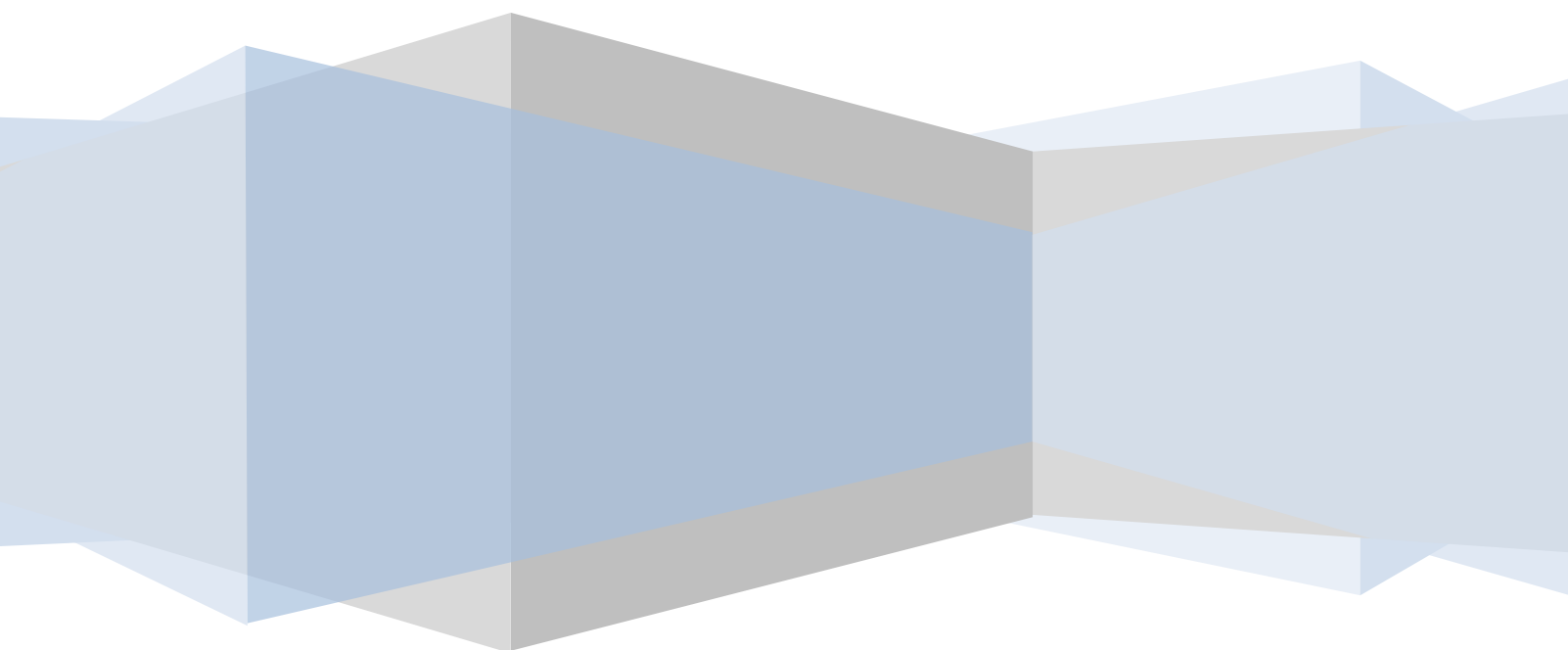


Final Report

**EVALUATION OF CABO VERDE'S UNITED
NATIONS DEVELOPMENT ASSISTANCE
FRAMEWORK (UNDAF) 2012-2017**



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List of Acronyms

AWP	Annual Work Plan
BOS	Business Operations Strategy
CaO	Communicating as One (one of the DaO pillars)
CCPD	Common Country Programme Document
CBF	Common Budgetary Framework
CBO	Community-Based Organization
COP21	21st Conference of the Parties
CSO	Civil Society Organization
DaO	Delivering as One
DECRP III	Documento de Estratégia de Crescimento e de Redução da Pobreza III (2012 – 2016)
DRR	Disaster Risk Reduction
ExCom	Executive Committee
FAO	Food and Agriculture Organization (of the United Nations)
GBV	Gender Based Violence
GEWE	Gender Equality and Women's Empowerment
GoCV	Government of Cabo Verde
HACT	Harmonized Approach to Cash Transfers
HDI	Human Development Index
HIV/AIDS	Human Immuno Virus/Acquired Immune Deficiency Syndrome
HRBA	Human Rights-Based Approach
ICT	Information and Communication Technology
IECD	Integrated Early Childhood Development
ILO	International Labour Organization
INSET	In-Service Education and Training
IOM	International Organization for Migration
INE	National Statistics Institute
IP	Implementing Partner
JAITF	Joint Airport Interdiction Task Force
JO	Joint Office
JP	Joint Programme
LGA	Local Government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MIC	Middle-income Country
MoU	Memorandum of Understanding
MP	Member of Parliament
MSME	Micro small and medium-scale enterprises
MTEF	Medium Term Expenditure Framework
NDS	National Development Strategy
NGO	Non-Governmental organization
NRA	Non-resident Agency
ODA	Official Development Assistance
OMT	Operations Management Team
PLWHA	People Living with HIV and Aids
PMT	Programme Management Team
ProPALOP	Project for Strengthening technical and functional skills of Supreme Audit Institutions, National Parliaments and Civil Society for the control of public finances in the PALOP and Timor-Leste

PRSP	Poverty Reduction Strategy Paper
PUN	Participating United Nations agency
PWG	Pillar Working Group
PPP	Public Private Partnership
RC/RR	Resident Coordinator/Resident Representative
RCO	Resident Coordinator's Office
RBM	Results based Management
SDG	Sustainable Development Goal
TFP	Technical and Financial Partner
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

Executive Summary

1. Background

The UNDAF 2012-2017 is the result of the United Nations (UN) reform at country level, to ensure a collective, coherent and integrated response to national priorities and is accompanied by a UNDAF Action Plan, which aims to operationalize the strategic UNDAF results. Under the UN reform, Cabo Verde is one of the eight original DaO Pilot Countries originally identified for the implementation of the "Delivering as One" (DaO) initiative. Adopted in Cabo Verde in 2008, this initiative is based on five principles - one program, one budget, one leader, one voice and one office, the United Nations House. Under DaO, the Government of Cabo Verde (GoCV) decided to work with the UN system by capitalizing on the strengths and comparative advantages of the different members of the UN family—the Cabo Verde UN Country Team exists of a total of 19 agencies, funds and programs including 5 resident and 14 non-resident entities—so as to achieve more coherent programs and reduced transaction costs for both national partners as well as for the UN.

The United Nations Development Assistance Framework (UNDAF) cycle evaluated here marks the second complete inter-agency One Programme cycle conceived to be “delivered as one”. The initial total budget amounted to USD 82.445.090 million with about 50% to-be-mobilized funds. The UNDAF’s life cycle was extended by one year under the no-cost modality, from 2016 to 12/2017, to allow for the upcoming UNDAF to be seamlessly aligned, both in substance and time, with the country’s next national development strategy. Overall, the UN strategy as a whole and the specific interventions of the UN agencies are driven by the specific challenges Cabo Verde is facing following its recent promotion to the status of middle income country (MIC).

The JO, formally launched on 1 January 2006, is an innovative feature that preceded the UN Reform process of the UN’s operational development system with Cabo Verde becoming one of the original eight DaO pilot countries, in 2008. Under the JO, the ExCom agencies UNDP, UNFPA and UNICEF (as well as, under the previous UNDAF, WFP which implemented activities through its regional office in Dakar under the UN Joint Programme coordinated by FAO) operate under the umbrella of a joint office structure with one single budget, a combined common country programme, and a joint common operations service. Managerial and technical JO staff work for all ExCom agencies, rather than only one. The RC also serves as the RR for all of the ExCom agencies.

2. Rationale of the Evaluation

The UNDAF identifies a set of priorities aimed at contributing to the consolidation of a fair and integrated development of the country and based on the UN System’s comparative advantages. The UNDAF Cabo Verde 2012-2016—including the one year extension until 2017—has the following four priority areas, commonly referred to as “pillars”: i) Inclusive growth and poverty reduction; ii) Consolidation of institutions, democracy and citizenship; iii) Reducing inequalities and disparities; iv) Environmental sustainability and climate change adaptation.

The desired outcomes for each of these pillars are defined according to the following cross-cutting principles of the UN programming: results-based management, human rights-based approach, gender equality, environmental sustainability and capacity development. They reflect national priorities and are based on the comparative advantages of the UN System in Cabo Verde. In formulating these strategic outcomes, particular attention was given to the specific needs of vulnerable populations and promoting equal opportunities in view of individual rights.

