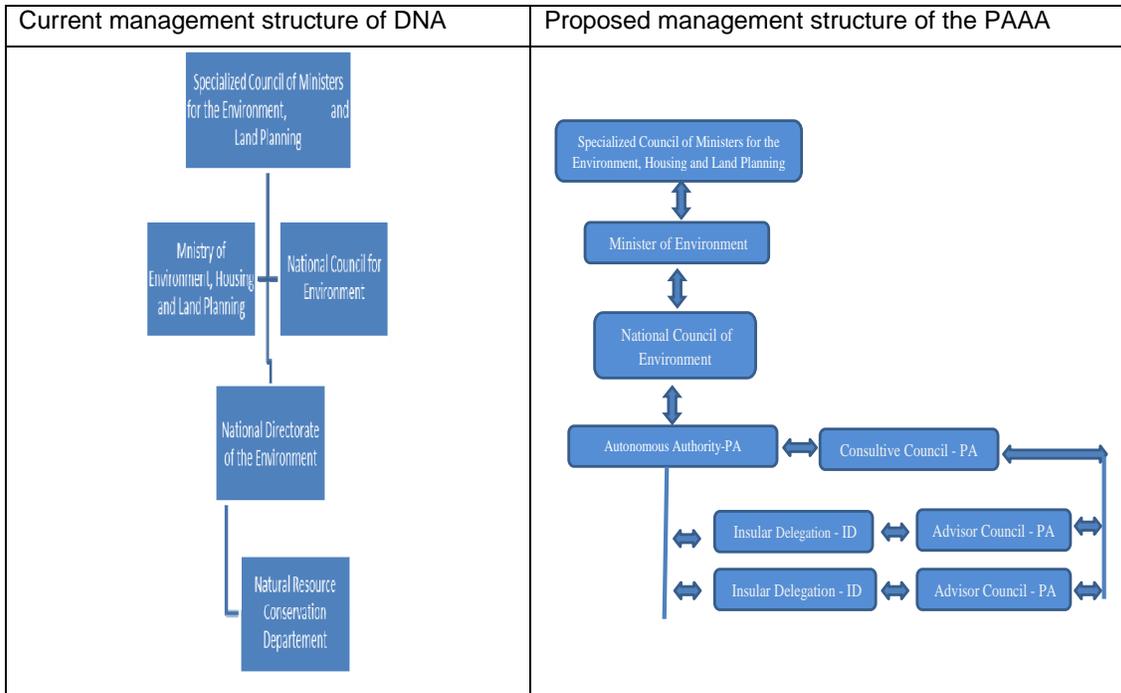
120. Capacity building and training programs will be designed for technicians of DNA (i.e. project staff and other DNA staff associated with the project) at central and local levels, and including members of the Advisory Councils of Protected Areas (ACPA). The training will be implemented by the project's tourism management senior technician working in collaboration with the UniCV, INDP, INIDA, the School of Hotel and Tourism, and research institutions. For vocational and graduate courses, proposals for new courses will be submitted for recognition by the Directorate General of Higher Education / National Service of Qualification. Once recognized, they will be passed to the Minister of Higher Education and Innovation for approval. For modular and short-term training, no formal accreditation process is required, and most of the trainings will be of this nature.

121. The Project may request specialized institutions, universities and experts to prepare specific short-term formations according to well-identified objectives. The training materials will focus on the requirements of the project (e.g. planning, environmental assessment, concessions and licensing, sustainable tourism planning and management, ecosystem monitoring, information and communication). The training programs will be supported and informed by new, practical and clear technical guidance and tools, developed by the senior technicians. Both the training programs and the technical guidance tools will be based on international best practices, but adapted to suit local conditions and requirements, and will be used as training materials.

122. A gap analysis will be conducted in year 1 to establish what additional training courses, materials and expertise is required to build capacity in the priority areas of: (1) planning (including EIA and SEA); (2) marine biology; (3) tourism management (including environmental auditing of tourism); (4) GIS & mapping; (5) monitoring and evaluation (M&E) and reporting; and (6) Information Education Communication (IEC).

123. Required training programs will be designed, developed, piloted and accredited in line with national processes and standards. Appropriate institutional 'homes' for the courses will be identified (e.g. national universities and the School of Hotel and Tourism), and the senior technicians will train-trainers within those institutions to be competent in giving the courses. Where possible, the courses will be designed as modules to slot into existing accredited courses in order to enhance sustainability, rather than as individual stand-alone courses.

**Figure 8: DNA and PAAA institutional structure<sup>40</sup>**



124. The training programs and tools will be rolled-out to strengthen understanding and empower colleagues in DCRN/PAAA/PAMU/DGT/DGRM/CVI/STDIBM at central level, and also enhance the practical skills and capacities of the junior technicians and field staff based at the island offices.

125. The formulation of the training (i.e. whether intensive; modular; short-courses; evening courses; on-the-job training) will be based on the requirements of the preferences of the DNA/DGT/CVI. Classroom-based training will be supported by practical training activities in the field to the country’s protected areas, and exchange visits to comparable destinations in the region. The training will be reinforced and sustained using e-learning platforms. E-platforms will be particularly valuable in Cabo Verde, where technicians and field staff are geographically dispersed between islands, and transportation to meet collectively is costly and time consuming.

*Output 1.2. Cross-sectoral planning integrates biodiversity conservation objectives, and Strategic Environmental Assessments (SEAs) conducted in priority PAs/ ZRPTs.*

126. Strategic Environmental Assessments (SEA) will be developed for the islands of Sal, Boa Vista and Maio. The SEAs will be undertaken using multi-disciplinary and iterative process, which fully engages the PAMUs, ACPAs and local residents. The SEAs will address the long-term balance of environmental, economic, social, cultural and recreational objectives, while conserving the rich coastal biodiversity of the archipelago (both terrestrial

<sup>40</sup> MDITE, DNA (undated) Proposta de modelo de gestao e estudos economicos e financeiros da autoridade autonoma das areas protegidas de Cabo Verde

and marine). The DNA will provide the overall coordination for SEA development, and local coordination will be conducted by the PAMUs.

127. The framework will be developed through the following activities: (1) a review of SEA and EIA experiences within Cabo Verde, at African level and SIDS globally; (2) identification and quantification of issues and challenges, including by government, tourism and fishing entities, and local residents using the ACPA structures; and (3) implementation SEAs in the areas of greatest environmental pressures and challenges. The territorial scope of these SEAs will be defined by the PAMU with the ACPAs (i.e. terrestrial and marine). The pressures on biodiversity associated with tourism growth and development and artisanal fisheries will be addressed. The SEAs will identify the best options and scenarios for growth in tourism and fisheries in light of cumulative and synergistic impacts of the sectors, and cognizant of the underlying support of basic services (e.g. security, health, waste disposal) and basic infrastructure (e.g. sanitation, transport access). The SEAs will also identify the pressures, areas of conflict and drivers; (4) a diagnostic baseline study of the legal, planning and organizational framework of Sal and Boa Vista will be conducted, incorporating definition of the actors and their roles and responsibilities; (5) design of a pilot Integrated Coastal Zone Management (ICZM) Vision, Strategy and the Action Plan for the selected destinations, informed by the SEAs (including those already conducted prior to the project in the target islands) and diagnostic studies, and through a participatory process that fully engage stakeholders, including through the ACPAs; (6) the ICZM and SEA tools will be submitted to the Ministers of Environment, Tourism and Maritime Economy for approval.

128. The project will support implementation the SEA recommendations. These elements will directly relate to the projects focal areas (biodiversity, tourism and fisheries), and will likely include: (1) the preparation of regulations; (2) law enforcement; (3) physical demarcation; (4) signage; and (5) education and awareness raising. Findings will also be used to adapt PA management and ecotourism plans, and inform their implementation.

129. Annual monitoring and evaluation and feedback processes will take place, to ensure that effectiveness is maintained and changes and lessons learned are integrated to re-adjust the Action Plan. Findings will be integrated into broader planning frameworks, including municipality plans, PA management and ecotourism plans.

130. Technical assistance will be provided by the senior technicians recruited to DNA, supported by short-term technical consultancies as necessary. Technical support will also be sought from the UNWTO, relating to lessons learned from the recently concluded COAST project in West and East Africa.<sup>41</sup> The project will also coordinate with the World Bank project on Competitiveness for Tourism Development (P146666). The PAMUs will coordinate the SEA processes, with the support of project resources for studies and workshops and reporting.

Output 1.3. Policy mainstreaming committees overseeing coherence between tourism development and biodiversity management.

131. The project will support the establishment of an Inter-Ministerial Technical Committee (IMTC) involving MAHOT, MTIDE and MIEM. This committee will oversee policy coherence between tourism development, fisheries, and conservation management at national level and target Islands. The main objective of the IMTC will be to ensure the integration of biodiversity issues at all levels of tourism and fisheries policy, legislation, and planning. The committee will also ensure the participation of local communities and other relevant

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<sup>41</sup> See <http://coast.iwlearn.org/en>

stakeholders in PA management and in natural resource management in selected PAs (such as the tourism and real estate sectors).

132. Advisory Councils of Protected Areas (ACPA) have been established on each island (i.e. Santiago, Sal, Boa Vista and Maio), and the project will strengthen these to enhance effective coordination and linkages regarding project activities, both with relevant local stakeholders and national-level agencies. The Council branches will include representatives of relevant municipalities; community associations (e.g. women's, fishermen's and farmers' associations); the tourism and real estate industry (e.g. Chamber of Tourism, new National Tourism Council, and others); and relevant NGOs, and others. These associations will be strengthened in their capacity to support PA management and sustainable tourism, and will collaborate with MAHOT/MDT/DGRM delegations on each island to actively participate in the implementation of project activities. The coordination and support functions provided by the ACPAs and will improve local associations and municipalities' capacity to: (1) manage PAs at the local level for conservation and socio-economic development; (2) participate in natural resource management decisions; and (3) implement actions in PAs which are appropriate and acceptable for communities, the tourism stakeholders and the fisheries sector. Once the project is completed, the ACPA will be reinforced and take over the role of the IMTC.

133. Policy documents will be developed describing the roles, responsibilities, mandate and members of the IMTC, PAMUs and ACPAs. The policy documents will ensure the coherence of the committee and councils, to be approved by the GoCV.

134. Each PAMU will work with the corresponding ACPA to establish a schedule of regular coordination meetings where project-related activities and tasks will be discussed and agreed, and related challenges reviewed and addressed. The ACPA workplans and allocated resources will be designed to support implementation of PAMU project workplans, and will ensure coherence with PA management plans, ecotourism management plans and municipal plans as appropriate. Additional meetings will be convened as necessary to address specific issues such as EIA compliance; sustainable tourism certification; PA revenue collection and management; and co-management of PAs.

135. Acknowledging the logistical challenges of coordination and communication between islands, a user-friendly internet-based communication system will be established for use by the committees and councils.

136. Support tools will be devised to strengthen and advise the PAMU and ACPAs, and other technical support agencies (e.g. CV, STDIBM, IGQPI). These will include information tools, analytical tools, and technical support related to the project themes. The support tools and technical support may be designed and provided by the senior technicians recruited to DNA and by short-term consultants on specific issues as necessary. Support guidance will include priorities such as: (1) best practice guidelines for hotel and resort siting, architectural design, biodiversity conservation and socio-economic benefits from sustainable tourism; (2) certification and standards for sustainable tourism; (3) tourism concession and licensing award guidance that encourages sustainable tourism practices; (4) co-management of PAs; and (5) participatory monitoring. Where best practice tools already exist (e.g. IUCN Best Practice Guidelines; UNWTO tools), these will be collated, disseminated and explained to stakeholders through the committee forums. Where necessary, they will be adapted to fit local conditions, and translated into Portuguese.

137. Supervisory institutions at national and local level will also be provided with accurate tools, helping them to manage, monitor and enforce regulatory frameworks. These will include priorities such as: (1) detailed guidance for investors on how to undertake and report

on EIAs in line with best practice; (2) EIA compliance monitoring tools, including collating and addressing feedback from public consultation processes, to ensure that EIA mitigation plans are fully implemented using investor after-care system, and an appeals process; (3) tourism license award and renewal processes, linked to compliance with relevant EIA mitigation measures and local environmental management procedures (e.g. solid waste disposal; use of mineral resources from licensed quarries; adoption of renewable energy etc.); (4) SEA guidelines; (5) licensing and control for nature-based tours, with rules for their conduct that is aligned with environmental best practice, as informed by local and international research; (6) adapted criteria for financial incentives for tourism investment, integrating sustainable tourism principles including biodiversity conservation measures and delivery of tangible socio-economic benefits.

138. The IMTC will commission and draft policy documents and regulatory and legislative tools for consideration and adoption. These will include tools that improve the coherence between tourism and biodiversity management, such as environmental codes of conduct for tourism and fisheries and social responsibility principles for commercial operators. The tools will provide support to the PAMUs and ACPAs to make informed decisions based on environmental good practice. These will include priorities such as: (1) guidance for local tourism licensing and concessions in PAs that ensures preferential awards to companies integrating and sustainable tourism approaches, and particularly biodiversity-friendly measures; (2) co-management policies and tools, particularly that delegate roles for monitoring, evaluation, and mitigation to the tourism and fisheries sector; and (3) guidance for public participation in policy formulation, monitoring and evaluation. These activities will be conducted in conjunction with the Parliamentary processes and commissions.

139. Regular meetings will take place between representatives of the IMTC, PAMUs and ACPAs, to ensure coherence and strong linkages between the two levels. These may take place through physical meeting and/or use of internet-based communication systems for remote meetings.

*Output 1.4. Economic incentives and enforcement measures are strengthened to promote the adoption of sustainable tourism practices.*

140. The project will support revision and improvement of current economic incentives for tourism to promote biodiversity conservation and sustainable tourism, led by the senior tourism technician, in close partnership with CVI and STDIBM and the Chamber of Tourism. Activities will include the following:

141. A full review of existing fiscal incentives benefiting the tourism sector, with a focus on how biodiversity conservation and other sustainable tourism elements can be incorporated into them (e.g. sustainable infrastructure design; use of environmental technologies that reduce energy/water use; local employment; etc). A scenario analysis will be used to predict the short, medium and long-term costs and benefits of applying proposed revised incentives (both financial and environmental). The review will consider both the initial award and continuation of incentives over time, and under what conditions (i.e. infractions) the incentive would be withdrawn in the case of non-compliance.

142. The review will be participatory, in order that suggested revisions are acceptable in the market place, and to ensure that there is political and institutional support for the changes. Participatory processes, informed by the scenario analysis, will be used by the PAMUs, ACPAs and IMTC to identify which incentives should be prioritized for amendment.

143. Detailed recommendations will be made for specific adaptations to the prioritized incentives, and proposal of new incentives where necessary. Recommendations will focus on providing benefits to tourism projects that integrate biodiversity conservation elements, or diversify the nature-based product offering. The recommendations will specify additional regulations, revised criteria, and monitoring and evaluation requirements. This will include detailed description of the step-by-step process and timeframes required to revise and implement specific incentives.

144. The review and recommendations will incorporate options for preferential approval of tourism development and activity licenses in PAs and ZTDIs to proposals with strong sustainability elements (see Output 1.5 and 2.4), and also those that propose biodiversity offsets (see Output 1.6).

145. Additional regulations and associated guidance (e.g. codes of conduct/best practice) will be drafted to implement the additional and adapted fiscal incentives and ensure they are prioritized. Regulations and guidance will be drafted by the senior project technicians in DNA, and supplemented by short-term consultancies for legal advisors. Development of the drafts will be guided by the PAMUs, ACPAs, CVI and STDIBM. Approval of the revisions will be sought from the IMTC through appropriate channels, though the MTIDE and MAHOT.

146. Once approved, the project will support piloting of the revised incentives in target islands of Sal, Boa Vista and Maio, through CVI (Sal) and STDIBM (Boa Vista and Maio).

147. Monitoring and evaluation of the impact of the incentives will be undertaken by CVI (Sal) and STDIBM (Boa Vista, Maio) in consultation with the PAMUs and ACPAs. Enforcement of the incentives will be controlled by CVI and STDIBM, with the political support of the inter-ministerial committee.

