

## TERMS OF REFERENCE

### SÃO TOMÉ & PRÍNCIPE SUSTAINABLE FINANCE PLAN FOR BIODIVERSITY AND PROTECTED AREAS

*International Expert(s) in Biodiversity & Protected Area Finances*

Assignment title	<b>São Tomé &amp; Príncipe Sustainable Finance Plan for Biodiversity and Protected Areas International Expert(s) in Biodiversity &amp; Protected Area Finance</b>
Project	<b>EU-funded ECOFAC6 – Biodiversity &amp; Ecosystems project</b>
Type of contract	<b>Consulting company / Individual Consultant - International</b>
Contract period	<b>100 days over a period of 10 months</b> [this period is flexible depending on the approach proposed by the experts]
Line Supervision	<b>BirdLife International</b>
Location	<b>If not currently based in Sao Tomé and Príncipe, allowed to be home based partially with at least 20 days in the country</b>
Country	<b>São Tomé and Príncipe</b>

## BACKGROUND

The Democratic Republic of São Tomé and Príncipe (STP) is the second smallest country in Africa, covering 1,001 square kilometres. Situated in the Gulf of Guinea, next to the equator, it consists of the two main islands of São Tomé and Príncipe, as well as the associated islets. Despite their small size, these oceanic islands have a remarkable wealth of biodiversity. Their forests have some of the largest concentrations of unique species in the world. Sometimes referred to as the "Galapagos of Africa", STP does not fall short in comparison. The avifauna of these two African islands is unique, with 28 endemic bird species. Although little known, these remarkable islands are far from protected from human influence. Discovered by Portuguese navigators at the end of the 15<sup>th</sup> century, these islands have since been major producers of sugar cane, cocoa and coffee. Human activities have affected the islands' unique biodiversity and are increasingly under pressure as the human population continues to grow. As in many other places in the world, habitat loss, overexploitation and the introduction of non-native species threaten the biodiversity of STP. Fortunately, the rugged terrain has allowed native forests to remain standing in about a quarter of the country. A similar area is covered by secondary forests, which, despite their lower biodiversity value, host many of the endemic species and act as a buffer, protecting the native forest from human influence.

Since 2006, two Protected Areas (PA) have been established in the country: the São Tomé Obô Natural Park (PNOST) and the Príncipe Natural Park (PNP). These include the mountainous core of both islands, covering in total about one third of the national territory. The buffer zones described in the Parks' Management Plans (250 metres to 10 kilometres wide beyond the limits of the park), but with unclear legal recognition to date, are areas of multiple uses: agro-industry, cooperatives, individual farmers (oil palm, cocoa and coffee, pepper, etc.); associated with conservation interests (agroforestry systems). In addition to constituting key areas for biodiversity conservation, Natural Parks (NPs) and their buffer zones provide key services to human populations on the islands, such as clean water and climate regulation (ecosystem services). These measures have contributed to the potential for a more promising future for biodiversity and the populations of these unique islands. In addition, the islands of São Tomé and Príncipe have several forests that fit the criteria of High Conservation Value, being of global relevance to biodiversity that are being considered for the subsequent potential recognition of these areas under legal designations and/or improved management. It is also important to consider the relevant work done by various institutions to prepare the ground for the establishment of Marine PA in STP.

However, these have only been small steps in the right direction. Unsustainable practices, legal/regulatory and institutional frameworks gaps & barriers, limited capacities and a lack of funding are creating new and more difficult conservation challenges on a daily basis.

The ECOFAC-6 project started in 2018 (2018-2022), and is for the first time in STP being implemented through an NGO – BirdLife International. It is implemented via a consortium of NGOs that in addition includes OIKOS, SPEA,



RSPB and the local NGO Fundação Príncipe. The project aims to reinforce the management of the two Natural Parks, to mainstream biodiversity in development decision-making, to create new models for the management of the buffer zone involving communities, and to raise new sustainable finance for the PAs.

There have been no impactful recent interventions on mobilising sustainable financing. BirdLife/ECOFAC6 aims at developing a Protected Areas and Biodiversity Sustainable Finance Plan. The Blue Action Fund (led by FFI) project aims at assessing opportunities for mobilising financing for marine PAs.