The Cabo Verde UNDAF (2012-2017) describes the different coordination and management bodies, namely: (i) the Delivering as One Steering Committee, comprised of the GoCV, the UN system in Cabo Verde and representatives of civil society, (ii) the UN Country Team, (iii) the Program Management Team (PMT) made of leaders and co-leaders of the pillar groups, the Office of the Resident Coordinator and head of the UNCT Thematic Working Groups, (iv) four pillar groups (results’ groups) and (v) five cross-cutting working groups (Human Rights and Gender, Monitoring and Evaluation, Health and HIV-AIDS, Operations, and Communication).

The government and the UN are involved in an ongoing active dialogue, based on the exchange of good practices and lessons learned, promoting integration of the two systems of monitoring and evaluation, as recommended by the Paris Declaration on Aid Effectiveness. Setting up effective and consistent monitoring and evaluation mechanisms is a priority of the GoCV. It is in this overall context and framework that the Cabo Verde UNCT together with the Government decided to undertake an evaluation of the present UNDAF 2012-2017.

While the current UNDAF did undergo a mid-term review, its predecessor UNDAF (2007-2011) had not been the object of the mandatory final evaluation. However, given its DaO pilot status, Cabo Verde had been part of a global DaO pilot country assessment carried out in 2011/2012. The specific comparative nature of that global review exercise involving multiple countries and specifically looking into DaO-related issues did not allow to address the full range of analytical aspects normally covered by a standard UNDAF evaluation. Hence, this evaluation marks the first-ever standard evaluation of an UNDAF cycle in Cabo Verde.

3. Objectives and Scope of the Evaluation

In grounding the UNDAF in past experience including the preceding UNDAF/Joint Project DaO period, national development frameworks, plans and policies and extensive dialogue with national partners, the UNDAF aims at enhancing national leadership, ownership, execution and accountability of the UN's development support to Cabo Verde. Thus, the UNDAF was designed to systematically support national systems, processes and initiatives through the alignment of programme outcomes with the DECRP, and at higher levels with other internationally agreed development goals and obligations, and MDG goals. Part of the evaluation's remit was to determine to what extent these objectives were actually achieved. The evaluation submitted the total of 12 programme outcomes (4 pillars x 3 outcomes, each) to the standard set of evaluation criteria (relevance, effectiveness, efficiency etc.).

Managed by GoCV/UN Joint Steering Committee (JSC), the UNDAF comprises of a Programme Results Matrix (a framework of specific, measureable, achievable, realistic and time bound Outcomes and Outputs plus Key Actions) complemented by a Monitoring and Evaluation Matrix. While the output level contained indicators with baselines, a single final target and means of verification the impact and outcome levels were fitted with indicators that, however, were devoid of baselines and targets. This evaluation refers to the indicators as per the updated version of the M&E framework following the mid-term review (MTR) as endorsed by the UNCT and the Government.

The evaluation critically discusses the design, scope, implementation status and existing overall capacity to achieve expected outcomes. It is built around the "classic" UNEG evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability. The evaluation also examines to what extent there are indications of any (potential) early impact attributable to specific UNDAF interventions. Since this is a summative, end-of-cycle evaluation, it presents backward-looking review elements pertaining to the design and implementation of the One Programme cycle over the past five years, as well as forward-looking recommendations to inform the next UNDAF cycle's development and management.

4. Methodology, Organization of Work and related Limitations

The evaluation assessed the quality and results of promoting and pursuing the underlying principles of the One UN/Delivering-as-One vision and concept, viz. One Leader; One Programme; CBF/One Fund ("One Budget"); One UN House supported by an integrated set of common operational tools and procedures, and Communicating as One (CaO), i.e. a common communications and advocacy platform. Due to limited time and the relative focus of the UNDAF on upstream support at the policy level, the evaluation did not visit specific project sites outside Praia. Institutional beneficiaries and implementing partners were engaged with through bilateral discussions (namely the Ministry of Finance and the Ministry of Foreign Affairs) and through a workshop format of half-day discussion sessions at pillar level to gather qualitative information, namely on the dimensions of programme relevance, sustainability and (early) impact.

Following the desk review phase which culminated in the inception report, the focus of the initial in-country work was on effectiveness-related data collection against the official set of UNDAF indicators at the output and outcome level. A template was devised and a participatory process triggered to first collect output level data and thereafter, outcome level data, at the inter-agency level in order to properly analyze performance levels across the UNDAF One Programme's 4 programme pillar results.

Furthermore, a maximum of the 191 UNDAF indicators (114 output, 57 outcome and 21 impact indicators) were retroactively informed by reporting data as per annual One Programme implementation progress reports focussing on inputs including activities, processes and events. Agencies contributing to specific outputs/outcomes were asked to agree on overall reporting of achievements and consolidate their respective feedback prior to submission.

While output level indicators could only be covered through proxy data based on processes and (key) activities, some outcome and impact level indicators could be covered by stakeholders and relevant data custodians such as line ministries and state agencies. Other than the obvious detrimental effect on the level of exactness in determining progress and achievements against planned results, the time that needed to be invested into basic data collection efforts would have more than justified a separate data collection mission to prepare the actual evaluation.

Following the efforts to inform a maximum number of quantitative indicators through collective collaborative efforts, the focus shifted towards collecting qualitative data, as of the mid-way point of the evaluation's in-country phase. Other than bilateral discussions with key informants, a series of workshop sessions was organized by pillar.

The final segment of the in-country phase was filled with bilateral follow-up meetings with technical staff to fill gaps, complement and further clarify issues in relation to both quantitative and qualitative data. In addition, a number of bilateral and focus group meetings were organized to address pending evaluation issues including the question of mainstreaming cross-cutting concerns, DaO-specific aspects, and specific interviews in-country and remotely (using skype) with NRAs.

5. Key Findings and related Conclusions

The country team is made up of a total of 19 agencies, including five resident agencies and 14 non-resident agencies. The three JO agencies dominate the UNDAF in terms of financial and operational presence: together, they account for 45% of allocated budget resources from 2012-2016. The Joint Office (JO) contributes to 59% (20/34) of outputs with involvement of one or several JO member agencies across all UNDAF outcomes; namely, 1/3 outcomes under Pillar 1, 2/3 outcomes under Pillar 2, 3/3 outcomes under Pillar 3, and 3/3 outcomes under Pillar 4, which makes for an overall presence in 9/12 outcomes across the entire UNDAF. Nevertheless, specialized agencies/NRAs such as UNIDO, ILO, UNODC, UN-Habitat, UN Women, IOM etc. are making major contributions to the UN country presence.

While the output level indicators had baseline and final target values, the outcome and impact indicator level had neither of those. Another major problem here was that there was no existing data (source) for most of the indicators. Reasons included that the indicators were not SMART, no investment into requisite data collection processes had occurred, household survey data that could inform some of the indicators is only becoming available in the near future towards the end of the calendar year etc. At the output level, available evidence existed in the form of input/activity reporting in a mostly narrative format, but had not been matched to the specific output indicators. Where no statistical data was available to inform the official UNDAF indicators at outcome/impact level, proxy indicators were resorted to whenever possible. Whereas such data was not available at the time of the evaluation, it should be mentioned that the UN provided substantial support to national statistical institutions to collect and analyze comprehensive household level data on a number of key development indicator which will likely become available in the very near future (end 2016/early 2017).

In terms of the UNDAF One Programme's overall relevance, the UNDAF provided support to all of the five strategic DECRP pillars. While all UNDAF outcomes show a fit vis-à-vis DECRP results chains and are fully or to a major extent

aligned with one or, in many cases, several national development priorities, the general UNDAF pillar design reflects a structural logic that is not completely congruent with the one adopted by the DECRP. While all UNDAF outcomes contribute to DECRP objectives, every UNDAF pillar feeds into at least one DECRP axis. Hence, while there is overall alignment with the national priorities at the level of priorities and results chains, there is no absolute congruence with the DECRP pillar design.

The cross-cutting programming principles of human rights and gender equality are reflected in the design of UNDAF outputs and activities, namely under UNDAF pillars 1, 2 and 3. The recent *Gender Scorecard* which assessed the UNDAF's status in terms of gender mainstreaming against 8 dimensions (planning, programming, partnerships, policies and capacities, decision-making, budgeting, M&E, quality control and accountability) attributed the final average grade of "needs improvement", or 2.9 out of 5 possible points. Furthermore, efforts were made to promote human rights and gender equality at the individual and inter-agency, UN-wide level of daily work, e.g. through employing specific tools such as the "UNDG Guidance note on HR for RCs and UNCTs" and the "Guidance note for UNODC staff on gender mainstreaming" to name but two cases of facilitating human-rights based and gender sensitive programming and ensuring the respect of these principles during the actual implementation of programme activities.