*Output 1.5. Best-practice standards for sustainable tourism and voluntary certification established and operational.*

148. This output aims to promote and implement the best practices in terms of standards for sustainable development and voluntary certification. Within the project, these activities will be led and driven by the senior tourism technician in DNA on sustainable tourism in coordination with other agencies (e.g. MDTIE, DGT, CVI, STDIBM, Chamber of Tourism, PAMUs, ACPAs etc). Activities will include:

149. A baseline assessment of sustainable and biodiversity-friendly practices in the tourism accommodation and tour sector will be supported. The assessment will incorporate: (1) a review of existing practices, (2) use of voluntary sustainable tourism certification programs, (3) willingness to pay for certification, and (4) current challenges faced in implementing biodiversity-friendly practices.

150. Development of national standards for sustainable tourism in PAs, by adapting ISO18065:2015 on tourism services provided by PA authorities<sup>42</sup> to local conditions. The project will support the convening of a voluntary technical committee to coordinate the development of the standards, through a participatory and consultative process, and in line with guidance from the IGQPI. Draft standards will be submitted for IGQPI for approval through DNA and DGT. Once approved, the project will align tourism development in PAs supported by the state with the national standards, guided by the IMTC, PAMU and ACPAs.

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<sup>42</sup> See [http://www.iso.org/iso/catalogue\\_detail.htm?csnumber=61250](http://www.iso.org/iso/catalogue_detail.htm?csnumber=61250)

151. Provision of technical advice on the integration of biodiversity elements into a service quality certification process for small hotels, to strengthen an ongoing DGT project supported by the World Bank's Competitiveness for Tourism Development (P146666). Once approved, the senior technicians in DNA will provide ongoing technical support to DGT in the operationalization of the standards.

152. Development of national standards for the tourism sector in Cabo Verde, informed by the Global Sustainable Tourism Council (GSTC)<sup>43</sup> Criteria for Hotels and Tour Operators. The project will support the convening of a voluntary technical committee to coordinate the development of the standards through a participatory and consultative process, and in line with guidance from the IGQPI. Draft standards will be submitted for IGQPI for approval through DGT. Once approved, the project will align tourism development in PAs and areas of high biodiversity with the national standards, guided by the ACPAs.

153. Provision of technical advice to support the IGQPI process to develop national quality standards for fisheries, which (in part) aim to improve the volumes and prices of fish sales to the domestic tourism sector.<sup>44</sup> The project will support: (1) the baseline assessment of fish quality in the islands of Sal, Boa Vista and Maio; (2) a review of relevant legislation and identification of any gaps that might impede their implementation; (3) sensitization of local fisheries associations and hotels on the target islands; (4) the building of technical and physical capacity to sell quality products through associations; and (5) development of appropriate guidance documents.

154. Once approved, DGRM will create three pilot Fish Certification Centres (FCC) for artisanal marine produce: one each in Sal, Boa Vista and Maio. They will support implementation of the national quality standards in these three islands, including through the ACAPs, and establish commercial linkages between certified products and the tourism sector.

155. Support and encouragement will be provided for the mainstreaming of sustainable tourism certification among accommodation and tour providers in the target islands (particularly Sal and Boa Vista). A marketing and promotion plan for sustainable tourism certification and certified fish products will be established within the tourism sector, focusing on the islands of Sal and Boa Vista. Information on the benefits and incentives for sustainable practices (linked to Output 1.4, linked to CVI and STDIBM) will be incorporated into the plan. Partial-financing of assessment costs will be offered for the first year for enterprises operating in PAs or areas of high biodiversity, if the certification body's standards are recognized or approved by the GSTC, and aligned with the national sustainable tourism standards.

156. Blue Flag certification for beaches will be established in Cabo Verde, with the objective of certifying beaches with adequate water quality, environmental management, environmental education and safety and services. The project will: (1) identify an appropriate NGO willing to act as host for the program; (2) initially co-fund their membership of the Foundation for Environmental Education (FEE) and also the subscription fee; (3) support the NGO to organise a Blue Flag workshop; (4) establish a national committee on Blue Flag; (5) undertake a feasibility phase (with a national and local level report); and (6) conduct a pilot phase (i.e. testing at pilot sites in line with Blue Flag's 33 criteria). As informed by the feasibility phase, it is recommended that the pilot sites include Costa de

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<sup>43</sup> See <http://www.gstcouncil.org/gstc-criteria/sustainable-tourism-gstc-criteria.html>

<sup>44</sup> Mitchell, J. and Martins, P., Pinheiro, M., Tavares, J., Garcia, A., and Fernandes, E. (2012) Pro-poor linkages in Cabo Verde, June 12, 2012, World Bank (draft); pp51

Fragate PA and Santa Maria beach in Sal. Costa de Fragata was selected due to its importance as a sea turtle nesting area and the need to operationalize the protected area; and Santa Maria because of the existing high level of use by hotels, tourists, turtle guides and artisanal fishermen. The Blue Flag program will be coordinated by the PAMU in partnership with the MTIDE program to improve beach management in this location.

157. Once a number of tourism operation have been successfully awarded sustainable tourism certifications in Sal and Boa Vista (i.e. 10%) and Blue Flag piloting is completed, a GSTC sustainability snapshot assessment will be undertaken to establish the level of sustainability and associated risk. Should the assessment be positive, the project will support application for a full destination-based certification award under a GSTC recognized program.

158. A “Sustainable Cabo Verde” competition will be developed for the tourism sector. This will be used raise the profile and awareness of sustainable practices within the sector, highlighting exemplary enterprises to tourists and broader stakeholders. The process will include: (1) a volunteer technical committee to be established to develop the criteria for the award, in addition to designing transparent and well-governed application and judging process; (2) promotion of the award will take place through the local media and social networking platforms to encourage applications; (3) applications will be received, processed, judged, and winners announced; (4) a high-profile award ceremony will be organized, and suitable prize/trophy awarded to the winners; (5) winners will be promoted through various media, including videos and banners at airports and other relevant centres; and (6) winners and runners up will be supported to apply for international sustainable tourism awards to raise visibility and prestige of Cabo Verde’s sustainable tourism practices globally, and to encourage others to adopt best practice approaches.

159. Background information on the standards, certification and awards processes is provided in Annex 3.

*Output 1.6. A biodiversity offset mechanism established and integrated in the planning and development of tourism.*

160. Biodiversity offsetting is gradually becoming one of the leading global innovative approaches to biodiversity financing, and therefore achievement of this output will: (1) activate the last step of the avoid-mitigate-restore-offset hierarchy, to secure compensation in trade-off situations in which locally specific development interests override locally specific biodiversity concerns, and to thereby achieve zero-net-biodiversity-loss (by contrast to the current situation in which net biodiversity loss and ecosystem degradation are tolerated as an unavoidable by-product of tourism development); and (2) seek to develop an untapped source of revenue from public and private developers and operators that impact or use biodiversity, ecosystem services and landscape values as part of their business model.

161. The feasibility of establishing a practical, simple and innovative biodiversity offset system will be evaluated at the start of the project. This will be led by the senior technicians in DNA, working in collaboration with the PAMUs, ACPAs, CVI and STDIBM. The feasibility assessment will incorporate: (1) assessment of existing examples of offsetting in Cabo Verde; (2) development of a prioritized list of offset projects in target PAs, aligned with their management plans; (3) assessment of potential mechanisms to integrate biodiversity offsets into financial incentives (Output 1.4) and PA revenue generations such as concessions (Output 2.4); (4) review of the current legislative, regulatory and institutional enabling environment for the new tool; (5) design guidelines that integrate biodiversity offsets into tourism investment, licensing and concessioning processes in PAs; and (6) draft regulations

for the offsets for application and enforcement by investment agencies (i.e. CVI, STDIBM) using a short-term legal consultant.

162. Should the feasibility assessment be favourable, and should these not become a barrier to investment, the project will draft regulations for the offsets for application and enforcement by investment agencies (i.e. CVI, STDIBM) using a short-term legal consultant. Once adopted, the project will pilot the offset system in PAs in the intervention sites in Sal through CVI (potentially prioritizing investments in Costa de Fragata and Serra Negra).

### **2.3 Project Objective, Outcomes and Outputs/Activities**

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

164. In order to achieve the above objective, and in line with the concept presented at PIF stage and the barrier analysis outlined in §1.4, the following two main outcomes are expected from the project:

**Outcome 1:** Biodiversity conservation is mainstreamed into tourism planning and operations at national level and on priority islands.

**Outcome 2:** The coastal and marine PA estate in priority islands is expanded and strengthened.

165. Each outcome will be achieved through a portfolio of outputs, which are described below together with the main activities, responsibilities and inputs.

***Outcome 2. The coastal and marine PA estate in priority islands is expanded and strengthened.***

**GEF funding:** \$2,282,631

**Co-financing:** \$6,815,777

166. Under Outcome 2, the project will support: the operationalization of PAs through the development of management plans, ecotourism plans and supporting regulations for 8 in-operational PAs to address existing and emerging threats to biodiversity; identification of new potential MPA sites for inclusion in the national PA system; the definition of PA governance, including co-management and conflict resolution mechanisms; the development and piloting of island-specific, cost-effective PA revenue generation mechanisms in conjunction with tourism sector stakeholders; installation of an environmental monitoring program to track the impacts of tourism and fishing in PAs; and the preparation and implementation of Informational Educational and Communication (IEC) campaigns to promote the role of PAs and sustainable tourism.

#### ***Output 2.1. Management planning and operationalization in priority PAs on target islands***

167. Each PA management unit on Santiago, Sal, Boa Vista and Maio will focus on management planning and operationalisation activities in priority sites will include: (1) Baseline biodiversity, socio-economic and tourism assessments to inform the elaboration of management tools for four PAs: (i) Serra de Pico de Antónia; (ii) Complex of Baia de Murdeira and Rabo de Junco; (iii) Complex Morro de Areia and Sal-Rei; and (iv) Complex of

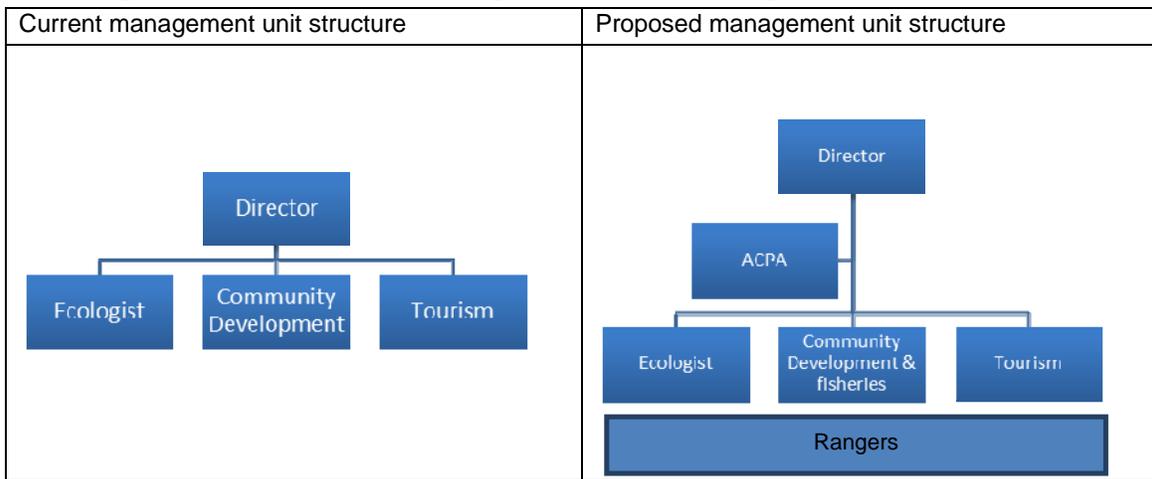
Boa Esperança and Ponta de Sol; and (2) drafting of regulations, management plans, ecotourism plans, and business plans for the four afore-mentioned PAs for approval by the Cabo Verde government; and (3) operationalisation of priority elements of the plans. These activities will be undertaken in coordination with the ACPAs using a participatory approach, involving stakeholders including communities, private landowners and tour operators.

168. Under this output the project will also support the recruitment of 3 rangers for each of the four target island PA management units. These personnel will be initially recruited with support from the project using a salary scale which is in line with that of the MAHOT/DNA and progressively integrated into the government payroll.

169. Capacity building and training of all newly recruited personnel will be supported through the programs designed and implemented under output 1.1 (see above).

170. Activities under this output will be led by the senior technical advisor within DCRN/ PAAA, in close collaboration with the island PA management units, research institutions, and ACPAs. Short-term national consultants will also be used to supplement key activities including the development of regulations, management plans, ecotourism plans, and business plans.

**Figure 9: Protected Area Management Units: Santiago, Sal, Boa Vista, Maio**



Key: ACPA = Advisory Council of Protected Areas (see Output 1.2)

*Output 2.2. New potential MPA sites are identified, and the representativeness and connectivity of the PA system improved through biodiversity assessments around the marine shelf of target islands*

171. The project will support processes to identify and declare new MPAs, in order to preserve biodiversity, genetic diversity, conserve ecosystems, to sustain natural assets for tourism experiences, and also to replenish depleted fish stocks. The process will be aligned with international best practices<sup>45</sup>, and will incorporate site planning, zoning, mapping, community engagement and the establishment of the institutional and legal framework.

<sup>45</sup> i.e. Salm, R. V. and Clark J. R. with Siirila, E. (2000) Marine and coastal protected areas: a guide for planners and managers, 3<sup>rd</sup> edition, IUCN, Washington D. C.

172. Activities that will support the establishment of new MPAs around Sal and Boa Vista under the project will include: (1) a review of current MPA network, evaluating its effectiveness in meeting conservation objectives, and representativeness of the marine biodiversity and gaps in protection; (2) a review of international best practices, and local lessons learned, in MPA system planning; (3) systematic assessment of biodiversity resources on marine shelf around target islands and identification of key ecological corridors and linkages with other MPAs, particularly around Sal and Boa Vista (in Boa Vista this will include the area proposed for the **Temporal Natural Reserve of Baía de Sal-Rei**); (4) review of the socio-economic situation in proposed MPAs and identification of opportunities for local livelihood enhancement, including through tourism; (5) selection of candidate sites based on scientifically sound and recognized system-wide criteria and standards; and (6) development of regulations to legalise the new MPAs, followed by boundary delimitation, territorial analysis, mapping and gazetting of each MPA.

173. Site-specific management objectives will be established for each MPA, as well as prioritized and phased implementation schedule, quantified investment needs, and monitoring and evaluation procedures. This will include: (1) biodiversity, socio-economic and tourism studies to inform new management tools; and (2) drafting of regulations, management plan, ecotourism plan and business plans.

174. Activities under this output will be led by the senior technician within DCRN / PAAA, in close collaboration with the island PAMUs and ACPAs. Short-term national consultants, and or partnerships with research institutions will also be used to supplement key activities including biodiversity and socio-economic assessments, development of regulations, management plans, ecotourism plans, and business plans.

*Output 2.3. Co-management of MPAs demonstrated in pilot sites based on the adoption of sustainable fishing practices by local communities.*

175. The concept of co-management may be an anathema to some management authorities, and perceived as devolution that erodes power and influence. In practice, co-management initiatives globally have demonstrated mutually beneficial and reinforcing processes that enhance the efficiency and effectiveness of marine PA management and monitoring.

176. The project will support the design and establishment of a co-management system of artisanal fisheries in Cabo Verde. These will be piloted in the Natural Reserve of Casa Velhas (Ponta Preta) on Maio, and scaled up and broadened to include additional regions of Sal and Boa Vista's PAs (informed by the baseline assessments in Output 2.2).

