**Mid-Term Review**

**of the project “Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected area system in Cabo Verde ”UNDP PIMS ID: 4526/ UNDP Atlas : 00096274**

**Management Response**

## Recommendations

The MTR team recommends four (4) key conditions to pursue the project to ensure at least some meaningful results:

1. Grant at least a 12 months no-cost extension (preferably 18 months) to cover the first 12 months after project signature without any activity; up to an additional 6 months should also be granted to ensure the transition from the current situation to a fully operational intervention
2. Swiftly ensure a complete project team as per Table 7 using a different recruitment modality (e.g. 100% of PMU staff and rangers under local external contract like a service contract); contract externally remaining UGAP staff (e.g. tourism specialist); remove any staff that is not 100% dedicated on BIOTUR or amend contracts; amend the budget accordingly
3. Improving articulation between MAA and MTT through integrating the Ministry of Transport and Tourism as an effective stakeholder in the project
4. Add an output on “lobbying” key decision-makers to raise awareness on the value addition of mainstreaming biodiversity into the tourism sector as a strategy to ensure that decree-laws are endorsed and passed before the end of the project

If these conditions cannot be met in a reasonable time (maximum 6 months), it is recommended to close down the project, reallocate the monies to GEF 7 if allowed and redesign a similar project taking into account the weaknesses of BIOTUR.

| **Type of Recommendations** | ***#*** |  ***MTR Recommendations***  | ***Actions*** |
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| **1.1.1 Corrective actions for the design, implementation, monitoring and evaluation of the project** | 1 | 1. Recruit externalised PMU and UGAP staff through a fast-track modality (not under the regular civil servant recruitment system)

It is necessary to revert to more mainstream approaches with an externalised PMU team fully dedicated to the project and avoid a mix of civil servants and external staff working alongside with similar responsibilities. | * Recruit externalised PMU and UGAP staff through a fast-track modality immediately
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| 2 | 1. Redefine the chain of command for UGAP

It is recommended to review the chain of command at UGAP level and clarify the roles of PMU Coordinator and Island Delegates (or Coordinator): the PMU Coordinator is the technical supervisor feeding in tasks and activities to UGAP staff while the MAA Delegate and UGAP Coordinator (for Sal) are administrative supervisors, facilitating UGAP’s staff work through required official authorisations, supply of vehicles… in short, assisting logistics and official formalities | Clarify the Project implementations structure and roles (UGAP and PMU´s coordinators and Island Delegates (or Coordinator)  |
| 3 | 1. Redefine/reconfirm the roles of UGAP staff and other direct stakeholders for NIM modality
 | * Evaluate the performance of the staff
* Review and adapt the ToR according the needs of and specificity of the project
* Review and re-assess administrative and financial processes of the project / Simplify and decrease the levels of administrative and financial authorization and verification processes, while maintaining and safeguarding transparency
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| 4 | 1. Balance better the PMU staff expertise between tourism and biodiversity
 | * Evaluate the performance of the staff
* Review and adapt the ToR according the needs of and specificity of the project to assure this balance between biodiversity and tourism
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| 5 | 1. Increase subcontracting and avoid PMU stand-alone implementation
 | * Review the ToR and responsibilities of the project Staff
* Promote protocols and subcontracting for the implementation of specific duties
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| 6 | 1. Improve project implementation through committees streamlining
 | * Review the composition of the committees so as to integrate institutions that can directly contribute to the project’s objective through constructive dialogue, potentially coordinating activities or bringing key expertise
* This would require amending the TC ToRs - Enlarge the Technical Committee’s role in project implementation such as problem-solving and coordination with TC members that requires senior staff with decision making power
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| 7 | 1. Improve communication between stakeholders
 |  Strengthen communication and exchange activities among stakeholders, institutions directly involved and internally within the project team  |
| **1.1.2 Actions to follow-up or reinforce initial benefits from the project** | 8 | 1. Institutional lobbying to raise awareness on the added value of mainstreaming biodiversity into the tourism sector
 | Promote greater dynamism and strengthen communication and exchange activities among stakeholders with a special focus to the decision-makers that have to approve new legal instruments and institutional beneficiaries that have to collaborate on the projectPromote a program of international conferences bringing international NGOs and institutions specialised in biodiversity and sustainable tourism as well as a selection of Government institutions from other countries that already have functional PA finance mechanism and other mechanisms |
| 9 | 1. Lack of horizontal articulation between MAA and MTT
 | Splitting the project outputs and corresponding budgets as per main responsible parties (MAA and MTT)Increase participation of MTT through co-chairing PSC and raising the profile of tourism expertise into PMU |
| **1.1.3 Proposals for future directions underlining main objectives** | 10 | 1. Institutional lobbying to alter the focus of the SDTIBM and take into account sustainable tourism principles
 | Examine opportunities for integrating biodiversity conservation principles into the tourism sector, for example through the SDTIBM or the newly established tourism institute, to promote sustainable tourism as an essential tool for tourism development |