Overall, the private sector is generally struggling due to the islands' isolation, poor connectivity and infrastructure, and limited market access. Agricultural companies can be expected to adopt more biodiversity-friendly practices as they target premium price niche markets, but they cannot realistically be expected to directly finance PA management. Tourism is also limited and hard to harness financially at larger scale, even though there is some potential in fee collection from tourists and the creation of tourism concessions. The oil & gas sector is not yet operational.

Annex 1 offers a preliminary assessment matrix of potential financing sources.

## SCOPE OF WORK AND OUTPUTS/DELIVERABLES

**Prepare a Sustainable Finance Plan for Biodiversity and Protected Areas (PA) for STP that will include a PA System Finance Needs and Gaps Assessment, Feasibility/Viability Studies, Implementation Design / Revenue management Model and Promotion Plan, considering the regional specificity for the Autonomous Region of Príncipe.**

The islands, due to their isolation, small size, and simpler systems, have long been used as models to develop some of the most revolutionary biological theories. At a time when the need for sustainable development is pressing at a global scale, small islands, like STP, could also be used as models to find solutions at wider scales. The expert(s) are therefore invited to propose innovative and promising alternatives.

The Finance Plan shall focus on terrestrial ecosystems, in particular the São Tomé Obô Natural Park and the Príncipe Natural Park, and High Conservation Value areas in the respective buffer zones of the Parks; and pave the way for the provision of funding for Marine Protected Areas (MPA). MPA finance can then be further reviewed and developed through other initiative, securing synergies and complementarities in financial options.

The creation of a Conservation Trust Fund for São Tomé and Príncipe shall be considered a revenue option; and the plan shall prepare ground for the design and establishment (and further campaign) of an international and independent Conservation Trust Fund to diversify the funding available for the conservation of the country's terrestrial and marine biodiversity and protected area management.

The following lists the overall responsibilities and deliverables that will be expected from the consulting company / individual consultant:

- **Inception Workshop, stakeholder consultations**

Define and submit a short methodology and work plan.

- **Sustainable Finance Development Plan**

With inputs from BirdLife and national stakeholders, projects and partners:

- Undertake situational analyses to establish the baseline of sustainable finance projects on the island;
- Undertake comprehensive stakeholder analyses and consultations;
- Ensure completion of any additional studies that are determined to be needed, including policy review (and actions required & recommendations for legal, fiscal and policy reforms).

This shall allow provision of an overall economic picture on the characteristics of the targeted areas, allowing performing diagnostic analysis of the present situation, and weight basic elements of analysis which will determine the priority actions that enable the business management of the target areas – costs and revenues analyses, financial gaps and alternative mechanisms to bridge them.

- **Feasibility Studies** of, at least, the three 'best' financial options, including Conservation Trust Fund.



- **Sustainable Finance Implementation Design**

Detail and complete implementation design for each revenue option to capture, among other needs, required resources, tools, capacities, processes, systems – including revenue collection, technologies, training needs, roles and responsibilities with timelines.

- **Sustainable Finance Monitoring & Evaluation plan**

This shall include a sustainable finance database management plan.

- **Promotion Plan**

This shall include production of didactic communication material – implementation manuals, training material, pamphlets & posters, etc.

- **Validation Workshop**

Lead the validation workshop to present, discuss and validate the final draft Sustainable Finance Plan for Biodiversity and Protected Areas and oversee all necessary revisions that arise during the workshop.

- **Final Deliverables**

Consolidation of all technical and consultation inputs including from National Stakeholders (Government, Civil Society); International NGOs; European Union Delegation and international agencies in STP (UNDP, FAO, IFAD), into a well written and concise Sustainable Finance Plan for Biodiversity and Protected Areas (Sustainable Finance Development Plan, Feasibility Studies, Sustainable Finance Implementation Design, Sustainable Finance Monitoring & Evaluation plan, Promotion Plan). Outputs should include a Validation Workshop Report.

The consultant shall verify and ensure that all deliverables are technically sound and cost effective (optimization of resources and efficiency, transparent and sustainable management).