177. Activities that will be undertaken to ensure the system is functional relate to the negotiation, formalisation and implementation of co-management agreements: (1) stakeholder analysis, including among the PAMU, DGRM, fishing associations, tourism sector representatives and NGOs (this will include determination of stakeholders' roles, responsibilities, and rights relating to co-management in this destination); (2) identification of the boundaries and limits of the co-management area, through a participatory process involving key stakeholders; (3) development of the co-management framework including management priorities and guidelines (elements will include the design, updating and approval of co-management agreements between the participating agencies e.g. the DGRM, fisheries associations, the marine nature-based tourism sector and municipalities. Agreements will incorporate conflict-resolution procedures for implementing collective decisions); (4) co-management area workplans will be developed, with clear roles and responsibilities outlined; (5) capacity building activities with fisheries associations and the

tourism sector (as relevant), aiming to improve the likelihood of success of co-management (these measures will include training, institutional strengthening, exchange visits, and sensitization on new national fisheries standards [linked to Output 1.5] and monitoring and evaluation approaches); (6) assessment of alternative livelihood options for fishermen interested in changing careers to alternative income generating activities, including in the marine nature-based tourism sector; and (7) supplementation of equipment for co-management monitoring and evaluation, including with appropriate boat equipment and fuel.

The project will apply a strong gender perspective in order to address the needs and priorities of women while enhancing their opportunities for full inclusion and equitable participation in the planning and implementation of sustainable livelihood initiatives associated with the collaborative management of PAs. A meaningful participatory process for engaging women's voices will be developed to identify specific activities targeting women while carefully taking into account local cultural sensitivities with regard to gender relations. For example fishermen are typically men and they conduct the first sale of fish once landed. Women act as commercial agents for the second sale, following transformation for a value-added product. Within the project, training will be provided to women on small business management, and cost-effective preservation and fish processing techniques. This training will be aligned with the new national standards for fisheries.

178. Leadership for this output will be provided by the DNA senior advisor on fisheries, in close collaboration with the DGRM, DGT, PAMUs and the ACPAs. Support and partnership will be provided by the GEF Small Grants Program by providing technical advice and capacity building to associations or community-based organizations interested in participating; parallel support to the associations to assist with financing for small initiatives; and resources and technical assistance to define the framework to implement the co-management.

*Output 2.4. PA revenue generation mechanisms developed and piloted in conjunction with tourism sector stakeholders.*

179. In order to create conditions for the sustainable management of protected areas, the necessary studies to establish mechanisms for income generation and implementation of a management system of protected areas shall be established. Leadership for this output will be provided by the DNA senior technician on tourism, working in close collaboration with DGT, the ACPAs, and the Chamber of Tourism.

180. This output will build on Cabo Verde's PA Financial Sustainability Strategy and Plan<sup>46</sup> to supplement the current budget for managing PAs with revenue from tourism user fees (see §1.3). The Sustainability Strategy for Cabo Verde predicts that protected area entry fees and special user fees could generate USD 50.000 per year, and that tourism concessions and tourism services could generate USD 800.000 per year.<sup>47</sup> The project has set a realistic target to generate at least USD 350.000 annually from PAs within four years, and will focus mainly on the design and piloting of user fee collection systems relating to entry fees, special user fees, and concession fees. In line with Cabo Verde's Sustainability Strategy, PA management plans and ecotourism plans, the following activities will take place:

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<sup>46</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

<sup>47</sup> Ehrlich, M. (2014) Cabo Verde's Protected Areas Financial Sustainability Strategy and Plan, 2014, Republic of Cabo Verde, GEF

181. A feasibility study and scenario analysis will be undertaken, to research the viability and processes to establish and operate entry fees, special user fees and concession fees. This will include: (1) a market demand study (including willingness-to-pay assessment) among tourism operators and tourists for PA fees on Santiago, Sal, Boa Vista and Maio; (2) benchmarking of fees with competing destinations offering similar nature-based tourism services; and (3) review of required amendments to the legal framework that will allow PAs to collect and retain tourist fees, and also to control access to those that pay the entrance fee or entities that are awarded a license or concession to operate in the PAs.

182. A competitive tourism concessioning and license award process for PAs will be designed, in line with international best practice<sup>48</sup> and findings of the feasibility study. Associated guidance on the procurement process will be produced, and training provided to project staff and relevant stakeholders, including the ACPA. The design will ensure preferential weighting to operators proposing to co-manage destinations, and those with strong biodiversity plans and sustainability credentials. A concessions manual will be developed to guide the procurement process and management of the concessions once awarded.

183. The concessioning system will be tested in pilot PAs with the greatest tourism potential.

184. A monitoring and evaluation system will be developed, piloted and established to track visitor and operator entries to the PAs, record revenues generated, and report on all tourism revenue that is re-invested in PA management and tourism mitigation.

185. In addition to user fees and concession fees, strategic alliances will be explored with international NGOs to secure support for PA activities. Linkages will be sought with potential partners such as Conservation International, Fauna and Flora International, the Wildlife Conservation Society, The Nature Conservancy, Audubon Society, WWF, Greenpeace International, and others. The purpose of the partnerships will be to obtain technical and financial resources for: (1) protected area planning; (2) staff training and development; (3) capacity building, institutional strengthening and networking; and (4) political, technical and institutional support for new financial arrangements such as debt-for-nature swaps and non-reimbursable technical cooperation from donor agencies.

186. The project will also review modifying the TCT overnight stay tax of €2 (c. USD 2,20), to increase the proportion of tourism and biodiversity initiatives that receive funding from funds accrued under the tax. Proposed amendments to adjust the use of tax funds will be conducted in close collaboration with MDTIE/DGT and the IMTC. Given that the TCT generated a total of €6,26 million (c. USD 8,6 m) in 2014, capturing just a small percentage of this could provide a tremendous boost to financing sustainable tourism and protected area management.

*Output 2.5. Ecosystem monitoring supports the planning and management of PAs and related sustainable tourism activities.*

187. The installation of a tracking system and environmental monitoring is essential for the proper PA planning and management, as well as to evaluate economic activities such as sustainable tourism and fishing. This Output will develop technical monitoring plans and

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<sup>48</sup> e.g. Thompson, A., Massyn, P.J., Pendry, J., and Pastorelli, J (2014) Tourism concessions in protected natural areas: Guidelines for managers, UNDP

tools for ecosystem and sustainable tourism parameters, enabling accurate evaluation of the project's indicators.

188. To achieve this Output, the project will support ecosystem monitoring capabilities within the management units on target islands including: (1) design of the monitoring program in collaboration with partner institutions (i.e. DNA, PAAA, PAMU, national Universities, the National Institute for Fisheries Development (INDP), the National Institute for Agricultural Research and Development (INID), and the Maritime and Port Agency (AMP), building consensus on monitoring priorities, protocols and methodologies; (2) development of an associated research program within UniCV and INDP on the impacts of wildlife-related tourism products (i.e. turtles, whales, sharks, birds) and ensure that the results feed back into management guidelines; (3) development of simple participatory methods for data collection by PA staff, tourism operators and fishermen; (4) provide specific training on monitoring approaches, using national organisations (e.g. UniCV) or national short-term consultants; (5) creation of a Scientific Committee comprising representatives of DNA, PAAA, PAMU, UniCV, INIDA, INDP, AMP and the main scientific partners of the project to provide oversight for the monitoring program, including of cooperation agreements signed for co-management areas; (6) implement the monitoring program under the coordination of the technical supervisor on biodiversity; and (7) synthesize data and disseminate results to key stakeholders through conferences and symposiums, scientific publications, scientific and technical programs, and also through the Information, Education and Communication (IEC) program (see Output 2.6).

*Output 2.6. Information, Education and Communication (IEC) campaigns promote the importance of PAs and of sustainable tourism.*

189. Information, Education and Communication (IEC) campaigns aimed at promoting the role of PA and sustainable tourism will be prepared and implemented. IEC campaigns will be aligned with the National Strategy for Environmental Communication, focused on stakeholders including decision makers, private sector tourism operators, visitors, artisanal fisherman, the general public, youth and others. Good quality communications materials will be produced and disseminated at national and international level using the various available channels (i.e. Radio, TV, press, internet, social networking etc.).

190. The project will be led by DNA's senior technicians, in coordination with national radio and TV; community radios; and the Journalists for Development Network. The project will support the development of an IEC strategy, coordination of ongoing public relations with the press and media, and development of an IEC workplan. The project will also identify potential partners and the required technical assistance, including short-term consultancies where specialized skills are required (e.g. developing TV documentaries).

191. The project will support IEC activities including: (1) field-based environmental education activities targeting students; (2) familiarization tours for decision-makers, educationalists, tourism professionals, journalists, fishermen etc; (3) production of high-quality TV documentaries; and (4) internet-based products targeting the national and international public.

192. Specific to tourism, the project will support ICE activities that improve awareness among the private sector on the use and benefits of sustainable tourism certification and awards, and to showcase the benefits they will see to their tourism assets resulting from tourism user fees and concession fees.

## 2.4 Cost Effectiveness

193. Cabo Verde's marine and coastal ecosystems are threatened by pressure from the increasing growth of tourism development. The pressure on the natural environment is already clear from the extensive large-scale tourism resorts in the coastal zone, and plans to expand further. Recent increases in the number of fishing vessels exploiting local fishing grounds are already leading to stocks declines, and consequently reduced catches and incomes for fishermen. If left unchecked, the growth and operational trends observed in the tourism and fisheries sectors will continue to threaten biodiversity. Once degraded, restoring island ecosystems is very difficult and expensive, and some ecological damage can be irreversible. The most cost-effective approach is thus to pro-actively prevent the degradation that will be caused by unsustainable tourism and fisheries, avoiding the long term costs of reversing any damage. Similarly, planning and designing tourism infrastructure that conforms to environmental best practices is more cost-effective than retrofitting facilities at a later date. This project aims to mitigate nascent threats to biodiversity by adapting planning, management and operational practices in the tourism and fishing sectors. By taking a precautionary approach to biodiversity conservation, the project intends to reduce or eliminate certain threats that would probably have occurred with time, and therefore reduces likely future mitigation costs and rehabilitation costs.

194. A cost-effective approach has been adopted in the project design by building on existing foundations rather than creating parallel structures and new tools. For example, the project will work to support and strengthen existing institutional structures, rather developing new bodies; it will concentrate on building and utilizing local human resources capacity wherever possible; it will emphasize modification of existing regulations and financial incentive tools where they can be used as a basis; it will harness and adapt existing international standards and certification programs on sustainable tourism; it will strengthen and adapt training materials already in use; and it will scale up approaches that already have positive impacts, such as SEAs and co-management of fisheries. This approach will facilitate the integration of the project outputs into existing frameworks and systems.

195. Certain activities that benefit both biodiversity and the tourism-related private sector will be subsidized, rather than fully financed by the project (e.g. certification). Similarly, the adoption of a sustainable financing approach to PAs through tourism user fees and concessions will bolster the socio-economic benefits and ensure a recurring source of finance for biodiversity improvements. Similarly, by enhancing the standards of local fish products, the project will reduce the tourism sector's costs associated with procuring imported fish. This approach of working in partnership with the private sector is anticipated to be more cost-effective than adopting blanket command and control approaches.

196. The costs associated with top-down management, monitoring and enforcement of the marine ecosystem are unrealistic for the GoCV to achieve alone. By adopting a co-management strategy in MPAs and sensitive coastal regions that delegates tasks and responsibilities among fishermen, tourism operators and NGOs, the associated management costs can be reduced and shared. This form of cost-effectiveness will become increasingly important in the future, as traditional sources of conservation finance become scarcer.

## 2.5 Expected Global, National and Local Benefits

197. Global Environmental Benefits. Cabo Verde's high level of terrestrial and marine biodiversity and endemism (see section 2.1.2) provide a range of global benefits not captured at national level, such as existence values and option values. The project's GEB

derive from the fact that it addresses the direct and indirect threats to globally significant biodiversity caused by the growth of tourism and related increased exploitation pressures from artisanal fisheries (see sections 2.2 and 2.3). In relation to the project objective, by the end of the project in at least eight priority PAs (covering a total of 16,610.57 ha) and related Tourism Protected and Reserve Zones (ZRPT) there will be: (1) establishment and operationalisation of PA management according to site specific management and ecotourism plans; (2) tourism-related disturbance of critical habitats will be avoided, reduced or compensated; and (3) adverse impacts by artisanal fisheries will be reduced or reversed. With regards to globally significant biodiversity, the project will support the maintenance or increase of target populations of: (1) plants, e.g. *Sideroxylon marginata* VU, *Globularia amygdalifolia*; (2) birds, e.g. *Acrocephalus brevipennis* EN; (3) five species of sea turtles; (4) Humpback whales ; (5) Cabo Verde coastal lobsters (*Panilurus regius*, *P. echinatus*, *P. argus* and *Scylarides latus*); (6) endemic fishes species such as Lubbock's Chromis *lubbocki*, the Cabo Verde Skate *Raja herwigi* and Smalltooth Sawfish *Pristis pectinata* CR; and there will be an ecological index of species richness and abundance. Sufficient staff capacities and resources will have been allocated for implementation of the legal, policy and institutional frameworks, and there will be evidence of impact from the frameworks that can be recorded and verified. Furthermore, the capacities to protect and restore the health, productivity and resilience of oceans and marine ecosystems will largely be in place. There will also be at least an increase of 10% from the baseline in the UNDP capacity assessment scorecard for the national system of protected areas.

198. National and local benefits. With this project, Cabo Verde will develop and implement innovative enabling frameworks for reducing the impacts of tourism development and operations on biodiversity via systemic national initiatives in addition to site-specific actions in the priority islands Santiago, Boa Vista, Sal and Maio. In relation to Outcome 1, the end of project benefits will include that: (1) 100% of new tourism-related infrastructural developments and hotels are consistent with Tourism Land Use Plans and SEA recommendations, and apply rigorous EIAs whose conclusions are respected in the permitting process; and (2) all significant environmental infractions during the construction and operational phases will be identified in a timely fashion and corrections implemented through systematic auditing, monitoring, and enforcement. In terms of the sustainability of tourism businesses, the project will achieve: (1) a baseline sustainable tourism assessment for targeted islands; (2) creation and adoption of national standards on sustainable tourism; (3) national standards for small hotels that integrate biodiversity elements; (4) at least 30% tourism-related operational hotels and tourism service providers on targeted islands will have adopted a GSTC-aligned certification system; (5) 100% of tourism operators doing business in protected areas will comply with national standards or will be independently certified; (6) the frequency of activities causing negative impacts on biodiversity will be reduced by at least 50% (e.g. from quad biking or boat anchoring; baselines and targets to be defined during Y1); (7) destination-based certification will be in place in two destinations; (8) . the Sustainable Cabo Verde competition will be operational; (9) fish Certification Centres will have been piloted in Sal, Boa Vista and Maio; and (10) a number of new developments with associated biodiversity offsets in protected areas.

199. With regards to Outcome 2, the Management Effectiveness Tracking Tool (METT) Scores will be at least: (1) Pico de Antonia NP: 64;(2) Baia da Murdeira NR: 55; (3) Rabo de Junco NR: 61; (4) Ponta do Sol NR: 56; (5) Boa Esperanca NR: 57; (6) Morro de Areia NR: 55; (7) Ilheu de Sal Rei NM : 48; and (8) Casas Velhas NR: 74. The net revenue for PA management from the tourism sector will have increased to at least USD350.000 annually, and the financial sustainability scorecard for the national system of protected areas will have increased to 37.2%.

## 2.6 Project Consistency with National Priorities/Strategies

200. The project is fully aligned with the **Growth and Poverty Reduction Strategy Paper (GPRSP: 2012-2016)** (3<sup>rd</sup> Edition: 2014), which highlights tourism and maritime economy clusters.

201. The project is fully aligned with the **2<sup>nd</sup> National Environmental Action Plan (PANA-II, 2004-2014)**, which *inter alia* promotes the integration of biodiversity conservation, underscores the importance of effective PA management for strengthening the national PA system, and the importance of integrating conservation and sustainable use of natural resources into relevant sectoral and cross-sectoral plans, programs and policies. PANA-II also recognises the conservation of maritime and terrestrial natural resources as key priorities for the sustainable development of the country. It also is consistent with the **National Biodiversity Strategic Action Plan (NBSAP, 2014-2030)**, which includes as priorities the following: (1) biodiversity conservation is done in a participatory way and following integration of the conservation objectives into the national strategies, plans, policies and programs of action; and (2) conservation of priority habitats and sustainable management of natural resources by reducing the pressures and threats and promoting the valorization of the species and the ecosystem.