Whereas the principle of environmental sustainability was captured under an UNDAF pillar in its own right (Pillar 4), systemic sustainability aspects were in particular addressed by related capacity building reflected in particular under the second and third outcomes of each pillar, which concentrate on institutional capacities and operational aspects while the first outcome has a focus on normative, upstream-level policy related work. In view of the alignment with the national development strategy and planning cycle, along with its inbuilt focus on building requisite upstream management capacities (systems, structures, staff, etc.) the chances for results' overall sustainability are generally quite high given that the overall focus of the UNDAF on capacity building implies that in-service training-based activities will have a good foundation to continue in the future even potentially without UN support.

In terms of general effectiveness, the analysis of performance indicators at the level of outputs shows good progress as far as advancement against initially fixed output targets is concerned. At the level of output measures, overall, final targets have already been at least met, if not surpassed, for 25% of related indicators (or 21/86 indicators that could be informed from among the total of 92). Regarding early indications for, or evidence of potential early impact, there are already some solid indications for arguably game changing interventions directly attributable to UNDAF interventions.

In terms of general efficiency, the One Programme so far managed to mobilize 92% or USD76,056,910 of the initially planned USD82,445,090 for the 2012-2016 period. Thereof, the environment and climate change pillar (no. 4) had the highest percentage, namely 36%; closely followed by the institutions & policy pillar no. 2 (31.5%). 21.5% were allocated to Pillar 1 (economic growth). The 3rd pillar was the smallest with 11%. Across pillars, absorption rates or spending over allocations, mostly stood at 90% or higher. There is evidence of best practices of efficiency and sustainability, e.g. in the form of "mentorship" shadowing arrangements for on-the-job training, and cascade training arrangements involving the training of master trainers and multiplier agencies at the institutional level.

Furthermore, the recent expansion of the pillar working group structure to also include GoCV representatives from line ministries as chairs/co-chairs to mirror the UN internal co-leads increases the likelihood of generating future gains in terms of impact, effectiveness, efficiency, coherence and alignment vis-à-vis GoCV activities, in general. Generally, there seems to be dormant potential to tap into horizontal cross-silo synergies by "breaking up" traditional vertical sector barriers; e.g., through a genuinely integrated large-scale initiative to holistically address the issues of employment creation, culture, education, health and anti-crime especially targeting youth.

The UNCT successfully managed to leverage partnerships (EU, bilateral donors incl. Luxemburg etc.) including mobilizing financial and technical resources through South-South partnerships (Uruguay, Guinea-Bissau, Brazil, Timor-Leste and African Portuguese-speaking countries such as São Tome e Principe).—While internal levels of coherence

are quite robust across the various domains of programming, managerial and operational coherence, there is still some room for improvement in terms of internal cross-agency information sharing and transparent communication. The United Nations Development Action Plan (UNDAP) was derived from the UNDAF, and the first Joint Annual Work Plan (JAWP) was directly derived from the UNDAP.

There are positive examples of DaO-induced operational practices such as the reality of the One House, joint LTAs, steps towards harmonizing per diem rates for national consultants etc. The CCPD for the three JO agencies was derived from and is thus intrinsically aligned with the UNDAF/UNDAP, which qualifies as best practice. In general, there is evidence on the IPs' and the UN's willingness and ability to learn from identified weaknesses and address inefficiencies building on lessons learned. Such reactivity was reflected in joint annual work plans used to rectify the course. Many recommendations submitted by the mid-term review were taken on board and followed through.

6. Recommendations

Based on the mission's findings and conclusions which are laid out in detail in the following report, the evaluation can submit a total of 20 key recommendations across various categories. The abbreviated versions of the most important five recommendations (all related to macro-level strategic planning) read as follows:

- I. Organize a national SDG prioritization exercise to identify those SDGs that the national efforts including the respective UNDAF support should focus on.
- II. Focus on not more than three main programming platforms so as to avoid strategic overstretch that would risk dissipating and thus not reaching, required critical mass for UNDAF interventions.
- III. Replace UNDAF/UNDAP/yearly Joint AWP with only an UNDAF light without results framework, or an UNDAP+ (logframe incl. indicators with light narrative) plus biennial work plans to reduce workload and enhance coherence of activities under work plans.
- IV. Develop plans customized at the level of Municipalities and/or different island(s).
- V. Mobilize technical expertise through the current UNDAF in order to conceive a long-term vision to align with the 2030 SDG agenda for the Government and, at the same time, for the sake of the strategic long-term thrust and coherence of future UNDAF cycles.

1. Introduction & Background

1.1 Purpose and Objectives of the Evaluation

-In line with UNDG requirements this evaluation of the Cabo Verde UNDAF is undertaken in the penultimate year of the current UN programming cycle ending in 2017 following a one-year extension to align the 2012-2016 UNDAF period with the cycle of the national strategic planning framework. The UNDAF is a continuation of and builds on the previous cycle's innovations introduced under the piloting of *Delivering as One*, which started in Cabo Verde under the predecessor UNDAF cycle, from 2008-2011/12. The Cabo Verde UNDAF thus links the programmatic outcomes (as operationalized through the UNDAF Action Plan) with the managerial, coordination and operational dimensions of the five DaO pillars. The UNDAF Cabo Verde is both a plan for achieving agreed results in respect of national development priorities, and for how these results will be achieved.

-The present evaluation's purpose is two-fold in that it is designed:

- I. *To ensure accountability of the UNCT to stakeholders* for the achievement of agreed results in support of the national development strategy as reflected in national sector policies and programmes and, in particular, the PRSP (DECRP), which is concurrently undergoing its own final evaluation. The evaluation thus verified results achieved within the framework of the UNDAF and assessed the effectiveness of the strategies and interventions used. This should enable the various stakeholders in the UNDAF process, including national counterparts and development partners, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.
- II. *To support learning in view of future programming.* The evaluation provides recommendations for strengthening programming and operations results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving coordination and collaboration among UN system agencies at the country level, including resident and non-resident entities.

-Specifically, this dual purpose is translated into five key objectives:

1. An assessment of the contribution made by the UNCT to national priorities, specifically those DECRP goals singled out for UN support under the UNDAF.
2. An assessment of the extent to which the UNCT has supported the country to realise its international and regional commitments on human rights and gender equality, as well as potentially existing climate change-related commitments.
3. Identifying the factors that have affected the UN's contribution to national goals, explaining the enabling factors and bottlenecks.
4. Conclusions concerning the UN's contribution across the scope being examined in the context of DaO.
5. Actionable recommendations for improving the UNCT's contribution to national and international development goals in a diverse, broad number of technical areas, covering i) good governance; ii) poverty reduction; iii) environmental protection; iv) developing human capital and v) social protection as well as the reduction of socio-economic disparities/inequalities; and this especially in view of future incorporation into the next UNDAF. Said recommendations logically link to the conclusions and lessons learned through the evaluation.

1.2 Scope of the Evaluation

-This report is structured around a detailed review of the UNDAF followed by a concise assessment of its administrative set-up and managerial arrangements. In the final analytical section of this evaluation report, key conclusions including lessons learned and recommendations are presented, resuming the evidence-based discussion of findings. Hence, the final evaluation is based on the results of the desk review of existing documentation and data available, and the qualitative interviews conducted with stakeholders.

-The evaluation systematically covered the total of 12 programme outcomes (4 pillars x 3 outcomes, each) to the standard set of evaluation criteria (relevance, effectiveness, efficiency, sustainability, impact). This was done per pillar programme area as well as for the One Programme, as a whole..In analyzing the programme outcomes across its 4 programme result clusters with 4 related pillar/result groups, the quality of the mainstreaming of the cross-cutting dimensions (organized in 5 cross-cutting working groups, viz. Human Rights and Gender, Monitoring and Evaluation,

Health and HIV-AIDS, Operations, and Communication) were ascertained.

-Furthermore, the evaluation assessed results of promoting and pursuing the underlying principles of the One UN/Delivering-as-One vision and concept, viz. One Leader; One Programme; One Budget; One UN House supported by an integrated set of common operational tools and procedures, and Communicating as One (CaO), i.e. a common communications and advocacy platform. The evaluation assessed the overall DaO strategy, with a view to determining what has worked and what has not, and why, as it pertains to joint programming under the programme results. Potentially, a DaO results matrix can be (re)constituted, retroactively. In doing so, special attention was given to the mainstreaming of the five UN programming principles: human rights based approach (HRBA); gender equality; environmental sustainability, results-based management, capacity development.