All activities expected thereof will require knowledge and knowhow in budgeting, strategic planning, financial management systems and cost-effective approaches to Protected Areas operations. As such the consultants will provide, for each of the steps and when deemed appropriate, for the following:

- Elaborate a short and practical “Skills development and training program” to develop professional short-courses, professional mentoring, inter-institutional exchange programs and part-time studies - for targeted personnel (in order to cover issue such as the financial planning capacities/ skills and financial systems, ways to harmonise and unify formats for financial planning and reporting for the protected area system, financial management capabilities, medium-term financial and business planning, etc.) for both relevant stakeholders in-country, and BirdLife partners & staff;
- Advice and introduce an extensive in-house training program on the financial policies and procedures for financial and administrative staff in the Parks’ line ministries and ECOFAC6 implementation consortium organizations (and other stakeholders if relevant).

At project level, a team, mainly composed of the two project leaders, respectively based on the island of Sao Tomé and on the island of Principe, and under the supervision of the project manager, will be responsible for the ongoing monitoring of the work carried out by the implementors.

A National Working Group (NWG) will provide guidance to the consultancy, and review and endorse the deliverables. The NWG is responsible for ensuring that all required deliverables of the exercise are completed on time and in line with national policies and strategies. In-country BirdLife ECOFAC6 Project Manager will chair the NWG. The NWG will be composed of key representatives from National Stakeholders (Government, Civil Society); International NGOs; and international agencies in STP (UNDP, FAO, IFAD, EUD). The NWG will meet at least 6 times during the course of the consultancy – coinciding with submission of the consultancy products (see *Estimated Timeframe* below). The experts will respond to the working group's questions and will also have the opportunity to question the subsequent phases of the consultancy.

The consultant will receive feedback on quality and compliance reviews from BirdLife as well as the ad-hoc National Working Group in terms of local technical content (e.g. access to policy documents, required data, and other relevant information).



The deliverables shall be submitted, according to the agreed timetable, to BirdLife for review and clearance in collaboration with the relevant national partners.

BirdLife will be responsible for all logistical arrangements for the consultant. The consultant will be provided with the support from the European Development Fund – National Authorizing Officer and BirdLife to arrange meetings with relevant stakeholders to the project preparation.

## EXPERTISE AND QUALIFICATIONS REQUIRED

### *Academic qualifications:*

- Master's degree or higher in green economy & finance, Protected Areas and/or Forest management or any other relevant field ; a relevant university degree in combination with qualifying experience in the areas related to the objectives will be accepted in lieu of the post-graduate degree.

### *Mandatory Language skills:*

- Demonstrated proficiency in written and spoken Portuguese.
- Excellent English knowledge, including excellent report writing and presentation skills.

### *Experience:*

- Minimum 10 years of demonstrated experience relevant to protected areas and biodiversity sustainable finance and policies, or similar.
- In-depth knowledge of conservation finance tools
- Experience carrying out quantitative analyses
- Experience in conducting feasibility studies, including financial analysis
- Demonstrated experience working in developing country contexts, preferably in Africa.
- Experience in Small Island Developing States would be an asset
- Ability to distil complex information from various sources into concise and clear communications
- Knowledge of/ experience with protected areas planning and management
- Experience working with diverse groups of stakeholders. The consulting company / individual consultant should be able to demonstrate group animation skills, prior experience in facilitating workshops and consultation processes, and excellent synthesis and report writing skills.

All reports should be written in Portuguese and English.



## DUTY STATION AND DURATION OF ASSIGNMENT

If not currently based in STP, allowed to be home based partially with at least 20 days in the country. It also includes at least one mission from São Tomé to the island of Príncipe.

The consultancy will be carried out over a period of 12 months from April 2020 to April 2021 and it will include 100 working days.

### Estimated Timeframe

Activity	Deadline
Contract signature	April/May 2020
Conduct of Mission to São Tomé e Príncipe (incl. Inception Workshop) - Submission and agreement on work plan	May 2020
Completion and submission of draft of Sustainable Finance Development Plan	June/July 2020
Completion and submission of drafts of Feasibility Studies	August/September 2020
Completion and submission of draft of Sustainable Finance Implementation Design	October 2020
Completion and submission of draft of Sustainable Finance Monitoring & Evaluation plan	November 2020
Validation Workshop	November / December 2020
Completion and submission of draft of Promotion Plan	January 2021
Completion and submission of final drafts of deliverables	February 2021
Revisions of documents following comments and submission of final deliverables	Final deliverables no later than end of April 2021

## PAYMENT ARRANGEMENTS

Payments are based upon timely delivery of the services specified in the TOR.