202. It will support the implementation of key elements of the recent **National Protected Areas Strategy 2013-2022 (NPAS/ENAP)**, which establishes the overall strategic vision, framework and outlook for the entire PA network in Cabo Verde and the related planning, policy and regulatory mechanisms. Of particular relevance are NPAS/ENAP objectives: (1) establish and strengthen the national network of PA, integrated in the global network of PAs; (2) integrate PAs in the wider terrestrial/marine context and in the relevant sectoral policies to maintain its structure and ecological functions; and (3) improve and ensure the participation of local communities and stakeholders.

203. Similarly it is aligned with the **National Action Plan for implementation of the CBD Programme of Work on Protected Areas (2011)**, which identified 11 priority actions including to: (1) form multi-stakeholder advisory committee; (2) assess gaps in the PA network; (3) assess PA integration; (4) assess the policy environment for establishing and managing PA; (5) assess PA sustainable finance needs; and (6) assess opportunities for marine protection.

204. At the sectoral level the project will contribute to key elements of the **National Strategic Plan for Tourism Development 2010-2013 (NSPTD)**, which defined the vision, strategies and programme of action for tourism development integrated through four fundamental principles including most notably: (1) a sustainable tourism of high added value, with the participation of local communities in productive processes; and (2) a tourism product that promotes Cabo Verde in the international market as a diversified and high quality destination that does not compromise the sustainability of future generations. With the proposed revision of the NSPTD (2014-2024), the project will support its strategies to prevent or minimize negative socio-cultural, environmental, and economic impacts, and to provide guidelines for sustainable tourism development.<sup>49</sup>

205. Additionally the project is consistent with **National Fisheries Resources Management Plan 2004-2014 (PGRP)**, which as part of the PANA-II *inter alia* defines fisheries management principles, making reference to sustainable exploitation, the

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<sup>49</sup> UNWTO (2014) Project document: Formulation of the Strategic Plan for Tourism Development in Cabo Verde, 2014-2024, October 2014

precautionary principle and the protection of the marine environment. The PGRP were submitted to a mid-term review in 2012 and a new plan is under preparation for the period 2015-2020, based on the learnings from the first exercise and more environmentally adjusted to the ecological specificities of the archipelago in terms of marine population structure.

206. In line with the work of the UN's Plan for Gender Equality and the Empowerment of Women, and also **Cabo Verde's interim Gender Equality Action Plan (2011-2012) and the Poverty Reduction Strategy Plan (PRSP III)** the project will empower women entrepreneurs by promoting their leadership and participation in decision making, and enhancing their economic empowerment.<sup>50</sup>

## **2.7 Sustainability and Replicability**

207. The project innovates through its systemic sectoral mainstreaming approach to ensure that biodiversity impacts are better reflected in tourism planning and investment decisions; at the same it will pioneer a biodiversity offset mechanism for Cabo Verde and address PA gaps on the marine shelf away from islands and community-based marine resource management that are equally new for the country.

208. The project will moreover generate a series of national socio-economic benefits that underpin the overall sustainability of the project outcome. First and foremost, further biodiversity loss and ecosystem degradation could have major, negative economic impacts on the tourism sector and the sustainability of artisanal fisheries. National benefits will be obtained by the maintenance of long-term economic use values, improving the long-term outlook for these important sectors and employment opportunities that might otherwise be forfeited.

209. The project will make the necessary provisions for ensuring the adoption and implementation of the regulatory/ enforcement frameworks, by strengthening the capacities of institutions vested with the responsibility for implementation – including MAHOT (i.e. DNA, PAAA) and MTIDE (i.e. DGT, SDTIBM, CVI and IGQPI). The participating institutions have confirmed their commitment to sustain the new management measures that will be put in place through the project. The DNA and PAAA will also benefit from enhanced flows of financial resources, an important project legacy. The project will yield benefits to local communities and NGOs/CSOs in the target islands by strengthening their capacity and improving the sustainability of livelihoods related to fisheries, tourism and PA management, which will further contribute to the sustainability of project impacts. Lastly, the project will help draw on lessons learned and tools developed in past and current PA projects to assist in the further strengthening of the Cabo Verde's national PA system.

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<sup>50</sup> <http://unwomenwestafrica.blog.com/sample-page/>

### 3. PROJECT RESULTS FRAMEWORK:

<p><b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b> COUNTRY PROGRAMME / UNDAF OUTCOMES #4: Institutions reinforce environmental governance and integrate principles of environmental sustainability, climate change and disaster relief reduction; public and private institutions adopt a holistic approach to conservation and protection of critical habitats and biodiversity.</p>
<p><b>Country Programme Outcome Indicators:</b></p>
<p><b>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</b> 1. Mainstreaming environment and energy OR 2. Catalysing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.</p>
<p><b>Applicable GEF Strategic Objective and Program:</b> BD-2 &amp; BD-1</p>
<p><b>Applicable GEF Expected Outcomes:</b> [BD 2.2]: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks. [BD 1.1]: Improved management effectiveness of existing and new protected areas.</p>
<p><b>Applicable GEF Outcome Indicators:</b> [Indicator 2.1]: Landscapes and seascapes certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares and recorded by GEF tracking tool. [Indicator 1.1]: Protected area management effectiveness score as recorded by Management Effectiveness Tracking Tool.</p>

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p><b>Project Objective<sup>51</sup></b> To safeguard globally significant biodiversity in Cabo Verde from current and emerging threats, by enhancing the enabling and regulatory frameworks in the tourism sector and activating a critical further subset of the national protected areas system.</p>	(1) Number of hectares of key habitats of global importance under increased protection.	<p>A total of 205,513.09 ha of PAs designated (73,381,42 ha of terrestrial and coastal, and 132,131,67 ha of marine PAs), of which 45,968,94 ha without management plans.</p> <p>Increasing pressure from tourism and artisanal fisheries negatively impacting globally important habitats. [baselines to be quantified during Y1 through initial assessments conducted under output 2.5]</p>	<p>In at least 8 priority PAs, covering a total of 16,610.57 ha and related Tourism Protected and Reserve Areas (ZRPT).</p> <p>(i) Establishment and operationalisation of PA management according to site specific management and ecotourism plans</p> <p>(ii) Tourism- related disturbance of critical habitats avoided, reduced or compensated; (iii) Adverse impacts by artisanal fisheries reduced or reversed;</p>	<p>Field studies and technical documentation.</p> <p>Annual reports by DNA and PA management units.</p> <p>Project progress and M&amp;E reports.</p> <p>Ecosystem monitoring and auditing reports, and tracking tools.</p> <p>Independent mid term and final project reviews.</p>	<p>Political will of key ministries - MAHOT/DNA, MTIDE/DGT MIEM/DGP - and other relevant institutions and agencies to provide coordinated support for a strengthened biodiversity conservation agenda in Cabo Verde and an expanded national system of terrestrial and marine PAs.</p> <p>Formal ratification and timely adoption by competent authorities of regulatory, policy and institutional instruments and frameworks developed for mainstreaming biodiversity conservation in the tourism sector.</p> <p>Effective mobilisation of cofinancing and other government resources to fund the further expansion of the national PA system, including the recruitment of permanent staff, the establishment of critical PA infrastructure and facilities and to cover the operating costs of the</p>
	(2) Population	Baseline for target	Population size/ density for target		

<sup>51</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	size/density of selected globally significant species.	species to be established in Y1.	species are maintained or increase : (i) plants, e.g.. <i>Sideroxylon marginata</i> VU, <i>Globularia amygdalifolia</i> ; (ii) birds, e.g. <i>Acrocephalus brevipennis</i> EN; (iii) five species of Sea turtles; (iv) Humpback whales ; (v) Cabo Verde coastal lobsters ( <i>Panilurus regius</i> , <i>P. echinatus</i> , <i>P. argus</i> and <i>Scylarides latus</i> ); (vi) endemic fishes species such as Lubbock's Chromis <i>lubbocki</i> , the Cabo Verde Skate <i>Raja herwigi</i> and Smalltooth Sawfish <i>Pristis pectinata</i> CR; (vii) Ecological index of species richness and abundance.		national system of PAs.  Design of an effective ecosystem auditing and monitoring system, and its adoption and implementation by relevant government institutions, the private sector and concerned local communities.
	(3) Legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems. <sup>52</sup>	Current score 2: "Very Partially" [see IRRF rating scale from 1 to 4].	Sufficient staff capacities and resources have been allocated for implementation of the legal, policy and institutional frameworks, and there is evidence of impact from the frameworks which can be recorded and verified. [target rating : 4, "Largely" - see IRRF rating scale for indicator 2.5.1].	Published legal, policy and institutional texts and frameworks from government / ministry sources.	
	(4) Capacity to implement national or sub-national plans to protect and restore the health, productivity and resilience of oceans and marine ecosystems. <sup>53</sup>	Current score 2: "Very Partially improved" [see IRRF rating scale from 1 to 4].	Capacities to protect and restore the health, productivity and resilience of oceans and marine ecosystems are largely in place [target rating : 4, "Largely improved" - see IRRF rating scale for indicator 2.5.2].	UNDP country assessments.  Ecosystem monitoring and auditing reports.	
	(5) Changes in UNDP capacity assessment scorecard for the national system of	Total average score : 74%	Baseline score + at least 10%.	UNDP capacity assessment scorecard.	Sufficient human, technical and financial resources are mobilized to manage the national PA system.

<sup>52</sup> Based on indicator N. 2.5.1 of the Integrated Results and Resources Framework (IRRF) contained in the UNDP Strategic Plan 2014.2017.

<sup>53</sup> Based on indicator N. 2.5.2 of the Integrated Results and Resources Framework (IRRF) contained in the UNDP Strategic Plan 2014.2017.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Protected Areas.				
<b>Outcome 1</b> <sup>54</sup> Biodiversity conservation is mainstreamed into tourism planning and operations at national level and on priority islands.	(6) % of new tourism developments which conform to Tourism Land use plans and apply SEA and EIA recommendations as part of the permitting process.	A limited % of tourism developments integrate biodiversity conservation objectives and priorities according to SEA and EIA procedures.	100% of new tourism-related infrastructural developments and hotels are consistent with Tourism Land use plans and SEA recommendations, and apply rigorous EIAs whose conclusions are respected in the permitting process.	Tourism Land use plans.  SEA guidelines and official reports.  EIA procedures and documentation.	Effective inter- ministerial coordination for the development of adequate SEA procedures and the timely implementation of SEA recommendations as part of the permitting process  Mobilisation of adequate technical and financial resources to implement rigorous auditing and transparent monitoring procedures which ensure compliance with SEA and EIA recommendations.
	(7) Number of EIA and SEA infractions identified and % of successful corrections achieved during the construction and operational phases of tourism developments.	Insufficient capacity to detect infractions, absence of SEA procedures and recommendations, and limited capacity to audit and enforce the correction of infractions.	All significant environmental infractions during the construction and operational phases are identified in a timely fashion and corrections implemented through systematic auditing, monitoring, and enforcement.	Official audit, monitoring and infraction reports.	Active engagement and collaboration of the private sector in the development, adoption and implementation of the biodiversity-friendly tourism certification system.
	(8) % of tourism businesses adopting and complying with national standards and sustainable tourism certification systems	No sustainable tourism standards adopted, and limited use of international sustainable tourism certification systems in Cabo Verde.	(i) Baseline sustainable tourism assessment for targeted islands delivered (ii) National standards on sustainable tourism created and adopted. (iii) National standards for small hotels integrate biodiversity elements. (iv) at least 30% tourism-related operational hotels and tourism service providers on targeted islands adopt a GSTC-aligned certification system. (v) 100% of tourism operators doing business in protected areas comply with national standards or are independently certified. (vi) The frequency of activities causing negative impacts on	Documentation from the establishment and adoption of the national standards.  Performance reports on the uptake and compliance with certification criteria and guidelines adopted.	The quality assurance and certification processes (for tourism and fishing) are perceived as positive drivers delivering tangible added value which benefits all concerned stakeholders.  National processes lead to the formal adoption of national standards for tourism and fishing.

<sup>54</sup> All outcomes monitored annually in the APR/PIR.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
			<p>biodiversity is reduced by at least 50% (e.g. from quad biking or boat anchoring; baselines and targets to be defined during Y1).</p> <p>(vii) Destination-based certification in place in two destinations.</p> <p>(viii) Sustainable Cabo Verde competition operational.</p> <p>(ix) Fish Certification Centres piloted in Sal, Boa Vista and Maio.</p> <p>(xi) Number of new developments with associated biodiversity offsets in protected areas.</p>		
	<p><b>Outputs</b></p> <p>1.1. Strengthened government capacity to integrate biodiversity into the tourism sector, including compliance, monitoring and enforcement.</p> <p>1.2. Policy mainstreaming committees overseeing coherence between tourism development and biodiversity management.</p> <p>1.3. Cross-sectoral planning integrates biodiversity conservation objectives, and Strategic Environmental Assessments (SEAs) conducted in priority PAs/ ZRPTs..</p> <p>1.4. Economic incentives and enforcement measures are strengthened to promote the adoption of sustainable tourism practices.</p> <p>1.5. Best-practice standards for sustainable tourism and voluntary certification established and operational.</p> <p>1.6. A biodiversity offset mechanism established and integrated in the planning and development of tourism.</p>				
<p><b>Outcome 2</b></p> <p>The coastal and marine PA estate in priority islands is expanded and strengthened.</p>	<p>(9) Management Effectiveness Tracking Tool (METT) scores in each of the 8 new PAs to be established and operationalised.</p>	<p>Pico de Antonia NP : 49 Baia da Murdeira NR: 42 Rabo de Junco NR: 47 Ponta do Sol NR: 43 Boa Esperanca NR: 44 Morro de Areia NR: 42 Ilheu de Sal Rei NM : 37 Casas Velhas NR: 57</p>	<p>Pico de Antonia NP : 64 Baia da Murdeira NR: 55 Rabo de Junco NR: 61 Ponta do Sol NR: 56 Boa Esperanca NR: 57 Morro de Areia NR: 55 Ilheu de Sal Rei NM : 48 Casas Velhas NR: 74</p>	<p>METT reports and scores reviewed and validated by independent mid-term and final project evaluations.</p>	<p>Adequate human, technical and financial resources are effectively mobilized by government to operationalise and manage the new PAs.</p> <p>A strategic partnership involving MAHOT/DNA, MTIDE/DGT and the private sector is successfully negotiated and formalised to design and implement the proposed mechanism to generate income for PA management from the tourism sector.</p>
	<p>(10) Net revenue for PA management from the tourism sector in project intervention sites.</p>	<p>\$ 9.950 annual revenue currently generated for PA management from tourism sector.</p>	<p>At least \$350,000 of annual net revenue is sustainably generated for PA management from the tourism sector.</p>	<p>Annual reports by DNA and PA management units.</p> <p>Project progress and M&amp;E reports.</p>	<p>Relevant regulatory framework in place to collect and retain tourism user fees adopted and operational.</p>

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	(11) Financial sustainability scorecard for the national system of protected areas.	Comp. 1 (35/90) : 39% Comp. 2 (20/59) : 34% Comp. 3 (14/71) : 20% TOTAL (69/220) : 31%	Comp. 1 : 46,8% Comp. 2 : 40,8% Comp. 3 : 24,0% TOTAL : 37,2%	Financial Sustainability Scorecard reports independently verified by mid-term and final project evaluations.	
	<p><u>2.1.</u> Operationalization of PA management on target islands and establishment of designated priority Protected Areas.</p> <p><u>2.2.</u> New potential MPA sites are identified and their representativeness and connectivity improved through biodiversity assessments around the marine shelf of target islands.</p> <p><u>2.3.</u> Co-management of MPAs demonstrated in pilot sites based on the adoption of sustainable fishing practices by local communities.</p> <p><u>2.4.</u> PA revenue generation mechanisms developed and piloted in conjunction with tourism sector stakeholders.</p> <p><u>2.5.</u> Ecosystem monitoring supports the planning and management of PAs and related sustainable tourism activities.</p> <p><u>2.6.</u> Information, Education and Communication (IEC) campaigns promote the importance of PAs and of sustainable tourism.</p>				