1.3 UNDAF Planning Context and UN Response

Situational context during UNDAF planning phase

-The current UNDAF's predecessor, namely the One Programme 2008-2011, derived from the UNDAF 2006-2010, was structured along four strategic pillars that reflected national priorities as defined in its related DECRP. In addressing remaining challenges, in 2011, Cabo Verde's authorities decided to develop the third Strategic Document for Growth and Poverty Reduction (DECRP) for the period 2012-2016, aiming to thus eliminate remaining weaknesses to ensure harmonious development of this emerging nation.

-Poorly endowed with natural resources, Cabo Verde is a small island nation consisting of 10 islands stretching over 4,033 square kilometers of largely barren stretches of volcanic rock. Having secured independence in 1975, Cabo Verde graduated from the list of least developed countries (LDCs) to Middle Income Countries status in 2008. While the graduation from LDC to MIC status as such was a major achievement, the UN along with the government is ever since facing the major challenge of raising adequate financial resources in an extremely challenging aid environment with ODA being increasingly curtailed and earmarked.

-At the beginning of the current decade, Cabo Verde still faced structural economic vulnerability at the beginning of the UNDAF cycle and through its planning phases. Thus, data for (or close to) 2010/2011 which constituted the baseline for relevant indicators during the design of UNDAF projects and programme activities, in some cases indicated that the MDG goals had already been reached, such as in the case of underweight infants or children under the age of five, where by 2009 (3.9%) the MDG goal of 6.75% had already been more than reached, starting from a quite dismal level of 13.5% in 1994. In other cases, e.g. in terms of gender equality among law makers (parliamentarians), the MDG of 30%, while moving within reach following a surge from 3.8% in 1991 to 20.8% in 2011, still required considerable additional efforts. (N.B.: Detailed trend analysis follows further below in the discussion of progress achieved during the UNDAF cycle.)

-In general, in the various spheres of access to social services, governance, and the economy, regional disparities and inequities between the urban and rural environment both within and between islands persisted for most of the targets and indicators of the MDGs, particularly across poverty and gender-related dimensions. The specific result chains set up in the UNDAF were thus designed to address remaining challenges where the GoCV opted for requesting developmental support by the UN based on the comparative advantage vis-à-vis alternative development actors in those particular fields. These interventions were packaged in the so-called UNDAF pillars, viz. i) Inclusive growth and poverty reduction; ii) Consolidation of institutions, democracy and citizenship; iii) Reducing inequalities and disparities; and iv) Environmental sustainability and climate change adaptation.

UN Response

-During the design stages of the UNDAF cycle, a "Major Challenges" document was produced to identify and prioritize major challenges. In addition, an internal and external analysis of the UN Cabo Verde's comparative strengths and weaknesses allowed to highlight the following comparative advantages:

- Supporting the design and formulation of development policies and strategies;
- Technical and regulatory advice, establishment of standards and norms, quality control;

- Strengthening national capacities at central and decentralized levels, especially strengthening managerial government capacity optimizing the use of scarce resources;
- Up-scaling evidence and results-based programs;
- Promoting partnerships between all stakeholders (due to the impartiality of the United Nations as an ideal mediator and facilitator of partnerships);
- Ability to initiate political dialogue at top level;
- resource mobilization capacity;
- mobilization of high-level, international expertise in specific technical fields.

-Taking into account the challenges and national priorities on the one hand and the comparative advantage of the United Nations on the other hand, the partners agreed that through its UNDAF the United Nations in Cabo Verde would focus on the following priority areas: i) inclusive growth and poverty reduction; ii) consolidation of institutions, democracy and citizenship; iii) reducing inequalities and disparities; iv) environmental sustainability and climate change adaptation.

-The UNDAF had an initial budget of USD 82.445.090 million of which, at the beginning of its implementation period, approximately 50% remained unfunded. Grounded on past experience, especially the preceding UNDAF/Joint Project DaO period, national development frameworks, plans and policies and extensive dialogue with national partners, the UNDAF aims at enhancing national leadership, ownership, execution and accountability through the systematic use of national systems and alignment of programme outcomes with the national strategic framework (DECRP), and at the higher levels with other internationally agreed development goals, international obligations, and MDG goals.

1.4 Evaluation Methodology and Organization of Work

-Managed by GoCV/UN Joint Steering Committee (JSC), the UNDAF comprises of a Programme Results Matrix complemented by a Monitoring and Evaluation Matrix which includes indicators, baselines, annualized targets and means of verification at UNDAF output level. The outcome level is fitted with indicators that, however, are devoid of baselines and targets even at the action plan level. Due to limited time and the relative focus of the UNDAF on upstream support at the policy level, the evaluation did not visit specific project sites outside Praia. Institutional beneficiaries and implementing partners were engaged with through bilateral discussions (namely the Ministry of Finance and the Ministry of Foreign Affairs) and through a workshop format of half-day discussion sessions at pillar level to gather qualitative information, namely on the dimensions of programme relevance, sustainability and (early) impact.

-Following the desk review phase which culminated in the inception report, the focus of the initial in-country work was on effectiveness-related data collection against the official set of UNDAF indicators at the output and outcome level. A template was devised and a participatory process triggered to first collect output level data and thereafter, outcome level data, at the inter-agency level. In order to properly analyze performance levels across the UNDAF One Programme's 4 programme pillar results. Furthermore, a maximum of the 194 UNDAF indicators (117 output, 57 outcome and 21 impact indicators) were retroactively informed by reporting data as per annual One Programme implementation progress reports focussing on inputs including activities, processes and events. Agencies contributing to specific outputs/outcomes were asked to agree on overall reporting of achievements and consolidate their respective feedback prior to submission.

-The UNDAF results matrix presents the planned programmatic outcomes hierarchically under the relevant DECRP results and national MDG goals. The primary focus of the evaluation in terms of indisputable attribution could only be carried out at output level, whereas at the Outcome level it follows the logic of the UNDAF's contribution to national goals. Obviously, here, the data collection and judgment not only looked at quantitative performance but also, the relative qualitative assessment of the contribution which largely relies on stakeholder assessment data collected during stakeholder interviews and workshop sessions.

-While output level indicators could only be covered through proxy data based on processes and (key) activities, some outcome and impact level indicators could be covered by stakeholders and relevant data custodians such as line ministries and state agencies. The national statistics agency (INE) was also consulted to identify indicators that could be informed either through available data sources or by means of proxy data.—Overall, a standard challenge was that UNDAF indicators did either not have a proper data source or the indicator did not meet the minimum criteria of

SMARTness. Moreover, in those cases where the means of verification actually existed, the data was often not yet available. In essence, the vast majority of the original set of UNDAF indicators could not be used for the purpose of this evaluation.

-Instead, process-centered output reporting data had to be used to assess progress against output indicators and related results statements by applying one's best judgment, while at the outcome level proxy data had to be referred to, mostly. This had a detrimental effect on the level of exactness in determining progress and achievements against planned results. The time that needed to be invested into basic data collection efforts would have more than justified a separate data collection mission to prepare the actual evaluation. Additional adverse effects were that the JO's CCPD evaluation as well as, on the Government side, the DECRP evaluation coincided with the evaluation's in-country phase. Furthermore, the Government's focal points were still in transition from the previous to the incoming, newly elected set of technical managers, which complicated the logistics of determining and convening joint work sessions with Government counterparts.

-Following the efforts to inform a maximum number of quantitative indicators through collective collaborative efforts, the focus shifted towards collecting qualitative data, as of the mid-way point of the evaluation's in-country phase. Other than bilateral discussions with key informants, a series of workshop sessions was organized by pillar. Respective stakeholders including UN agency technical, programme level and managerial staff, technical and managerial Government counterparts and civil society representatives were brought together to discuss, agree on and collate observations, findings and conclusions related to qualitative dimensions including the assessed relevance, (early) impact and sustainability of pillar level activities.

-The half-day sessions provided structured feedback at the level of pillar outcomes, filling a specifically designed standard template following an introductory orientation module during which the approach and related methodological concerns were explained and clarified in order to ensure a common understanding of the approach. The final segment of the in-country phase was filled with bilateral follow-up meetings with technical staff to fill gaps, complement and further clarify issues in relation to both quantitative and qualitative data. In addition, a number of bilateral and group meetings were organized to address pending evaluation issues including the question of mainstreaming cross-cutting concerns, DaO-specific aspects, and specific interviews in-country and remotely (using skype) with NRAs.