## SUBMISSION OF PROPOSALS

Offerors (consulting company / individual consultant) must send the Technical & Financial (in EURO) proposals, including the following documents, to: [saotomeprincipe@birdlife.org](mailto:saotomeprincipe@birdlife.org).

- Detailed Curriculum Vitae of Expert(s) involved,
- Proposal for implementing the assignment including detailed costing by deliverable,
- Example(s) of other sustainable finance plan and/or design, and relevant contacts may a reference check be required.

The above mentioned documents, information and requirements are mandatory and as such are required to form a complete tender. A proposal will be rejected if it is not substantially responsive to the abovementioned requirements.

The final work plan will be determined through negotiation between the successful bidder and BirdLife International - São Tome Country Office; with support from the Forest Programme team based in Cambridge, BirdLife Global office.

Successful as well as unsuccessful bidders will be informed by e-mail as soon as possible after the submission date.

Queries about the consultancy can be directed to BirdLife International - São Tomé and Príncipe Head of Project Office [jean-baptiste.deffontaines@birdlife.org](mailto:jean-baptiste.deffontaines@birdlife.org).





## EVALUATION CRITERIA

*BirdLife procedures will apply in evaluating the offers, with consideration to the principles of competition and transparency. Competition and transparency is achieved when invitation to tender is made open and published to reach all qualified applicants. Beyond this, the procurement committee will review proposals received, documenting/justifying decisions taken at each stage and provide feedback to applicants accordingly.*

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below.

The award of the contract shall be made to the consulting company / individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant with academic qualifications and language skills /acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation: Technical Criteria 70% and Financial Criteria 30%.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) will be considered for the Financial Evaluation.

Assessment Criteria	Points	Percentage
<b>Experience</b>		
<i>Demonstrated experience &amp; in-depth knowledge relevant to protected areas and biodiversity sustainable finance and policies.</i>	30	45%
<i>Demonstrated experience working in developing country contexts, preferably in Africa (and experience in Small Island Developing States).</i>	10	
<i>Other required experience &amp; competencies.</i>	5	
<b>Quality of proposal</b>		
<i>Quality and soundness of proposed methodology and approach (including realistic work plan)</i>	25	25%
<b>Technical Criteria</b>	70	70%
<b>Financial Criteria – lowest price</b>	30	30%
<b>TOTAL</b>		<b>100%</b>

# Annex 1 – Environmental Finance Options Matrix – Preliminary Assessment

	Public funds	Special instruments		Fees from tourism sector		Sector-based environmental fees				Ecological payments for environmental services			Agencies, NGOs & projects	Private sector investments
		Trust Fund	Debt Conversion	Park fees	Concession	Petroleum	Fisheries	Bio-prospect	National certifications	Watershed	Energy	CO <sub>2</sub>		
<i>(potential returns)</i>	*	***	*	**	*	**	**	*	**	***	**	***	**	**
<i>(baseline, in kEUR)</i>	40	0	0	5	0	0	0	0	0	0	0	0	500	0
<b>Terrestrial Protected Areas</b>														
<b>São Tomé Obô Natural Park Central Massif</b>														
<b>São Tomé Obô Natural Park Savannah</b>														
<b>São Tomé Obô Natural Park Malanza Mangrove</b>														
<b>São Tomé High Conservation Value areas</b>							Coastal Bycatch							
<b>Príncipe Natural Park</b>														
<b>Príncipe Biosphere reserve</b>														
Forest eco-systems														
Spatial Planning and Sustainable Land-Use														
Coastal & Marine Areas (including Marine Protected Areas)					Coastal									
Pollution														
Environmental awareness														
Communication														

- Likely to be used and relatively easy to implement
- Likely to be used with some implementation difficulties
- Difficult to implement
- Difficult and unlikely in short to medium term