Offline Risk Log <sup>55, 56</sup>

IDENTIFIED RISKS AND CATEGORY	IMPACT	PROBABILTY	RISK ASSESSMENT	MITIGATION MEASURES
<p>POLITICAL.</p> <p>Lack of coordinated political support for a strengthened biodiversity conservation agenda in Cabo Verde and an expanded national system of terrestrial and marine PAs.</p>	Critical	Moderately Likely	Medium	<p>The project will support the establishment of an Inter-Ministerial Technical Committee (IMTC) involving MAHOT, MTIE and MIEM to ensure synergetic collaboration and effective coordination of efforts by these three key project partners. The project will also target other relevant institutions and the private sector to catalyse support for the national PA system as well as implementing IEC campaigns, finely adapted to the profile of key target groups.</p>
<p>POLITICAL</p> <p>The projected establishment of a PA Autonomous Agency – an output of the UNDP-GEF Project “Consolidation of Cape Verde’s Protected Areas System, SPWA-BD” – has not yet been achieved. Although a specific proposal for the creation of such an institution has been submitted to the Council of Ministers, the latest indications suggest it is unlikely that the agency will be established in the foreseeable future. This implies that for the foreseeable future the PA system will continue to rely on ad-hoc government transfers and that the National Directorate of the Environment (DNA) will be required to continue to support PA operations and management.</p>	Medium	Moderately Likely	Medium	<p>Although the current situation is sub-optimal as regards long-term institutional sustainability of a self-sustaining autonomous PA system, there is no critical danger of an institutional vacuum in the short- to medium-term given that MAHOT/DNA remains in firm charge of all protected areas in Cabo Verde as has been the case prior to the proposed establishment of the PAAA. Important tools such as the National PA System and Zoning Strategy and a National PA System Business Plan have been developed and MAHOT/DNA is progressively being capacitated to coordinate and enforce integrated, nation-wide, PA planning and management; all of these plans and knowledge can easily be transferred to a new PAAA set-up once it is established (in whatever form that may take). The current project is built upon and aims to capitalize on these achievements even in the near-term absence of the PAAA structure and therefore has taken this risk into account in its project design.</p>
<p>STRATEGIC. Opposition in the private sector to the adoption and</p>	High	Moderately Likely	Medium	<p>The project will mitigate any risk of obstruction from vested interests by maintaining a continuous constructive and informed</p>

<sup>55</sup> Type of risk: Environmental, Financial, Operational, Organisational, Political, Regulatory Strategic.

<sup>56</sup> See Table 13, for risk assessment guiding matrix.

IDENTIFIED RISKS AND CATEGORY	IMPACT	PROBABILIY	RISK ASSESSMENT	MITIGATION MEASURES
enforcement of stricter environmental regulations.				high-level dialogue with decision-makers. It will also engage concerned stakeholders, including policy makers, the private sector and community members, to convey the economic importance of systemic planning changes aimed at balancing tourism development and biodiversity/ landscape conservation in and around PAs.
STRATEGIC. Inability to obtain universal acceptability of the sustainable tourism certification scheme that is chosen for Cabo Verde.	High	Moderately Likely	Medium	The project will engage and work with tourism industry leaders in the development of the certification and labelling system, as well as with appropriate Government agencies to develop incentives for tourism operators to qualify and to adhere to the certification and labelling system. The project will also work towards the inclusion of environmental sustainability and biodiversity conservation into future national tourism policies and regulations, including through liaison with the proposed Government/WB Tourism project.
OPERATIONAL. Insufficient mobilisation of PA staff and other resources to sustain the operationalisation and further expansion of the national PA system.	High	Moderately Likely	Medium	The project will support the recruitment of permanent staff and the establishment of critical PA infrastructure and facilities and to operationalise the national system of PAs in priority islands. This personnel will initially be recruited with support from the project using a salary scale which is in line with that of the MAHOT/DNA and progressively integrated into the payroll of MAHOT/DNA.
OPERATIONAL. The private sector and/or local communities are not willing to invest or engage in biodiversity-friendly tourism services and products.	Medium	Likely	Medium	The project will mitigate this risk by: (1) strengthening local communities in income and job creation activities; (2) business plans confirming the feasibility of sustainable tourism products and services and socio-economic benefits prior to granting concessions in PAs; (3) ensuring increased regulations and surveillance - relating to policy enforcement and certification and standards; (4) complementing regulatory with voluntary measures (i.e. codes of practice and certification systems) to recognize good corporate citizenship – which will be linked into national tourism marketing campaigns to secure visibility; and (5) further incentives promoting good performance.
ORGANISATIONAL, Conflict between stakeholder groups emerges.	High	Moderately Likely	Medium	Stakeholder engagement and consultation will underpin project preparation and implementation. Formal MoUs will be used to define roles and responsibilities. Steering committees and other stakeholder groups will receive training as required on governance and conflict resolution. Project activities are designed in a way that encourages cooperation. Data dissemination and sharing procedures will be established that are mutually beneficial for all concerned.
ENVIRONMENTAL. Long-term changes in climate will exacerbate	Medium	Moderately Likely	Low	The objective of the project is to support biodiversity conservation efforts and alleviate current and future threats and pressure,

IDENTIFIED RISKS AND CATEGORY	IMPACT	PROBABILTY	RISK ASSESSMENT	MITIGATION MEASURES
or present additional and unforeseen challenges for biodiversity conservation in Cabo Verde as a whole and in the targeted PAs in particular.				including those from climate change. The project will climate-proof its activities ex ante and adopt adaptive management approaches as required (e.g. PA management plans). Well-designed measures taken to protect biodiversity are amongst the most valuable options to increase the resistance and resilience of species and ecosystems to climate change.

Table 9. Risk assessment guiding matrix.

		Impact				
		CRITICAL	HIGH	MEDIUM	LOW	NEGLIGIBLE
Probability	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low
	VERY LIKELY	Critical	High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk

#### 4. TOTAL BUDGET AND WORKPLAN

ATLAS Award ID:	00090563
ATLAS Project ID:	00096274
Business Unit:	CPV10
Project Title:	Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde.
UNDP Project ID:	4526
Implementing Agency:	Ministry of Environment, Housing and Land Planning (MAHOT); in collaboration with Ministry of Tourism, Investment and Business Development (MTIDE)

GEF Component/ Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	ERP / ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOT Amount (USD)	Budget Notes
<b>Outcome 1</b> : Biodiversity conservation is mainstreamed into tourism planning and operations at national level and on priority islands.	MAHOT/MTIDE	62000	GEF	71200	International Consultants	72,000	72,000	72,000	72,000	72,000	360,000	1
				71300	Local Consultants	6,300	6,300	6,300	6,300	6,300	31,500	2
				71600	Travel	8,400	8,400	8,400	8,400	8,400	42,000	3
				72100	Contractual Services-Companies	49,200	131,200	98,400	32,800	16,400	328,000	4
				75700	Training, workshop & conferences	38,250	102,000	76,500	25,500	12,750	255,000	5
				72200	Equipment and Furniture	54,000	6,000				60,000	6
				72400	Communic & Audio Visual Equip	22,500	2,500				25,000	7
				72500	Supplies	5,000	5,000	5,000	5,000	5,000	25,000	8
				72800	Information Technology Equipmt	45,000	15,000				60,000	9
				74500	Miscellaneous Expenses	4,200	4,200	4,200	4,200	4,202	21,002	10
				<b>GEF Subtotal Outcome 1</b>						<b>304,850</b>	<b>352,600</b>	<b>270,800</b>
MAHOT/MTIDE	04000	UNDP	72100	Contractual Services-Companies	4,500	12,000	9,000	3,000	1,500	30,000	11	
			74200	Audio Visual&Print Prod Costs	3,000	8,000	6,000	2,000	1,000	20,000		
<b>UNDP Subtotal Outcome 1</b>						<b>7,500</b>	<b>20,000</b>	<b>15,000</b>	<b>5,000</b>	<b>2,500</b>	<b>50,000</b>	

	MAHOT/MTI DE	30071	GoCV	71400	Contractual Services - Individ	32,000	32,000	32,000	32,000	32,000	160,000	12
	<u>GoCV Subtotal Outcome 1</u>					32,000	32,000	32,000	32,000	32,000	160,000	
<b>Total Outcome 1</b>						<b>344,350</b>	<b>404,600</b>	<b>317,800</b>	<b>191,200</b>	<b>159,550</b>	<b>1,417,502</b>	
<b>Outcome 2:</b> The coastal and marine PA estate in priority islands is expanded and strengthened.	MAHOT/MTI DE	62000	GEF	71200	International Consultants	72,000	72,000	72,000	72,000	72,000	360,000	13
				71300	Local Consultants	7,700	7,700	7,700	7,700	7,700	38,500	14
				71600	Travel	12,000	12,000	12,000	12,000	12,000	60,000	15
				72100	Contractual Services-Companies	150,000	400,000	300,000	100,000	50,000	1,000,000	16
				75700	Training, workshop & conferences	37,500	100,000	75,000	25,000	12,500	250,000	17
				72200	Equipment and Furniture	297,000	33,000				330,000	18
				72300	Materials & Goods	10,400	10,400	10,400	10,400	10,400	52,000	19
				72400	Communic & Audio Visual Equip	27,000	3,000				30,000	20
				72500	Supplies	10,000	10,000	10,000	10,000	10,000	50,000	21
				72800	Information Technology Equipmt	54,000	6,000				60,000	22
				74200	Audio Visual&Print Prod Costs	6,000	16,000	12,000	4,000	2,000	40,000	23
				74500	Miscellaneous Expenses	2,426	2,426	2,426	2,426	2,427	12,131	24
				<u>GEF Subtotal Outcome 2</u>						686,026	672,526	501,526
NIM	04000	UNDP	72100	Contractual Services-Companies		24,000	72,000	24,000			120,000	25
			72300	Materials & Goods		26,000	78,000	26,000		130,000		
<u>UNDP Subtotal Outcome 2</u>						0	50,000	150,000	50,000	0	250,000	
NIM	30071	GoCV	71400	Contractual Services - Individ	58,182	58,182	58,182	58,182	58,182	58,180	290,908	26
<u>GoCV Subtotal Outcome 2</u>						58,182	58,182	58,182	58,182	58,180	290,908	
<b>Total Outcome 2</b>						<b>744,208</b>	<b>780,708</b>	<b>709,708</b>	<b>351,708</b>	<b>237,207</b>	<b>2,823,539</b>	
<b>Project management</b>	MAHOT/MTI DE	62000	GEF	71200	International Consultants	27,000	27,000	27,000	27,000	27,000	135,000	27
				71600	Travel	4,000	4,000	4,000	4,000	4,000	20,000	28
				72500	Supplies	2,901	2,901	2,901	2,901	2,903	14,507	29
				74500	Miscellaneous Expenses	1,000	1,000	1,000	1,000	1,000	5,000	30
	<u>GEF Subtotal Project Management</u>						34,901	34,901	34,901	34,901	34,903	174,507
MAHOT/MTI DE	04000	UNDP	71200	International Consultants			40,000		40,000	80,000	31	

			71600	Travel	3,000	3,000	3,000	3,000	3,000	15,000	32
			72100	Contractual Services-Companies	10,100	10,100	10,100	10,100	10,100	50,500	33
			74500	Miscellaneous Expenses	900	900	900	900	900	4,500	34
	<i>UNDP Subtotal Project Management</i>				<i>14,000</i>	<i>14,000</i>	<i>54,000</i>	<i>14,000</i>	<i>54,000</i>	<i>150,000</i>	
<b>Total Project Management</b>					<b>48,901</b>	<b>48,901</b>	<b>88,901</b>	<b>48,901</b>	<b>88,903</b>	<b>324,507</b>	
<b>GEF Total</b>					1,025,777	1,060,027	807,227	432,627	338,982	3,664,640	
<b>UNDP Total</b>					21,500	84,000	219,000	69,000	56,500	450,000	
<b>GoCV Total</b>					90,182	90,182	90,182	90,182	90,180	450,908	
<b>GRAND TOTAL</b>					<b>1,137,459</b>	<b>1,234,209</b>	<b>1,116,409</b>	<b>591,809</b>	<b>485,662</b>	<b>4,565,548</b>	

### Budget Notes

1	Technical Advisor, part time 120 days per year @ \$600/day
2	(i) Legal/ Institutional Specialist (\$3,500 x 4m/m); (ii) Economic incentives and offsets (\$3,500 x 5 m/m).
3	Domestic and international travel for project staff, consultants and other project beneficiaries: includes tickets, DSA, terminals and visa costs.
4	Contracted services to support : (i) \$200,000 cross-sectoral planning / SEAs in priority PAs/ ZRPTs (ii) \$128,000 development of quality standards and tourism certification systems.
5	Contracted services to support training and capacity building activities (PA management and sustainable tourism) targeting permanent government staff and key partners.
6	Liaison vehicle (\$35,000) and office furniture (\$25,000) for central PA management unit within MAHOT/DNA.
7	\$ 5,000/ year : mobile phones and landlines, phone bills, internet service provision, website hosting, email serving for MAHOT/DNA central PA management unit.
8	Fuel (\$4,000/ year), stationary, printer cartridges, (\$500/ year), other supplies (\$500/ year).
9	N.6 Laptops (\$7,200), N.6 Desktops (\$10,800), N.8 GPS (\$2,000), GIS platform (\$36,000), printers, servers, external hard drives, photo equipment and other accessories (\$11,200).
10	Contingency to cover exchange rate fluctuations and other unforeseen costs.
11	Contracted services for the production of Information & Communication tools such as publications, TV films and web-based products.

12	Recruitment of new staff @ \$1,333 /month x 5 years according to official MAHOT/DNA salary scales: (i) tourism management; (ii) M&E / reporting.
13	Technical Advisor, part time 120 days per year @ \$600/day
14	(i) Biodiversity assessments/ gap analysis (3,500 x 4 m/m); Collaborative Management (\$3,500 x 4 m/m); (iii) Ecosystem monitoring (3,500 x 3 m/m).
15	Domestic and international travel for project staff, consultants and other project beneficiaries: includes tickets, DSA, terminals and visa costs.
16	For each target island: \$100,000 development of management/ tourism plan for new PAs and \$150,000 for implementation of prioritised pilot actions.
17	Contracted services to support training and capacity building activities for PA management units field staff and key partners on 4 target islands.
18	Key equipment for PA management unit on 4 target islands: N. 4 4WD vehicles (\$140,000) N.4 quads (\$36,000) N.8 off-road motorbikes/ (\$64,000), office furniture (\$40,000).
19	Solar panel kits and other basic field materials for newly established PAs.
20	\$1500 /year / island PA management : mobile phones and landlines, phone bills, internet service provision, website hosting, email serving for PA management units on 4 target islands.
21	Fuel (\$2,000/ year / island), stationary, printer cartridges, (\$300/ year/ island), other supplies (\$200/ year/ island).
22	For each PA management units on 4 target islands: N.4 Laptops (\$4,800), N.2 Desktops (\$3,600), N. 4 GPS (\$1,000), printers, servers, external hard drives, photo equipment (\$5,600).
23	Information & Communication tools such as publications and web-based products.
24	Contingency to cover exchange rate fluctuations and other unforeseen costs.
25	Priority PA management and visitor support infrastructure in pilot PAs - based on validated management and ecotourism plans for target Protected Areas (see budget note 16 above).
26	Recruitment of new field staff for PA management units in 4 target islands according to official MAHOT/DNA salary scales: N.12 Rangers @ \$404 /month x 5 years).
27	Technical Advisor, part time 45 days per year @ \$600/day
28	Domestic and international travel for project staff, consultants and other project beneficiaries: includes tickets, DSA, terminals and visa costs.
29	Stationary, printer cartridges, fuel and other supplies.