-As the assessment was undertaken in mid-2016, i.e. during the penultimate year of the UNDAF period (extended by one year until 2017), it has not been a standard summative evaluation. Therefore, it required some degree of anticipation with regard to the likelihood of final results delivery for those interventions that are still being implemented. The evaluation managed this challenge by:

- Making projections, when feasible, based on available quantitative progress report data per output, when available in the UNDAF/One Programme database system;
- Validating and triangulating qualitative outcome statements in relation to the relevant national level goals through canvassing of relevant stakeholders involved in producing the outcome in order to assess degree of likely outcome delivery (which will also provide additional information on factors impacting implementation (relevance, efficiency etc.).

-UN programming principles were also submitted to an analysis using standard evaluation criteria. Here, the evaluation determined to what extent the standard set of UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) were considered and mainstreamed across the general One Programme's chain of results. Related questions were: Were any shortcomings due to a failure to take account of programming principles during implementation? Were adequate resources (both agency specific and One UN Fund) allocated to enable the application and implementation of UNDAF programming principles and related results?

-In addition to applying the standard criteria, the evaluation assessed, in particular, a number of specific issues. Some of these are clearly of more relevance to the core objectives of the evaluation and provide a correlating set of issues to be assessed. Respective questions comprised:

-a. *The Value added of DaO* - The extent to which DaO created or encouraged synergies among agencies, optimal results and avoidance of duplication. The extent to which harmonisation measures at the operational level contributed to improved efficiency and results and factors that facilitated or adversely impacted upon the implementation of, and commitment to, the DaO approach. This issue was addressed through the prism of the original intentions of the One UN as reflected in the "5 Ones" of the DaO approach:

- i) *“One leader”*: intended to address compartmentalization and dispersion by creating an enhanced framework of vertical and horizontal mutual accountabilities between the RC and members of the UNCT behind commonly agreed results, and from the UNCT to respective agency headquarters, regional directors’ team and the UNDG;
- ii) *“One programme”* to enhance a more cohesive, strategic programmatic contribution, capitalizing on the inherent capacities of the entire UN system with better opportunities for all agencies to contribute, producing better quality and impact. Also better synergies and complementarities between the operational activities for development and broader UN system mandates, in particular normative agendas of UN agencies and protection and promotion of human rights; as well as emergency and humanitarian operations;
- iii) *One common budgetary framework* incl. a *“One Fund”* to provide a more predictable resource base allowing UN agencies to better plan medium- to long-term programming and more equitable access to funding for agencies in line with national priorities;
- iv) *One common set of operational procedures*: intended to enhance efficiency and responsiveness by streamlining and rationalizing procedures, reducing duplication and achieving cost-effectiveness through joint operations and economies of scale;
- v) *“Communicating as One”* (former *“One voice”*): more effective and cohesive communications and advocacy platform with the UNDAF / One Programme Action Plan’s database system integrating the different activities of UN system agencies.

-b. Leveraging partnerships with civil society/private sector/local government/parliament/national human rights institutions/gender equality advocates/international development partners) to improve performance? Were UN programmes coordinated with/complementing/ implemented in parallel with partners’ programmes to achieve greater impact and improved results? To what extent was the “active, free, and meaningful” participation of all stakeholders (in particular vulnerable groups including women and girls) ensured in the UNDAF process?

-c. Mainstreaming of South-South and triangular cooperation in UN Cabo Verde programmes as called for by the Nairobi Outcome Document and relevant decisions of the High-level Committee on South-South Cooperation and resolutions of the General Assembly.

-d. Risk analysis: Did UN Cabo Verde take appropriate actions to ensure that results to which it contributed to are not at risk of being negatively impacted on by various vectors/variables that might not be preventable, but could be mitigated? How systematically were risk analyses undertaken, at what level?

-e. Responsiveness: how adequately did the UNCT during planning and implementation of the UNDAF respond to changes in national priorities and to additional requests from national counterparts, as well as to shifts caused by major external factors and evolving country context? Did the UNCT take specific steps to review and update the underlying situation analysis for the UNDAF to take account of major new developments: political, emergencies, in the national economy, changes in the composition and policies of development partners?

-f. UNDAF Governance Structure: did the UNDAF governance structure promote or challenge delivery, with reference to the internal Division of Labour and GoCV Dialogue Structure? Could results groups be better defined and operationalized in future? To what extent did the cluster structure enhance synergies and collaboration between PUNs and between programmes within the cluster?

-g. Strategic pitch: were individual programme outcomes, and the UNDAF as a whole, pitched at the right strategic angle to achieve wider impact and significantly impact on national level goals? Does the inclusiveness of the 12 programme outcomes impede or enhance the UN’s contribution?

-The evaluation factored in that the DaO modality is interwoven with the programme outcomes, and with programming and implementation overall. Together with the assessment of programme performance, these dimensions lead to the core of the evaluation: findings and recommendations regarding the added value and opportunity-costs of the DaO approach under the UNDAF / One Programme Action Plan in identifying what worked and what didn’t, and why. The assessment of the DaO/Governance dimensions through the application of the evidence-based methods and tools outlined in Annex 4 was geared towards testing key issues in DaO, namely:

- 1) Depending on availability of readily accessible data, quantitative analysis of DaO performance dimensions;

- 2) A DaO evaluation matrix and set of semi-structured interview guidelines, corresponding to the programme-related interview guide (including the cross-cutting issues) to explore relevance, effectiveness, efficiency, sustainability of BOS-related outcomes (ITC, Human Resources, Procurement, Admin/Finance/HACT), as umbrella indicators for DaO;
- 3) In respect of the Management and Accountability Framework for the functioning of the RC System, which pertains to the DaO concept of One Leader, the evaluation assessed progress in strengthening horizontal and vertical accountabilities (between, respectively, the RC and UNCT, and between the RC & UNCT and agency structures/UNDG), including conflict resolution mechanisms;
- 4) In addressing the governance structure of the UNDAF, which is central to the DaO concept of One Leader, the evaluation gauged the functionality and effectiveness of current arrangements.

-The UN programming principles of gender equality, human rights-based approach, RBM, capacity building and environmental sustainability are cross-cutting issues applying to all programmes. The UNDAF's governance structure comprises of separate individual joint working group mechanisms for RBM/M&E, Gender Equality and Women's Empowerment and Human Rights etc. as these principles also extend to the DaO governance and management-related aspects of the UNDAF. In contrast to the principle of capacity building which is mainstreamed throughout the UNDAF without a particular WG in the UNDAF's governance organigramme, environmental issues are addressed through a full-fledged thematic Programme Axis or Results Pillar WG within a thematic cluster with particular thematic outcomes in the UNDAF architecture.

2. Review against Evaluation Criteria

2.1 The UNDAF's Relevance

-The UNDAF's pillars and outcome/output results chains score high marks in terms of general relevance in that they all contribute to and thus support national priorities as highlighted in the DECRP.

-In terms of overall alignment with the national development strategy the One Programme's pillars, while following an organizational approach that differs from the logic used in the NDS design, are all plugged into axes of the NDS (DECRP):

- Pillar 1 ("Inclusive growth and poverty reduction") contributed to the 2nd DECRP axis, "Human Capital Development", as well as the 4th DECRP axis, "Strengthening the private sector", while also providing some support to the 5th DECRP axis focusing on the mobilization of the diaspora and migratory issues ("Global Nation");
- Pillar no. 2 ("Consolidation of institutions, democracy and citizenship") contributed to DECRP axes no. 1 ("Infrastructure Development"), 3 ("Reducing inequalities and disparities") and 4 ("Strengthening the private sector");
- Pillar 3 ("Reducing inequalities and disparities") at least indirectly contributed to the DECRP's first axis, "Infrastructure development" while the bulk of its activities aligned with the 2nd DECRP axis, "Human Capital Development";
- The 4th UNDAF pillar, viz. "Environmental sustainability and climate change adaptation" also at least indirectly contributed to the 4th DECRP axis, "Strengthening the private sector" through promoting the use of renewable energies at institutional and household level while its policy centered interventions supported the environmental sub-component of the third DECRP axis, "Good Governance". Mainly, though, through its renewable energy element it contributed to the DECRP's first axis, "Infrastructure development";
- Whereas pillar no. 4 focused on environmental issues such as wildlife conservation and protection of bio-diversity, renewable energies and resilience of livelihoods, the DECRP document refers to environmental issues under its first axis (Infrastructure) and its third axis ("Good Governance").

-Regarding overall UNDAF One Programme alignment vis-à-vis the DECRP's pillar logic, the following picture emerges:

- The DECRP's first axis, "Infrastructure development", was supported through activities under UNDAF Pillar 4 ("Environmental sustainability and climate change adaptation") including renewable energy-related UNDAF support.