30	Contingency to cover exchange rate fluctuations and other unforeseen costs.
31	Mid-term and terminal independent evaluations of the project
32	Domestic and international travel for project staff, consultants and other project beneficiaries: includes tickets, DSA, terminals and visa costs.
33	Inception workshop and other seminars and workshops and Audit
34	Contingency to cover exchange rate fluctuations and other unforeseen costs.

**Summary of Funds:** <sup>57</sup>

	Amount	Amount	Amount	Amount	Amount	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
GEF	1,025,777	1,060,027	807,227	432,627	338,982	3,664,640
UNDP: TRAC	21,500	84,000	219,000	69,000	56,500	450,000
MAHOT (GovCV)	526,643	1,053,286	2,106,573	1,053,286	526,643	5,266,431
DGMR (GovCV)	855,152	855,152	855,152	855,152	855,152	4,275,760
AECID	55,000					55,000
<b>Total</b>	<b>2,484,073</b>	<b>3,052,466</b>	<b>3,987,953</b>	<b>2,410,066</b>	<b>1,777,273</b>	<b>13,711,831</b>

<sup>57</sup> Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...

## 5. MANAGEMENT ARRANGEMENTS

### 5.1 Learning and knowledge sharing:

210. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

211. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

212. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

### 5.2 Implementation Arrangements

213. The project will be executed over a period of five years by the Ministry of Environment, Housing and Land Planning (MAHOT) (hereinafter referred to as the Implementing partner) in collaboration with the Ministry of Tourism, Investment and Business Development (MTIDE).

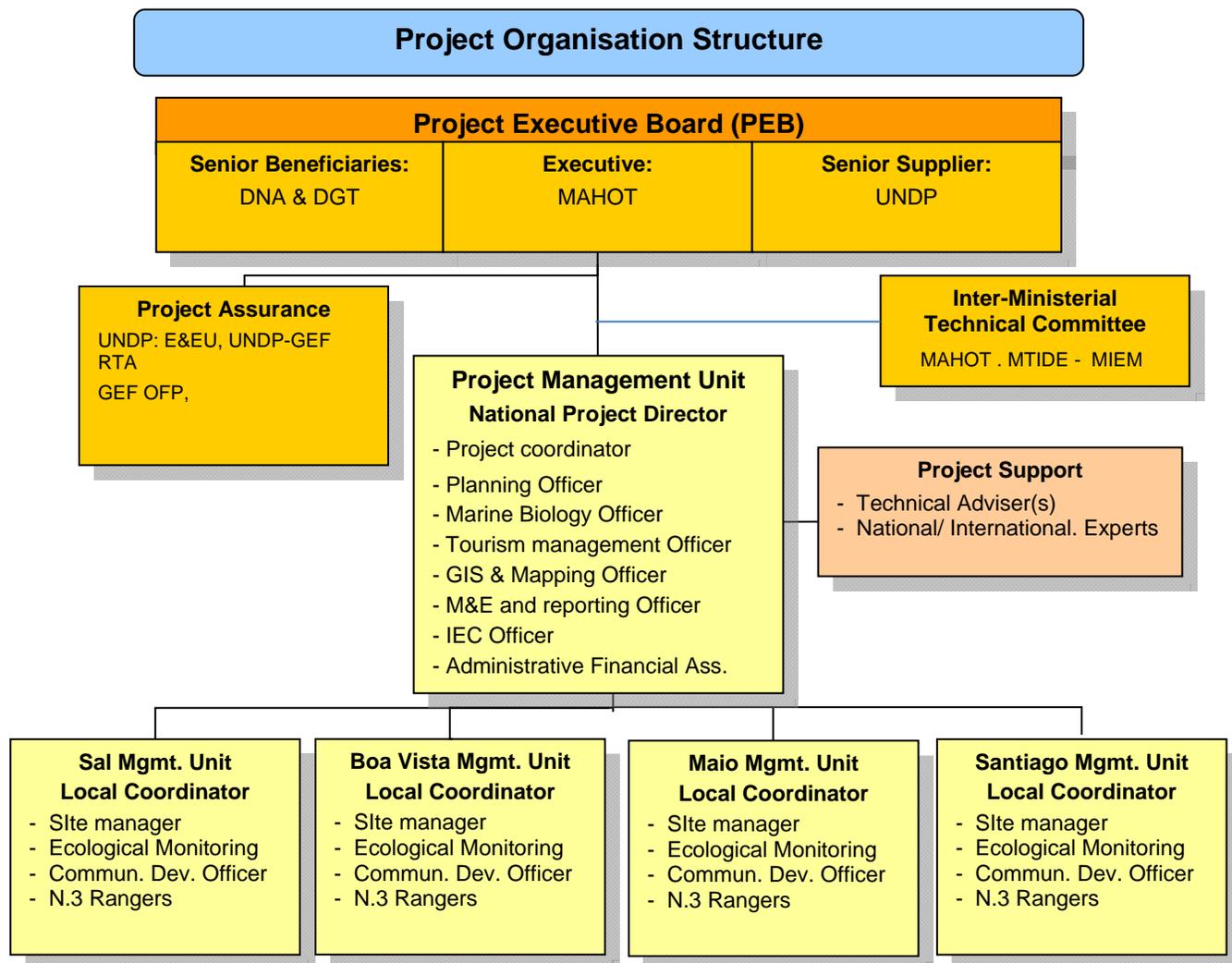
214. The project governance structure will be aligned with UNDP's new rules for Results Based Management and will be composed of: (1) Project Executive Group – Project Board; (2) Project Management; (3) Project Assurance; and (4) Project Support.

215. The governance structure is illustrated in Figure 10.

216. The Project Executive Board (PEB). The PEB will be the executive decision making body for the project, providing guidance based upon project progress assessments and related recommendations submitted by the Project Management Unit (PMU). The PEB will review and approve annual project reviews and work plans, technical documents, budgets and financial reports (annual work plans and budgets must be cleared by the UNDP-GEF Regional Technical Advisor (RTA)). The PEB will provide general strategic and implementation guidance to the PMU. It will meet quarterly, and make decisions by consensus. The specific rules and procedures of the PEB will be decided at the project inception meeting. The PEB is responsible for making management decisions for the project in particular when guidance is required by the Project Manager. The PEB plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the PEB can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans that may be necessary.

217. In order to ensure UNDP's ultimate accountability for the project results, PEB decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

Figure 10. The governance structure of the project,



218. Inter-Ministerial Technical Committee (IMTC). The project will also be supported through the establishment of an Inter-Ministerial Technical Committee (IMTC) involving the Ministry of Environment, Housing and Land Planning (MAHOT), the Ministry of Tourism, Investment and Business Development (MTIDE) and the Ministry of Infrastructure and Maritime Economy (MIEM). The IMTC will ensure synergetic collaboration and effective coordination of efforts by these three key project partners. It will meet at least on a quarterly basis to share and coordinate activities and discuss emerging challenges so that a coordinated approach can be used to address them. The Inception Phase will be used to test the effectiveness of these arrangements and ensure that any agreements are in place prior to the Inception Workshop (see below).

219. The Project Management Unit (PMU). The PMU will be located in Praia and appropriate office space will be provided by the DNA. The PMU will be led by the National Project Director (NPD), nominated by the government, who will be responsible for the overall implementation of the project and the achievement of planned outputs as measured according to project's indicators and underlying targets. The PMU will be responsible for arranging PEB meetings,

providing materials to members prior to the meetings, and delineating a clear set of objectives and sub-objectives to be met.

220. The PMU members will include permanent MAHOT/DNA staff with the following functions: (i) national project coordination; (ii) administration and finance; (ii) planning; (iii) marine biology; (iv) GIS & mapping; (v) Information Education Communication (IEC). The project will further support the recruitment of new staff responsible for (i) tourism management and (ii) monitoring and evaluation (M&E) and reporting. This personnel will be recruited using a salary scale which is in line with that of the MAHOT/DNA in order to facilitate their progressive integration into the government payroll.

221. Part-time Technical Adviser(s) and a team of national and international experts will assist with the overall technical guidance of the project and the supervision of project activities.

222. Protected Area Management Units (PAMUs). At field level, the project will operate through the existing PA Management Units in the four target islands - Sal, Boa Vista, Maio and Santiago – with appropriate office space provided by the DNA. The PA managers for each island will be designated as local project managers and will be responsible for the overall implementation of the project within each of the target islands. Each local management unit will include the following staff already recruited by government: (i) Site Manager; (ii) Ecological Monitoring; (iii) Community Development. The project will further support the recruitment of 3 rangers for each PAMU, using a salary scale which is in line with that of MAHOT/DNA, in order to facilitate their progressive integration into the government payroll.

223. The Protected Area Management Units (PAMUs) will be tasked with the implementation of the project within each of the target islands while providing liaison and coordination support through the PA Advisory Council with local authorities and other counterparts.

224. Project Assurance. UNDP will provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished.

225. Project Support. UNDP will provide financial and administrative support to the project in accordance with standard NIM procedure.

### **5.3 Financial and other procedures**

226. The financial arrangements and procedures for the project are governed by the UNDP rules and regulations for National Implementation Modality (NIM).

### **5.4 Audit Clause**

227. Audit will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

## **6. MONITORING FRAMEWORK AND EVALUATION**

228. Project Monitoring and Evaluation (M&E) will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP

Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit (RCU) in Istanbul, Turkey. The Project Results Framework provides performance and impact indicators for project implementation along with their corresponding means of verification.

229. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, a Mid-Term Review and Terminal Evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities (see Table 10).

230. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

## 6.1 Project start

231. After the project has been approved by the Local Project Appraisal Committee a Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

232. The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

233. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

## 6.2 Reporting requirements

### **Quarterly:**

- a) Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- b) Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- c) Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- d) Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

***Annually:***

234. Project Implementation Reports (PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The PIR combines both UNDP and GEF reporting requirements.

235. The PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- Annual Work Plan (AWP) and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

**Periodic Monitoring through site visits:**

236. UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

**6.3 Independent evaluations**

237. Mid-term of project cycle. The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will

highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

238. The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

239. End of Project. An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

240. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

241. The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

242. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

## **6.4 Communications and Visibility Requirements**

243. Full compliance with UNDP's Branding Guidelines and guidance on the use of the UNDP logo will be maintained. These can be accessed at <http://web.undp.org/comtoolkit/reaching-the-outside-world/outside-world-core-concepts-visual.shtml>. Full compliance will also be maintained with the GEF Branding Guidelines and guidance on the use of the GEF logo. These can be accessed at [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP and GEF logos will be the same size. When both logos appear on a publication, the UNDP logo will be on the left top corner and the GEF logo on the right top corner.

244. Full compliance will also be maintained with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines").<sup>58</sup> Amongst other things, the GEF Guidelines describe when

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<sup>58</sup>The GEF Guidelines can be accessed at:

and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

245. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements will be similarly applied.

**Table 10: M&E workplan and budget**

<b>Type of M&amp;E activity</b>	<b>Responsible Parties</b>	<b>Budget USD</b> <i>Excluding project team staff time</i>	<b>Time frame</b>
Inception Workshop and Report	<ul style="list-style-type: none"> <li>▪ NPD,</li> <li>▪ UNDP CO, UNDP GEF</li> </ul>	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> <li>▪ UNDP GEF RTA/ NPD will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> <li>▪ Oversight by NPD</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ NPD and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP EEG</li> </ul>	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ NPD and team</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ NPD and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: 40,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ NPD and team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost : 40,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ NPD and team</li> <li>▪ UNDP CO</li> <li>▪ local consultant</li> </ul>	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> </ul>	Indicative cost per year: 3,000	Yearly

Type of M&E activity	Responsible Parties	Budget USD <i>Excluding project team staff time</i>	Time frame
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		US\$ 105,000 (+/- 5% of total budget)	

## 7. LEGAL CONTEXT

246. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

247. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

248. The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

249. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

250. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

**# If the country has not signed the SBAA, the following standard text must be quoted:**

251. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

252. Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

253. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

254. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## **ANNEXES**

### **Annex 1. Letters of co-financing commitment**

Ministry of Environment, Housing and Land Use Planning (GoCV)

United Nations Development Programme (UNDP)

Agencia Española de Cooperación Internacional para el Desarrollo (AECID)

Directorate General for Marine Resources (DGMR)

## Annex 2. Operation and investment costs for PAs prioritised under the project

The specific costs for PAs prioritised under this project are outlined below. <sup>59</sup>

Protected Area Name	Land and Sea Area under Mgt (Ha)	Protection priority and level of management costs	Operational Cost/ Ha (USD)	Total Operational Cost (USD)	Investment Cost/ Ha (USD)	Total Investment Cost (USD)
<b>Boa Vista</b>						
Morro de Areia	2,567.00	14	80.98	207,875.66	224.41	576,060.47
Ilhéu de Sal-Rei	89.00	16	80.98	7,207.22	224.41	19,972.49
<b>- Complex North</b>						
Ponta do Sol	748.00	16	80.98	60,573.04	224.41	167,858.68
Boa Esperança	4,010.00	16	80.98	324,729.80	224.41	899,884.10
<b>- Complex East</b>						
Ilheu de Baluarte	94.65	8	9.00	851.85	57.00	5,395.05
Ilheu dos Passaros	38.82	10	9.00	349.38	57.00	2,212.74
Ilheu de Curral Velho	41.77	12	26.51	1,107.32	114.36	4,776.82
Tartaruga	14,875.00	12	26.51	394,336.25	114.36	1,701,105.00
PN do Norte	22,047.00	12	26.51	584,465.97	114.36	2,521,294.92
Monte Estancia	739.00	7	9.00	6,651.00	57.00	42,123.00
Curral Velho	1,635.00	15	80.98	132,402.30	224.41	366,910.35
<b>Maio</b>						
Casas Velhas	6,623.80	12	26.51	175,596.94	114.36	757,497.77
<b>Santiago</b>						
Serra do Pico de Antónia		12	26.51	0.00	114.36	0.00
<b>Sal</b>						
<b>- Complex East</b>						
Marinha Baía da Murdeira	6,057.00	16	80.98	490,495.86	224.41	1,359,251.37
Rabo de Junco	154.00	16	80.98	12,470.92	224.41	34,559.14
<b>- Complex South-East</b>						
Costa da Fragata	2,693.00	16	80.98	218,079.14	224.41	604,336.13
Serra Negra	2,627.00	16	80.98	212,734.46	224.41	589,525.07
Salinas de Santa Maria	69.00	16	80.98	5,587.62	224.41	15,484.29

Note: The three color-coded groups of PAs are: (Green) low priority PAs with minimal threats to species and ecosystems, low intensity use of resource and limited requirements for infrastructure; (Yellow) moderate priority PAs with some threats from development and economic activities, some need for infrastructure and moderate use of protected resources; and (Orange) high priority PA with an urgent need for management infrastructure and access control, subject to intense development and resource use pressures.

<sup>59</sup> Cabo Verde Sustainability Strategy, 2014

### Annex 3. Sustainable tourism certification, standards and awards

Certification is a voluntary process that assesses, audits and provides written assurance that a tourism product meets specific standards. The process awards a marketable logo to those that meet or surpass these standards. Certification programs that address sustainable tourism tend to include socio-economic, cultural and environmental criteria (such as the Global Sustainable Tourism Council {GSTC} Criteria). This type of certification provides a tool to act against ‘green-washing’<sup>60</sup>, and a mechanism for tourists and trade-buyers to identify sustainable tourism products. Destination managers can also use certification to influence and work with tourism businesses to promote sustainable destinations – including as a basis for incentives and rewards.<sup>61</sup> In complement to certification, there are also a number of international awards that promote applications by sustainable tourism enterprises. Winners are lauded globally, and the publicity associated with their achievements can promote future business, and also the destination where they are based.

Four key options for sustainable tourism standards, certification and awards are reviewed briefly here in relation to their applicability in Cabo Verde:

- National standards for sustainable tourism
- Voluntary certification for accommodation and tours
- Destination certification
- Awards

For each system, a brief description is provided of the most applicable options for Cabo Verde, along with an outline the feasibility (given the scope and timeframe of the project), the level of interest, indicative costs and capacity building requirements.

#### A. National standards for sustainable tourism

Standards can be used to provide a common understanding on minimum criteria for sustainable tourism, to promote sustainability within the tourism sector, and to provide basic criteria that certification programs can use.

**i) Options for Cabo Verde:** The Ministry of Tourism, Industry and Enterprise Development (MTIDE) is in the process of developing quality standards for small hotels (30 rooms or less). It is likely that the process will be supported by a new World Bank Competitiveness for Tourism Development project (P146666) project, which aims address the improvement of tourism quality standards among small tourism businesses and the development of a tourism board. Co-financing of USD 5 m is anticipated from their project. This GEF/UNDP project will support the process and provide technical contributions on the inclusion of sustainability and biodiversity criteria.

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<sup>60</sup> Where companies make false claims of sustainable practices

<sup>61</sup> Adapted from Spenceley, A. and Bein, A. (2013) Ecotourism standards: international accreditation and local certification and indicators, In Ballantyne, R. and Packer, J. (eds) International handbook on ecotourism, Edward Elgar, Cheltenham, UK; Northampton, USA. pp404-417

Development of general sustainability standards for the entire tourism sector could be a further strategic option for Cabo Verde, to guide the whole tourism sector. Two potential options include use of:

- **ISO18065:2015**, which is a new international standard for tourism in protected areas. This voluntary standard includes specifications for tourist services provided by protected area authorities for visitors, giving priority to conservation objectives. It includes elements of service provision (e.g. access, information, signage, environmental education and interpretation, handling complaints), facilities (e.g. visitor centres), safety and waste management.<sup>62</sup> Application of this standard within the project to the protected area system would be the most focused option.
  - See [http://www.iso.org/iso/catalogue\\_detail.htm?csnumber=61250](http://www.iso.org/iso/catalogue_detail.htm?csnumber=61250)
- **Global Sustainable Tourism Council criteria**. The GSTC has two sets of criteria for sustainable tourism. One is for Hotels and Tour Operators, and the other is designed for Destinations. Both have been developed through a global consultation process, accounting for numerous guidelines and standards available globally. They address sustainable management, socio-economic impacts, cultural impacts and environmental impacts (including conserving biodiversity).
  - See <http://www.gstcouncil.org/gstc-criteria/sustainable-tourism-gstc-criteria.html>

**ii) Level of interest:** The government (MTIDE) and also to the Institute of Quality Standards are interested in the development of national standards on sustainable tourism. Their priorities currently are to develop quality standards for certain products (e.g. fish) and for small tourism enterprises. However, if the project were to support the Institute in the development of new standards, discussions suggest that these would also be welcomed.

**iii) Feasibility of application in Cabo Verde:** Feasible and straightforward within 2 years. The process would include selection of an internationally recognised base-standard (such as those mentioned above); development of a voluntary technical committee to review the standards (and supplement with any local adaptations required); a stakeholder consultation process; and submission of the proposed standards to the Institute of Quality Standards for approval.

**iv) Costs:** Purchase of ISO 18065:2015 costs CHF88 (USD87) and the GSTC criteria are free. Recognition of standards against the GSTC (to verify alignment) has an associated application cost. Costs associated with localisation and approval of the standard would relate to consultation meetings and convening the technical committee.

**v) Capacity building needs:** The technical committee convened would ideally have a high level of understanding and awareness on standards development, consultation processes, and sustainable tourism. They would probably need to raise awareness and understanding of sustainable tourism and the value of standards within relevant government departments and the tourism sector in Cabo Verde.

## **B. Accommodation and tour operator certification**

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<sup>62</sup> Lopez, C. M. (2014). The international standardization process: Tourist service provided by NPA. In *World Parks Congress, Sydney 2014*.

This type of certification is used to establish whether an individual accommodation facility, or a tour, meets set sustainability criteria. In Africa, some governments have chosen to develop their own certification programs that closely fit national priorities (e.g. Botswana, Seychelles), while in other countries private companies or NGOs have established certification programs that are used in more than one country (e.g. Fair Trade Tourism, Green Globe 21, Rainforest Alliance). There are over 130 certification labels globally for tourism certification, which creates an associated problem of weak brand recognition and a lack of assurance of credibility (see below<sup>63</sup>).



To improve the credibility of programs, the GSTC has a program to ‘recognise’ that criteria are aligned with the GSTC Criteria. Their certification processes can then be ‘approved’ as impartial and technically competent, and receive an accreditation endorsement.

**i) Options for Cabo Verde:** Options include to either develop a unique program for the country, or to use an established international program. Developing a stand alone program would cost an estimated USD300 000<sup>64</sup> to set up, plus additional costs of training assessors, awareness building and promotion. The other option is to invite existing international certification bodies to the country that meet relevant criteria (e.g. an existing market presence in Cabo Verde’s main European markets; GSTC recognised; work internationally; have criteria that are relevant to the tourism product in Cabo Verde (see Table 11). Using schemes that are linked to high-profile booking platforms (e.g. TripAdvisor’s GreenLeaders; Travelife) would also help to promote Cabo Verde’s sustainable enterprises internationally (Rui Hotels use the

<sup>63</sup> Bien, A. (2013) Aligning with the GSTC Criteria: What is equivalency? How is it determined? GSTC, 12 March 2013

<sup>64</sup> Pers. Com. A. Bien, Global Sustainable Tourism Council, 2015

Travelife certification program.) Comparing the two options, it will be quicker, easier, cheaper, greater market access benefits to invite established and already recognised certification programs to Cabo Verde than developing a new program.

**Table 11: GSTC approved certification systems operating in SIDS**

Name of program	Weblink	Certification in SIDS
Biosphere Responsible Tourism	<a href="http://www.biospheretourism.com">www.biospheretourism.com</a>	Canary islands, Dominican Republic
EarthCheck's company standard	<a href="http://www.earthcheck.org">www.earthcheck.org</a> and <a href="http://earthcheck.bookdifferent.com/en/">http://earthcheck.bookdifferent.com/en/</a>	Mauritius, Naracoopa (Australia)
Rainforest Alliance's Standard for Tourism Operations	<a href="http://www.rainforest-alliance.org/tourism/verification">www.rainforest-alliance.org/tourism/verification</a> and <a href="http://www.sustainabletrip.org">www.sustainabletrip.org</a>	Barbados, Bahamas, Dominican Republic, St Lucia, Aruba, Dominica, Jamaica
Sustainable Travel International's Sustainable Tourism Eco-Certification Program	<a href="http://sustainabletravelinternational.org/documents/sustainabletourismcertification.html">sustainabletravelinternational.org/documents/sustainabletourismcertification.html</a>	St Maarten, Zanzibar

In the long-term, the Protected Area Authority (PAAA) could preferentially award operational licenses for tourism activities that were operated by certified businesses (as an incentive for operating sustainably).

**ii) Level of interest:** Discussions with stakeholders during the Project Preparation mission indicated general interest in certification, but the number of discussions with private sector was very limited. More research will be needed to establish the level of interest and willingness-to-pay for certification among hotels and tour operators as part of projects feasibility studies in Year 1.

**iii) Feasibility of application in Cabo Verde:** Use of an existing program is feasible and straightforward within 3 years. A simple market demand assessment would be undertaken of the tourism sector to establish their interest, preference for particular programs, and willingness-to-pay for certification. International programs would be contacted and potentially subsidised to certify businesses in Cabo Verde (and/or to train local assessors who could do so in the long-term). An awareness program would be established; certification assessments would be undertaken; and awards provided if the standards of the certification body were met. A logo would be awarded that could be used in the company's promotional material.

**iv) Costs:** Each certification program sets its own costs for evaluating and auditing enterprises, which may vary in relation to the size and type of enterprise. Once certified, enterprises generally pay an annual fee to the certification body, and periodically pay for repeat assessments.<sup>65</sup> The certification bodies may have additional costs associated with audits in Cabo Verde, to cover the travel costs of the assessors.

<sup>65</sup> For example see Travelife prices: <http://www.travelife.org/Hotels/prices.asp>

**v) Capacity building needs:** Experience from the Seychelles, indicates that initiating certification in a new country requires good<sup>66</sup>:

- Education and awareness building among the private sector on the use and benefits of certification.
- Benefits and incentives packages to attract applications for certification.
- Marketing and promotion plan for the certification system.

### **C. Destination certification**

There are a multitude of destination guidelines and criteria globally. Some are specific to particular types of destination (e.g. Blue Flag for beaches) while others are more general to destinations as a whole (e.g. UNWTO Indicators of Sustainable Tourism for Tourism Destinations). The GSTC recognises destination programs where their standards are aligned with the GSTC Criteria. One program has been approved (ITR-Biosphere) and two are in the process of review (EarthCheck and Quality Coast)<sup>67</sup>.

**i) Options for Cabo Verde:** Blue Flag is an international program that includes options for certifying beaches and whale watching. It is being implemented in 49 countries, including in 7 SIDS such as the Dominican Republic, Puerto Rico, and Trinidad and Tobago. The GSTC offers a sustainability snapshot assessment to establish the current level of sustainability and risks.<sup>68</sup> Since sustainable tourism is in its infancy in Cabo Verde, it is recommended embark on a full GSTC aligned program for more comprehensive destination certification at a later stage.

**ii) Level of interest:** All stakeholders that Blue Flag was discussed with were enthusiastically supportive. This included government, municipalities, NGOs, and private sector.

**iii) Feasibility of application in Cabo Verde:** Blue Flag certification could be awarded for beaches meeting their criteria within a 3-year timeframe. The process for Blue Flag establishment would include identification of a suitable non-for-profit organisation willing to act as host for the program. They would apply to be a member of the Foundation for Environmental Education (FEE) and pay a subscription fee. The NGO would then organise a Blue Flag workshop, establish a national committee on Blue Flag, undertake a feasibility phase (with a national and local report), and run a pilot phase (i.e. testing at pilot sites in line with the 33 criteria). It is suggested that the Santa Maria beach in Sal is prioritised for piloting Blue Flag, given the existing high level of existing use by hotels, tourists, turtle guides and artisanal fishermen and an existing program by MTIDE to promote improved beach management in this location, and that the GEF project support this initiative.

**iv) Costs:** Application to become an associate member of Blue Flag costs between €1800 and €3600 per year (USD1889 – 3777), depending on the GDP of the country. Costs associated with the piloting and establishment of the program include consultation costs; water quality

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<sup>66</sup> Pers. Com. Sinha Levkovic, Seychelles Tourism Board, 2015

<sup>67</sup> Pers. Com. A. Bien, Global Sustainable Tourism Council, 2015

<sup>68</sup> See <http://www.gstccouncil.org/programs/gstc-destinations-program/guided-application-of-gstc-criteria.html>

monitoring; provision of visitor facilities (e.g. ablutions, interpretation boards); solid waste collection facilities and litter collection; control of unauthorised driving, camping and domestic animal access; reef monitoring; lifeguards and/or lifesaving equipment with first aid. If pollution were to be identified through the water quality monitoring (e.g. in relation to sewage), infrastructure investment would be required to remedy the problem. The GSTC Sustainability Snapshot Assessment costs USD4990 for non-GSTC members, plus travel costs for assessors.

**v) Capacity building needs:** Since Blue Flag is not yet present in Cabo Verde, awareness raising would need to take place during the feasibility and pilot phases (although representatives of international tourism companies are already aware of Blue Flag in other destinations where they operate). Also, during the piloting phase, the local authority or protected area authority would establish a beach management committee that would need to have sufficient capacity to manage the implementation process. In relation to overall destination sustainability, the Sustainability Snapshot will provide a basis for capacity building.

#### D. Awards for sustainable tourism

Awards for sustainable tourism exist at the global, national or destination level for sustainable tourism achievements, which tend to operate annually. Awards recognise achievements in relation to environmental, social and economic factors, and provide recognition and promotion for the winners.

**i) Options for Cabo Verde:** Cabo Verde could develop its own award program to recognise achievements in sustainable tourism and/or could encourage and assist enterprises to apply for international awards. International awards are very competitive, and therefore it is recommended that a local program be developed too, to reward and recognise local efforts. International and prestigious awards that Cabo Verde enterprises could be encouraged to apply for are listed below.

**Table 12: International sustainable tourism awards**

Awards program	Link
World Travel and Tourism Council - Tourism for Tomorrow Award	<a href="http://www.wttc.org/tourism-for-tomorrow-awards/">http://www.wttc.org/tourism-for-tomorrow-awards/</a>
Responsible Tourism Awards	<a href="http://www.responsibletravel.com/awards/">http://www.responsibletravel.com/awards/</a>
Conde NasteTraveler - Ecotourism Award	<a href="http://www.cntraveler.com/stories/2013-10-22/burma-activist-myint-zaw-environmental-awards">http://www.cntraveler.com/stories/2013-10-22/burma-activist-myint-zaw-environmental-awards</a> and <a href="http://www.cntraveller.com/awards">http://www.cntraveller.com/awards</a>
Conservation International World Legacy Awards	<a href="http://www.nationalgeographic.com/worldlegacyawards/index.html">http://www.nationalgeographic.com/worldlegacyawards/index.html</a>

**ii) Level of interest:** To be established further through a feasibility study in Year 1, as the concept developed towards the end of the project development process.

**iii) Feasibility of application in Cabo Verde:** Applications to international programs is feasible and straightforward within 1 year. Establishing a national program and awarding winners is feasible and relatively easy within 2 years. A volunteer technical committee would be established to develop the criteria for the award, in addition to a transparent and well-governed

application and judging process. Promotion of the award would take place through the media, and applications would be encouraged. Applications would be received, processed, judged, and winners announced. A high-profile award ceremony would be organised, and suitable prize/trophy awarded to the winners.

**iv) Costs:** Applications to the international award programs is free of charge. The main costs of establishing a new process would relate to the time of the technical committee, judging (e.g. site visits), the awards ceremony and prizes.

**v) Capacity building needs:** None.

### Potential barriers and solutions

There are some of the barriers associated with the use of sustainable tourism certification in destinations. Some of these are described in the table below, and some solutions suggested.