- The 2nd DECRP axis, “Human Capital Development”, was supported by One Programme pillar 3 (“Reducing inequalities and disparities”), as well as technical and professional training support via UNDAF pillar 1. -While one of the four One Programme pillar’s, namely pillar no. 4, focused on environmental issues such as wildlife conservation and protection of bio-diversity, renewable energies and resilience of livelihoods, the DECRP document refers to environmental issues under its third pillar, i.e. the Good Governance axis (beach protection etc.) and the infrastructure axis (axis no. 1), as sub-component of bolstering the tourism industry.
- The 3rd DECRP axis, “Good Governance”, shows great overlap with the UNDAF pillar no. 2 (“Consolidation of institutions, democracy and citizenship”) but also covered aspects of pillar 4.
- The 4th DECRP axis, “Strengthening the private sector”, was contributed to via the 1st UNDAF pillar (“Inclusive growth and poverty reduction”).
- The UNDAF put a much higher strategic weight on environmental issues than did the DECRP and in that respect was more progressive.
- Finally, some relatively minor support to DECRP axis no. 5 (“Global Nation”), designed mainly to harness the economic potential of the diaspora, was channeled through UNDAF pillars 1 and 2.

-The HRBA and gender dimension both across the various pillars and through dedicated activities such as UPR support under Pillar 2 and women’s rights support under Pillar 2 and 3. Pillar 1’s outcome 1 specifically targets the most vulnerable populations through policies and national programs for poverty reduction and economic development. Moreover, UNDAF Pillar 3’s design squarely addresses the needs of vulnerable, marginalized and disenfranchised women and men of all ages, young people, boys and girls and most vulnerable groups in the country. Even the “hard” anti-crime components under Outcome 2 are systematically integrated with rights-based, “soft” activities so as to ensure a proportionally-balanced crime and drug reduction programme targeting both the demand and supply side. This approach, which aims to socially and economically reintegrate drug users through vocational training etc. constitutes a paradigm shift in that it treats the dependency as a disease and the addicted as victims rather than simply and exclusively putting the blame on the drug consumers.

-During the UNDAF cycle, specific technical analyses were applied towards identifying underlying challenges, causes and barriers both as pillar activities linked to specific Outcomes of the UNDAF programme as well as internally, examining internal UN processes (e.g., through the gender marker/score card exercise). In terms of the evaluation criteria, the mainstreaming of the gender and human rights based dimensions across the UNDAF was greatly beneficial for the UNDAF’s inclusiveness and thus relevance, but also other dimensions incl. effectiveness and sustainability.

2.2 Achievement of Results – The UNDAF’s Effectiveness & Impact

-In the following paragraphs, the performance against available high level UNDAF indicators (at the outcome and impact level) is discussed within the limits of what was technically feasible in the absence of targets. Therefore, the analysis is mainly descriptive. In some cases, reference is being made to MDG targets which are pitched at the top-most national level and to which the UNDAF made direct or indirect contributions.

UNDAF Pillar 1: “Inclusive growth and poverty reduction”

UNDAF Pillar 1 / Impact Level

-At the level of impact indicators for Pillar 1, such as poverty measures, the data required to discuss overall national development trends (and the One Programme’s contribution to such trends) will only become available in November 2016. (Most recent data which is from 2007 was deemed outdated and is hence not provided, here.)

-Among the set of Pillar 1 impact indicators only one showed both baseline and recent data: While the national level showed steady but relatively unspectacular growth (average of 2.2% for 2011-2013) which is neither clearly outpacing population growth nor inflation, the Gross Domestic Product (GDP) at the island level indicated a negative trend for Maio/Fogo from 2012-2014, whereas other islands had mixed results. The most extreme cases were Boa Vista with +22.3% in 2012/2013 and 0% in 2013/2014, yielding a two-year average of 11%; and Brava, experiencing a slump of -9.1% in 2012/2013 and -1.9% in 2013/2014, averaging at -5.5%). This hints at inter-island disparities that might actually

further get exacerbated through the specific economic profiles of the various islands. The next UNDAF would be well advised to build a related analytical lens into its needs assessment during the planning stages for the next programme. Likewise, the actual programme structure and delivery mechanisms could show a higher level of island (cluster)-specific features.

-The tertiary sector of the national economy, also referred to as the “service sector”, includes tourism-related businesses, ITC/telecommunications, commercial and trading activities of all kinds. It still absorbs the majority of the workforce while the agricultural sector (agriculture, forestry, livestock) occupies 12% of the total employed population. The informal sector, which employed only 18% of the population in 2009 remains the most important source of new jobs. Two key factors of the economy, tourism and remittances, are very much dependent on the global financial climate. Here, not much has changed between the situation five years ago and the current challenges. Mobilizing the diaspora as a resource (beyond remittances) for business contacts, a skills base of expertise and qualifications acquired abroad etc. has already started but could probably be further strengthened. In this regard, the UN might have a clear comparative advantage through its global network and presence in most locations that also harbour parts of the nation’s diaspora.

-Available data concerning poverty incidence patterns date from 2007. Nevertheless, the marked discrepancy between rural and urban poverty, while it will surely have lessened, is still remaining. Hence, overall national and UNDAF efforts will have reduced overall incidence as well as gender and rural/urban gaps. Nevertheless, it can be safely assumed that the relative poverty gap between rural female-headed households (48.1%) and urban male-headed households areas (in 2007, 48.1% vs. 8.5%, respectively) is still very much a reality that is on the national development agenda.

UNDAF Pillar 1 - Results Discussion

-Overall, pillar 1 achieved quite good marks across the board in terms of reaching outcomes and outputs (cf. annexes 8 and 9 for the detailed data and related detailed analysis). Among its 3 outcomes, the first two outcomes were largely on track in looking at the performance against output level indicators by August 2016.

-Under Outcome 1.1 “Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit”, activities were structured along three lower level results which can be roughly subsumed as follows: a. supporting the integration of Cabo Verde into the international trade system; b. institutional capacity building for evidence-based policies and strategies to improve the industrial and economic performance and promote entrepreneurship and investment for an inclusive growth; c. analytical and design support to promote sustainable financing of the social sector and poverty/vulnerability reduction, with particular attention to women and children. The strong focus on socio-economic human rights in support of the vulnerable and marginalized to sustainably overcome poverty as befits an MIC is evident throughout the pillar design.

-Available data shows a promising foreign investment trend, in that the relative proportion of investments against the GDP slightly increased from 5.5% to 5.7%, which implies that investments grew at an even slightly higher rate than the GDP, as such. This makes sense in view of Cabo Verde’s progress in terms of its business environment’s international competitiveness: the World Bank’s “Ease of Doing Business” index ranked Cabo Verde in position 121, in 2015, which is a solid improvement with regard to the country’s rankings in 2011 (146) and 2012 (132).

-In terms of the employed work force’s coverage by a social protection regime, the task at hand remains similar to the situation in 2011 and 2012. While in 2011, 37.1% (37.1% for men and 37% of the women) enjoyed social coverage, the situation in 2012 was actually slightly worse in that a total of 34.8% (36.8% among men and 32.4% of the women) had social coverage, whereas data for 2015 (35.9% in total as well as by gender), shows only a marginal increase compared with 2012 data but is actually lower than 2011.

-Under Outcome 1.2 “The private sector, especially SMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor”, output-level activities were geared towards a. supporting SME access to enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management; b. ensuring that private sector companies, esp.

SMEs, are in compliance with international standards for increased competitiveness and market access; and c. introducing innovative agribusiness value chains and related best practices to improve productivity and nutritional safety.

-There is empirical evidence that SMEs reacted positively to the services offered, in that while in 2012 only 122 project promoters requested “minimum package” support to set up or promote their business idea, in 2015 this figure had increased to a combined total of 798 total (i.e., another 676 projects had received support over a period of 3 years, averaging at more than 200 per year). Moreover, according to ADEI, 41% of the projects submitted in 2015 actually received financial support.

-Under Outcome 1.3 “The most vulnerable populations, particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity”, outputs were designed to support the government and national actors in designing employment strategies and operational tools including decent labor aspects; and to build capacities in view of enhanced entrepreneurship at various education levels, with a strong focus on women and children, for an entrepreneurial society. The thrust of these activities, namely ensuring an equitable participation of the large proportions of namely rural women in remunerated activities, be it in the informal sector, will remain an eminent challenge for years to come well beyond the next UNDAF cycle. This being said, further UN support in this area would very much remain pertinent, provided the comparative advantage is assured beyond the policy-related aspects. In terms of running actual employment schemes beyond the upscaling of UN pilot schemes, other development partners might actually be better placed than the UN to support the GoCV.