**Table 13: Problems and solutions relating to sustainable tourism certification in destinations<sup>69</sup>**

Barriers	Potential Solutions
Lack of common understanding of sustainable tourism	<ul style="list-style-type: none"> <li>• Global Sustainable Tourism Council (GSTC) Criteria provide a common operational definition of sustainable tourism</li> <li>• Training and awareness building programs among the tourism sector, conservation staff, communities and relevant NGOs</li> </ul>
Lack of recognition of standards	Use of internationally recognized standards: <ul style="list-style-type: none"> <li>• Standards recognized as aligned with the GSTC Criteria</li> <li>• ISO 18065:2015</li> </ul>
Lack of credibility of certification	Use of internationally assessed programs: <ul style="list-style-type: none"> <li>• GSTC approval or third-party accreditation of certification bodies with objectively credible procedures</li> </ul>
Lack of critical mass for consumer recognition	Links with market access systems: <ul style="list-style-type: none"> <li>• GSTC links to Travelocity-Sabre, TUI, Amadeus, and wholesalers</li> </ul> Online booking systems that credit sustainability practices: <ul style="list-style-type: none"> <li>• Such as Travelife, TripAdvisor's GreenLeaders, Earthcheck, Rainforest Alliance's sustainabletrip.org, Responsibletravel.com, WorldHotelLink</li> </ul>
Initial and ongoing costs	Start-up costs for certification / standards program subsidized by the project. <ul style="list-style-type: none"> <li>• Awareness-raising of associated benefits of certification (e.g. reduced operational costs; prestige; brand credibility etc).</li> <li>• Training of locally-accredited assessors to reduce ongoing costs.</li> </ul>

<sup>69</sup> Adapted from GSTC (2013) Tendencies and criteria for sustainable destinations: Global Sustainable Tourism Criteria for Destinations, November 2013

#### Annex 4. UNDP Capacity Development Scorecard

Strategic Area of Support	Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator
<b>1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes</b>	<i>Systemic</i>	The protected area agenda is being effectively championed / driven forward	<b>2</b>	There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence
		There is a strong and clear legal mandate for the establishment and management of protected areas	<b>2</b>	There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps
	<i>Institutional</i>	There is an institution responsible for protected areas able to strategize and plan	<b>3</b>	Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans
<b>2. Capacity to implement policies, legislation, strategies and programmes</b>	<i>Systemic</i>	There are adequate skills for protected area planning and management	<b>2</b>	Necessary skills for effective protected area management and planning do exist but are stretched and not easily available
		There are protected area systems	<b>2</b>	Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size
		There is a fully transparent oversight authority for the protected areas institutions	<b>2</b>	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized)
	<i>Institutional</i>	Protected area institutions are effectively led	<b>2</b>	Some protected area institutions have reasonably strong leadership but there is still need for improvement
		Protected areas have regularly updated, participatorially prepared, comprehensive management plans	<b>2</b>	Most Protected Areas have management plans though some are old, not participatorially prepared or are less than comprehensive
		Human resources are well qualified and motivated	<b>2</b>	HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified.
		Management plans are implemented in a timely manner effectively achieving their objectives	<b>1</b>	Management plans are poorly implemented and their objectives are rarely met
		Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	<b>2</b>	Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate

Strategic Area of Support	Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator		
		Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	2	The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way		
		Protected area institutions are highly transparent, fully audited, and publicly accountable	2	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent		
		There are legally designated protected area institutions with the authority to carry out their mandate	2	There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps		
		Protected areas are effectively protected	2	Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated		
	<i>Individual</i>	Individuals are able to advance and develop professionally	2	Career tracks are weak and training possibilities are few and not managed transparently		
		Individuals are appropriately skilled for their jobs	2	Individuals are reasonably skilled but could further improve for optimum match with job requirement		
		Individuals are highly motivated	2	Many individuals are motivated but not all		
		There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	2	Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed		
		<b>3. Capacity to engage and build consensus among all stakeholders</b>	<i>Systemic</i>	Protected areas have the political commitment they require	2	Reasonable political will exists, but is not always strong enough to fully support protected areas
				Protected areas have the public support they require	2	There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them

Strategic Area of Support	Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator
	<i>Institutional</i>	Protected area institutions are mission oriented	<b>2</b>	Institutional mission well defined and internalized but not fully embraced
		Protected area institutions can establish the partnerships needed to achieve their objectives	<b>2</b>	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives
	<i>Individual</i>	Individuals carry appropriate values, integrity and attitudes	<b>3</b>	Many individuals carry appropriate values and integrity, but not all
<b>4. Capacity to mobilize information and knowledge</b>	<i>Systemic</i>	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	<b>2</b>	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability
	<i>Institutional</i>	Protected area institutions have the information needed to do their work	<b>2</b>	Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity
	<i>Individual</i>	Individuals working with protected areas work effectively together as a team	<b>3</b>	Individuals interact regularly and form teams, but this is not always fully effective or functional
<b>5. Capacity to monitor, evaluate, report and learn</b>	<i>Systemic</i>	Protected area policy is continually reviewed and updated	<b>2</b>	Policy is reviewed regularly but not annually
		Society monitors the state of protected areas	<b>2</b>	There is a reasonably open public dialogue going on but certain issues remain taboo.
	<i>Institutional</i>	Institutions are highly adaptive, responding effectively and immediately to change	<b>2</b>	Institutions tend to adapt in response to change but not always very effectively or with some delay
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	<b>2</b>	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be
	<i>Individual</i>	Individuals are adaptive and continue to learn	<b>2</b>	There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be

### Summary table

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project's Target Scores	Total possible score	%	Project's Target Scores	Total possible score	%	Project's Target Scores	Total possible score	%	
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	4	6	67%	3	3	100%	N/A	NA	NA	83%
2. Capacity to implement policies, legislation, strategies and programmes	6	9	67%	17	27	63%	8	12	67%	65%
3. Capacity to engage and build consensus among all stakeholders	4	6	67%	4	6	67%	3	3	100%	78%
4. Capacity to mobilize information and knowledge	2	3	67%	2	3	67%	3	3	100%	78%
5. Capacity to monitor, evaluate, report and learn	4	6	67%	4	6	67%	2	3	67%	67%
<b>TOTAL Score and average for %'s</b>	<b>20</b>	<b>30</b>	<b>67%</b>	<b>30</b>	<b>45</b>	<b>73%</b>	<b>16</b>	<b>21</b>	<b>83%</b>	<b>74%</b>

## **Annex 5. GEF Biodiversity Mainstreaming Tracking Tool**

[Submitted under separate cover]

## **Annex 6. PA Management Effectiveness Tracking Tool (METT)**

[Submitted under separate cover]

**Annex 7. Protected Area System Financial Sustainability Scorecard.**

[Submitted under separate cover]

## Annex 8. UNDP Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde.
2. Project Number	5524
3. Location (Global/Region/Country)	Cabo Verde

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

##### ***Briefly describe in the space below how the Project mainstreams the human-rights based approach***

The project will contribute to achieving human rights objectives by supporting a participatory and collaborative approach in the management of protected areas in Cabo Verde. This will be achieved through the following :

- (i) Enhancement of the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups through the negotiation and implementation of co-management agreements based on the sustainable use of natural resources within and around Protected Areas.
- (ii) Increased inclusion of local communities in decision-making processes that may impact them by enhancing their involvement in the design, implementation and monitoring of the project, through capacity building, training and support for the PA Advisory Councils, which include representatives from civil society, local communities and traditional users of natural resources.
- (iii) Development of meaningful means for local communities and affected populations to raise concerns and/or grievances including a redress processes when activities may adversely impact them, through the services of the PA management units and the PA Advisory Councils (see above).

##### ***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

The project will apply a strong gender perspective in order to address the needs and priorities of women while enhancing their opportunities for full inclusion in the planning and implementation of sustainable livelihood initiatives associated with the collaborative management of Protected Areas.

A meaningful participatory process for engaging women's voices will be enacted to identify specific activities targeting women while carefully taking into account local cultural sensitivities with regard to gender relations.

##### ***Briefly describe in the space below how the Project mainstreams environmental sustainability***

In working towards its overall objective to mainstream biodiversity conservation into the tourism sector, the project will catalyse the development of effective and coherent regulatory measures and institutional frameworks needed to avoid, reduce, restore and offset direct and indirect harmful impacts on biodiversity.

The project will furthermore improve the sustainability of protected area systems by enhancing the management effectiveness of existing and new protected areas in Cabo Verde, advancing their operationalisation while increasing the representativeness and effectiveness of the national PA system.

Finally, the project will help introduce sustainability and biodiversity-friendly measures into artisanal fisheries practices, avoiding overfishing through the preparation of key recovery plans, and reducing adverse impacts on threatened species and vulnerable ecosystems.

## Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i>	<i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: The mechanisms in place to respond to local community grievances may not function effectively.	I = 3 P = 1	<b>LOW</b>	Institutional mechanisms such as the PA Advisory Councils are already in place to mitigate the risk.	
Risk 2: Negative impacts from project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas.	I = 1 P = 1	<b>LOW</b>	Project activities are designed to improve the effectiveness of PA management and are unlikely to produce negative impacts on PAs.	
Risk 3: The potential outcomes of the Project are sensitive or vulnerable to potential impacts of climate change.	I = 2 P = 2	<b>LOW</b>	The project will strengthen ecological coverage of the PA network thus strengthening ecological resilience and mitigating the potential impact of climate change.	
	<b>QUESTION 4: What is the overall Project risk categorization?</b>			
	<b>Select one (see <a href="#">SESP</a> for guidance)</b>		<b>Comments</b>	
	<i>Low Risk</i>	<input checked="" type="checkbox"/>	<b>The project presents minimal risks of adverse social or environmental impacts.</b>	
	<i>Moderate Risk</i>	<input type="checkbox"/>		

	<b>High Risk</b>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<b>Principle 1: Human Rights</b>	<input type="checkbox"/>	
	<b>Principle 2: Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>	
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	<input type="checkbox"/>	
	<b>2. Climate Change Mitigation and Adaptation</b>	<input type="checkbox"/>	
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

## Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>70</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Are there measures or mechanisms in place to respond to local community grievances?	Yes
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

<sup>70</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?  <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>71</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No

<sup>71</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>72</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		

<sup>72</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## **Annex 9. Terms of Reference for key project staff**

### National Project Coordinator Manager

**General Responsibilities:** The National Project Coordinator (NPC) will be responsible for the overall coordination of the project, including the mobilization of project inputs, the supervision of project staff, consultants and sub-contractors. The NPC will report to the National Project Director (NPD) who will be responsible for meeting government obligations under the national implementation modality (NIM) and for all of the project's substantive and administrative issues. The incumbent will perform a liaison role with the Government, UNDP, implementing partners, NGOs and other stakeholders, and maintain close collaboration with any donor agencies providing co-financing (notably the World Bank, AECID and others).

### **Duties and Responsibilities**

- Supervise and coordinate the production of project outputs, as per the project document.
- Mobilize all project inputs in accordance with procedures for nationally implemented projects.
- Supervise and coordinate the work of all project staff, consultants and sub-contractors.
- Coordinate the recruitment and selection of project personnel.
- Prepare and revise project work and financial plans.
- Liaise with UNDP, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities.
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project.
- Oversee and ensure timely submission of the Inception Report, Project Implementation Review (PIR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, MAHOT/DNA MTIDE and other oversight agencies.
- Disseminate project reports and respond to queries from concerned stakeholders.
- Report progress of project to the PEB, and ensure the fulfilment of PEB directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally.
- Ensure the timely and effective implementation of all components of the project.
- Assist relevant government agencies and project partners - including initiatives financed by donor organizations and executed by NGOs - with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities.
- Coordinate and assists scientific institutions with the initiation and implementation of any field studies and monitoring components of the project.
- Carry regular, announced and unannounced inspections of all sites and the activities of any project site management units.

## Qualifications

- A post-graduate (Masters or equivalent) university degree in environmental/natural resource management or related field.
- Business management, project management or administration qualifications are desirable.
- At least 10 years of experience in environmental business and/or natural resource planning and management (preferably in the context of protected area and biodiversity planning and management).
- At least 5 years of project management experience, preferably also with GEF projects.
- Working experience with the project national stakeholder institutions and agencies is desired.
- Ability to effectively coordinate a large, multi-stakeholder project.
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Familiarity with tourism issues, biodiversity and protected areas.
- Strong drafting, presentation and reporting skills.
- Strong computer skills.
- Excellent written communication skills.

## Administration and Financial Assistant

**General Responsibilities:** The Project Administrative and Financial Assistant (AFA) will be locally recruited based on an open competitive process. The AFA will report to the National Project Coordinator (NPC) and will be responsible for the overall administration of the project in meeting its obligations under the national implementation modality (NIM).

### **Scope of Work:**

- Collect, register and maintain all information on project activities.
- Contribute to the preparation and implementation of progress reports.
- Monitor project activities, budgets and financial expenditures.
- Advise all project counterparts on applicable administrative procedures and ensures their proper implementation.
- Maintain project correspondence and communication.
- Support the preparations of project work-plans and operational and financial planning processes.
- Assist in procurement and recruitment processes.
- Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans.
- Follow-up on timely disbursements by UNDP CO.

- Receive, screen and distribute correspondence and attach necessary background information.
- Prepare routine correspondence and memoranda for NPC/NPD signature.
- Assist in logistical organization of meetings, training and workshops.
- Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings.
- Maintain project filing system.
- Maintain records over project equipment inventory; and perform other duties as required.

### **Qualifications**

- A post-school qualification (diploma, or equivalent).
- At least 5 years of administrative and/or financial management experience.
- Demonstrable ability to administer project budgets, and track financial expenditure.
- Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops.
- Excellent computer skills, in particular mastery of all applications of the MS Office package.
- Excellent written communication skills.

### **Chief Technical Advisor**

**General Responsibilities:** There are multiple purposes for this position – (i) to provide on-going support to the project for adaptive management, best practice assessment and implementation; (ii) to enable the project to maintain strategic direction during implementation by helping project management remain focused on overall results in addition to the day-to-day implementation concerns of supporting project implementation on national level; and (iii) to emphasize a learning and adaptive approach to project management and implementation. The Chief Technical Advisor (CTA) will be expected to provide reasonable continuous support to the PM by electronic communication when not directly engaged on the project. The CTA will be recruited by UNDP and will work closely with the National Project Coordinator (NPC).

### **Scope of Work:**

#### **Project management and implementation**

- Provide support to the NPC in implementing adaptive management by working to facilitate effective monitoring of project activities and an ongoing, reflective evaluation of the project's work. This will include facilitating learning and taking an adaptive approach to project management and implementation and preparing for the mid-term review and terminal evaluation.
- Support and facilitate reflective practice on the part of project staff and implementation partners by taking part in and contributing to workshops/round table discussions that cultivate lessons learnt and adaptive management.

- Support the project's communication and visibility strategy by identifying, analysing and communicating lessons learnt that may be useful in design and implementation of similar projects. The duty of identifying and analysing lessons learnt is an ongoing one, and the duty to communicate those lessons is on an as-needed basis.
- Facilitate and participate in regular meetings with the Project Board, submit progress reports to the Board, and advise the Board members on policy issues relating to project implementation;
- Assist the NPC in completing annual Project Implementation Review (PIR) and other monitoring and evaluation requirements (as necessary).
- Support the NPC in establishing a continuous firm link between the stakeholders and the project.
- Generating and compiling necessary data and information, making necessary updates to the project design.
- Define and propose for approval TOR and profile of a company or an NGO to which the PMU will subcontract specific tasks such as Management Plans, Ecotourism plans, baseline surveys, training and capacity development programs etc.
- Define or refine and propose to the PMU TOR and profiles of short term expertise necessary for the project as set out in the AWP.
- Provide regular reporting as is reasonably necessary to fulfil the CTA role (e.g. mission reports, discussion documents, etc.).
- Advise the UNDP Country Office on the development of resource mobilization strategies.

### **PA planning and management**

- Provide expert technical advice and guidance on Protected Area management planning and operationalisation.
- Support capacity building of DNA and the proposed PAAA and the integration of issues relating to tourism and fisheries in the management of PAs and conservation of biodiversity
- Support advisory Councils of Protected Areas (ACPA) on each island to enhance effective coordination and linkages both with relevant local stakeholders and national-level agencies
- Support the processes to identify and declare new MPAs in line with international best practices, and incorporating site planning, zoning, mapping, community engagement and the establishment of the relevant institutional and legal frameworks.
- Support the design and establishment of a PA co-management system in Cabo Verde, to be piloted in the Natural Reserve of Casa Velhas (Ponta Preta) on Maio, and scaled up and broadened to include additional regions of Sal and Boa Vista's PAs.
- Assist with the development of ecosystem monitoring capabilities within the management units on target islands in collaboration with partner institutions (i.e. DNA, PAAA, national Universities, etc.).

## **Development and mainstreaming of sustainable tourism practices**

- Review and inform on applicability of best international best practice on sustainable tourism standards, voluntary certification, destination awards and incentives scheme and evaluate their applicability to Cape Verde and the level of market interest.
- Support market research among the private sector on their level of interest and willingness to pay for voluntary certification, procurement of local products and services (e.g. fish, locally run tours) and options for protected area concessions, licenses and entrance fees.
- Support the design of a competitive process for concessions and operational licenses for nature-based facilities and services in protected areas that incorporate sustainable tourism criteria.
- Advise and provide guidance on the revision of fiscal and economic incentives for tourism investors to integrate sustainable development and biodiversity conservation needs.
- Advise on national sustainable tourism standards, and on certification and biodiversity offset schemes for tourism sector planning and operations.

## **Professional Skills and Experience**

- Protected area and sustainable tourism planning and management with hands-on experiences in developing and strengthening human capacities in a multi stakeholder context.
- Dual technical excellence in (i) biodiversity and protected area management and (ii) development of standards for sustainable tourism and certification systems.
- Good understanding of results-based project management.
- Good knowledge of and a good record of practical experiences with participatory training and facilitation approaches and methods.
- Good knowledge of and a good record of practical experiences with concepts and practices of networking for learning, dissemination and replication.
- Strong interpersonal and communication skills.
- Work experience with projects funded by international donors, ideally also the GEF.
- Excellent knowledge of Portuguese and English.