-While in 1990, under the socialist regime, the employment rate stood at 74.6%, following the shift to a capitalist market economy overall employment levels decreased significantly. Nevertheless, in spite of recent shocks endured by the global economy, 2014 employment levels of 48.8% were closing in on the 2015 MDG target of 53% (source: INE-IMC). Nevertheless, even if the target was to be reached soon, there’d still be close to 50% of the physically eligible and capable work force running idle, which is a considerable under-utilization of the potential economic capacity. For the time being, this work force is either operating in the realm of non-remunerated household level activities, subsistence farming, surviving in dependency patterns relying on support from family or social networks, or keeps “beneath the radar” in the illicit shadow economy (incl. crime-related activities). Engaging at least part of this missing half of the work force in gainful activities would greatly benefit the national economy.

-According to the 2010 census, the total resident population stood at 491,875 inhabitants (518,467 based on projections for 2014), 54% of which were youth (children and adolescents) under the age of 24 years. Annual population growth can be estimated to currently stand at slightly above 1.0% (in 2010, it reached 1.2%). Integrating the entire youth into the formal work force will be impossible, hence the importance of enhancing opportunities to set up micro- or mini-businesses. Ramping up related financial services and strategic orientation is the logical next step following the promotion of an entrepreneurial society through sensitization and education-related activities. Long-term social stability will ride on the GoCV’s ability to ensure an amenable environment for gainful (mostly self-)employment, or, as minimum requirement, at least useful activities and social engagement of the country’s youth. Key indicators in the realm of governance (electoral participation, civic engagement, crime rate, drug abuse, GBV, under-age pregnancies etc.) are all linked to the above.

-While urban female unemployment rates stood at 29.4% in 2011, they had improved to 26.1%, in 2015. However, the situation in rural areas actually worsened from 44.1% female unemployment in 2011, to 53.5% four years later. Among youth aged from 15-34, the situation worsened across the board from 2011 to 2015 both in urban areas (from 15.3% to 18.6% unemployed) and rural areas (from 24.4% to 29.6%).

-In 2011, self-employed women accounted for 18.7% in urban and 11.1% in rural areas. The figure for urban self-employment among women had decreased to 12.4% by 2015, whereas in rural areas it had withered to 7.8%. Among 15-24 year old youth, the incidence of self-employment decreased from 40.7% in 2011 to 36.1% in urban areas (20.3%/2011 to 16% in rural areas), whereas the share decreased for the wider bracket of 15-34 year old youths from 27.4%/2011 to 21.3%/2015 in urban and from 17.4%/2011 to 13.6%/2015, in rural areas. While in urban areas, a fair share of the formerly self-employed will likely have been soaked up by the formal or informal sector and thus left the self-employment status towards “regular employment”, the decrease in rural self-employed women might be partially explained by the phenomenon urbanization. Also, a fair number of women and youth might have simply given up self-employed activities, become part of the non-remunerated realm of the economy, or migrated.

-Key output indicator tables and related more detailed analytical discussions can be found under annexes 8 and 9, respectively.

Pillar 2: “Consolidation of institutions, democracy and citizenship”

UNDAF Pillar 2 / Impact Level

-The main factors contributing to the on-going positive transformation and development process of Cabo Verde are good governance, strong democratic institutions, transparent and participatory electoral processes and free media. In March 2016, high-stakes legislative elections were peacefully held resulting in an alternation of power from the party of the erstwhile revolutionary movement to the long-standing opposition party.

-Thus, Cabo Verde kept up its tradition of peaceful and credible elections, without any major incidents or outbreaks of violence being reported. Abstention rates, however, stood at around 34%, which was considerably higher than in the 2011 legislative elections where abstention rates, while still quite considerable at 23%, were 11% lower. At the time of the evaluation’s in-country phase, Cabo Verde was preparing for the presidential and municipal elections, planned for autumn 2016.

-In the area of democratic governance, the proportion of female law makers increased from 20.8% (15 female members of parliament among a total of 72) in 2012, to 23.6% (17/72) in 2016. With continuous sensitization efforts by the UN, the female share can be expected to further increase over the years to lessen the gap in terms of gender equality in the first chamber and elevate Cabo Verde to the likes of such countries as Angola, where 36.8% of parliamentarians were female in 2016; or Mozambique (39.6%), Namibia (41.3%), South Africa (41.8%), Senegal (42.3%), Seychelles (43.8%).

-The UN’s support to the GoCV in fighting corruption saw a considerable increase in suspicious financial operations being reported and investigated by the responsible Authorities: while in the window from March 2011 to February 2012 a total of 16 cases was reported leading to 13 cases in which proceedings were officially opened, in the timeframe of March 2015 to February 2016, in 21 of 23 cases the legal procedure was initiated. The increase in the absolute number of cases looked into (from 16 to 23, i.e. a 43.75% increase) and in the relative proportion of cases being opened (from 81.25% to 91.3%) point towards the successful strengthening of overall institutional ability and determination to fulfill its mandate, as well as improved skills of the manpower involved in the prosecution.

-Finally, it must be noted that great strides were made in the fight against drug trafficking and organized crime, evidenced by substantial drug seizures, prosecutions and convictions of drug traffickers and money-launderers. Subsequent menaces on the part of criminal elements which thereby tried to intimidate the rule of law and democratic institutions is an evidence of how hard organized crime was hit.

UNDAF Pillar 2 - Results Discussion

-The second UNDAF pillar has a convincing performance profile in that one of its outcomes has by and large been delivered, with the two others promising to reach most of its outputs. Overall, 9/13 outputs have been delivered with four others being largely on track. Three of five outputs under the second outcome and one among two outputs under the third outcome have not yet been fully delivered. Among the output indicators, 80% (33 of 41) have reached the respective target (incl. 5 over-achievers), with seven others not fully delivered and one not having advanced at all. (Cf. annexes 8 and 9 for detailed related data charts and narrative analysis.)

-The first outcome under this pillar (Outcome 2.1) was designed to render “national administrations and audit institutions (...) more efficient in terms of planning, implementation, monitoring and evaluation of equitable development”. It had a total of six outputs, namely: Output 2.1.1 - “The statistical system is provided with institutional and human capacities for the production and dissemination of socioeconomic disaggregated statistical data to help developing and feeding the M&E national system”; Output 2.1.2 - “Central and local institutions have increased institutional and human capacities for planning and resource affectation functions, in line with efficiency standards, including international standards”; Output 2.1.3 - “Internal and external public finance audit institutions are

strengthened to ensure transparency in public resources management, as part of the public finance reform program”; Output 2.1.4 – “Administrations have adequate technical capacities for the elaboration, implementation and monitoring of strategies and sectoral programs”; Output 2.1.5 – “Key democratic institutions are reinforced to consolidate the democratic system, with particular emphasis on Parliament reform, supporting electoral processes and promoting social dialogue”; and Output 2.1.6 – “National institutions for human rights and national actors are trained to promote, defend, protect human rights, including the submission of periodic M&E reports on the implementation of conventions and international treaties ratified by Cape Verde”.

-Among the top-level achievements crowning the UN support under this outcome, it can be noted that a high-level comprehensive report monitoring the progress against the Millennium Development Goals through sectorial strategies, including a complete set of disaggregated indicators, was produced in 2014 and further updated in 2015.

-Under Outcome 2.2 (“National institutions responsible for security and justice ensure increased security and citizen’s rights, especially for the most vulnerable groups”), the outputs were: 2.2.1 – “The legal framework for drugs and crime reduction is revised and in line with international conventions”; 2.2.2 – “The operational capacity of law enforcement agencies is strengthened for an effective prevention and fight against drug, organized crime, human and migrant trafficking, money laundering and terrorism”; 2.2.3 – “Government and civil society have the institutional capacities to contribute to effective drug and crime prevention”; 2.2.4 – “GBV institutions have enhanced capacity to judge in a fair, equitable and effective way”; 2.2.5 – “The Juvenile Justice system operates in accordance with international standards and national legal framework”.

-Results that could be registered under this outcome include an increase in the number of criminal cases that could be resolved, from 15% (11,156/73,622 cases) in the judicial year 2011/2012 to 22% (27,177/123,306) in 2014/2015. The striking increase in the absolute number of cases can be partially explained through carry-over and back-log of cases, as well as an increase in criminal cases being reported rather than the crime rate as such spectacularly flaring up. It can be further deduced from these numbers that the police as well as the judicial system became more engaged in prosecuting crime, which is an achievement that the UN contributed to.

-Further, a reintegration program for GBV perpetrators was institutionalized as an integrated regime within the Justice sector system, including the Ministry of Justice. Following the implementation of the GBV Act in 2011, it was noted that the total number of GBV cases in 2012-2013 corresponded to 6.5% of total cases. Justice sector statistics for the judicial year 2012-2013 indicate that the efficiency of the prosecution in the resolution of GBV crimes cases, is higher than the efficiency in solving other processes.

-In the judicial year 2014-2015, 2567 GBV cases were judged, whereas the number of cases brought to conclusion in 2011-2012 stood at a mere 936 cases. The increase in the number of sentences implies a considerable increase in the number of perpetrators prosecuted and brought to justice. Here, it is necessary to take into account that through the approval of the related law, GBV became a crime. Ever since, the number of cases reported and prosecuted increased substantially and this can be seen as a success since it is assumed that the number of actual transgressions is stable or even decreasing, whereas the proportion of actual transgressions that are being reported and prosecuted has dramatically increased.

-Thanks to UN support, at the time of the evaluation, 82% (18/22) of municipalities had a master plan ratified and under implementation that integrated the general security dimension as well as disaster risk reduction-related aspects, all the way down to detailed urban and localized plans. In addition, whereas in 2012 only 79 police staff had undergone a specific training in various fields, in 2015 a much higher number of 922 officers had received specialized training.

-Outcome 2.3 (“The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed”) comprised the following two outputs: Output 2.3.1 - “The capacity of civil society and the media are reinforced for their participation in the electoral process and in key national development processes, including monitoring of MDGs progress, international commitments on human rights, implementation of the DECRP and the State-citizen engagement is strengthened to achieve responsive governance and accountability”; and Output 2.3.2. – “Institutional capacities to ensure increased quality and citizens’ participation are strengthened, contributing among other to the recognition, expansion and consolidation of the national volunteering”.

-In terms of related transformative change, the proportion of women occupying leadership and decision making positions in the social, economic and political realm increased in some but not all areas, at the central and local levels as well as among civil society: E.g., whereas in 2011 50% of positions in the State's Executive branch were occupied by women, the share decreased to 25% by 2016. Likewise, the share of women among Chief Justices (at the Supreme Court) dropped from 3/7 or 43% in 2010, to 2/7 in 2016. However, the share of women among parliamentarians increased from 20,8% in 2012, to 23,6% in 2016. However, the share of female State Attorneys increased from 33% (9/27) in 2011 to 48% (22/46) in 2016, thereby increasing the absolute number of female prosecutors by almost 150% during the overall expansion of staff strength. This transformative change also explains the above-mentioned major shift in the justice sector's reactivity vis-à-vis GBV and related crime.

-Gender disparity remains a salient feature of Cabo Verde's social tissue, given the high proportion of female heads of families (48% in 2010) particularly among poor families (56%). Women are undoubtedly the primary care providers ensuring the livelihood of families. In the economic sphere, women represent 52.5% of informal workers and receive salaries amounting to roughly only half of those earned by men.

-Further under this outcome, it should be mentioned that the UN's support helped the country's civil society to produce a landmark report on women in the justice sector entitled "Relatório Mulheres Juristas - Convenção sobre direitos políticos e civis", and Handicap International's 2013 CEDAW Report.

Pillar 3: "Reducing inequalities and disparities"

UNDAF Pillar 3 / Impact Level

-The GINI index, a measure of wealth distribution and related inequities across the population, shows a negative evolution from 0.43 in 1998 to 0.47 for the most recent available data (i.e., in 2007), after peaking at 0.53 in 2002. This does not come as a surprise since the GoCV gradually moved from a left-wing oriented, socially inclusive political regime to a liberal, free market-oriented approach which widened the gap between the affluent and the poor.

-In 2015, average life expectancy at birth reached 75.7 years (79.9/f and 71.5/m) which indicates the trend for steady improvement vis-à-vis 2010 (74.5 total, 79.2/f and 69.7/m).

-The infant mortality rate decreased from 22.3 per thousand in 2012 to 20.3 per thousand in 2014, while the mortality rate for less than five year olds decreased from 26.3/1000 to 22.5/1000 over the same period. In 2009, neonatal mortality still accounted for 68% of infant mortality. While no more recent data was available it can be safely assumed that at least moderate progress could be registered ever since.

-Similarly, despite progress, the maternal mortality rate remains a matter for serious concern requiring additional action: The 2013 rate of 37.9 per 100 000 live births, while almost halving the 1994 MDG baseline of 70, was still a long shot away from the 2015 target of 17.3. Hence, in the absence of more recent data it must still be assumed that even by 2016 the related MDG target will not be reached; and this in spite of the percentage of births in the presence of qualified medical personnel had practically reached the MDG target of 95%, by 2012 (94%; as opposed to a mere 74,4% in 2007).

-The proportion of teenage mothers (under 19 years) stood at 23,9% in 2012 and improved to 18,2%, in 2014, whereas the birth rate among adolescents had already more or less reached the MDG target of 60/1000 (for 2015), prior to the beginning of the UNDAF cycle (62/1000, in 2010).

-The proportion of urban population living under precarious conditions in run-down housing infrastructure significantly decreased from 61.6% in 2000 to 43.2% in 2010, and 33% in 2014.

UNDAF Pillar 3 - Results Discussion

-Overall, progress against stipulated output level deliverables is largely on track in that two outputs have been achieved with three still not having reached their respective targets. Among the output indicators, nine have reached their target with five among them having even surpassed them in terms of progress and/or the time foreseen to reach them; and another seven not (yet) having reached the projected target but being mostly on track (cf. annexes 8 and 9 for data charts and related detailed narrative analysis). Gauging higher-level progress is difficult for outcomes 3.1 &

3.2 given the dearth of statistical data. The poor design of related indicators and absence of means of verification resulted in the impossibility of measuring higher-level progress.

-Outcome 3.1 (“National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies”) includes two outputs, namely: Output 3.1.1 – “Institutions’ capacities are strengthened for qualitative and quantitative information production highlighting the nature, extent, importance and distribution of social disparities and inequalities, in order to elaborate adequate policies (health, HIV-AIDS, education, employment, protection, justice, habitat and informal settlements)”; and Output 3.1.2 – “Key sectorial policies are reviewed to decrease inequalities, including gender inequalities, in compliance with Human Rights standards”.

-Institutional capacity to identify and reduce social disparities was strengthened by various means. The support provided by the UN included applied research studies on health sector financing to define appropriate policy responses in view of increasing the overall beneficiary population through a more transparent and reliable social pension allocation system.

-Thanks to UNDAF support the political, legal and institutional commitment to ensure the elimination of hazardous child labor was secured. Related international conventions and treaties were ratified and integrated into the State’s internal body of legal instruments. Along the same vein, a National Plan to combat child labor was approved by the Council of Ministers, and an official black list identifying and denouncing different types and profiles of hazardous work was validated and ratified by the National Assembly.

-According to the Constitution of the Republic each citizen is entitled to social coverage. While the UN provided support allowing to progress against this objective, major challenges remain since for the time being the system is not yet able to provide social coverage services on a universal scale. Available data shows a progress from 21.5% in 2005 to 37.7% in 2013 in coverage, which indicates that while the general trend is positive the vast majority of the population is still not being reached.

-Outcome 3.2 (“Centralized, decentralized and local Institutions provide equitable and qualitative services”) comprises of the three outputs 3.2.1 – “Institutional capacities are strengthened for quality services provision and promotion of intervention based on rights, in particular regarding health, education, justice and employment”, 3.2.2 – “Intersectoral response capacities are strengthened on rights to sexual and reproductive health, especially for women and young girls”, and 3.2.3 – “Institutional capacities of key actors are strengthened for a multisectoral response to STDs/HIV-AIDS, tuberculosis and drug abuse implemented, focusing on populations most at risk and vulnerable”.

-Technical and coordination-related support was provided by the UN in view of designing a National Health Pact. Other achievements in the public health sector included a sustained trend towards further decreasing the infant mortality and morbidity rates. For instance, while in 2010 the child mortality rate had stood at 22.9/1.000, it had been reduced to 20.3/1.000 by 2014. Furthermore, the UN provided technical support to design an HIV program to eliminate vertical mother-to-child HIV transmission. Finally, GBV-related knowledge and acting capacities for adapted responses to GBV cases in support GBV victims were strengthened through trainings for a large number of health professionals (122 in total, incl. 73 women and 49 men) from all the islands.

-In 2015, the design work to set up a pilot unit of an integrated one-stop center for drug users culminated in the ERID (Integrated Response Space for Drug Users) starting operations. The ERID experience demonstrates the importance of a people-centered, integrated community-based approach in terms of successfully improving treatment capacity as well as increasing access to cost-effective drug dependency treatment services within the country. Since ERID’s opening, there has been a strong increase in demand from drug users and their families for treatment services at ERID. In 2015, the ERID center provided services to 194 drug users, including 171 men and 23 women of which 16.6% were referred to therapeutical follow-up treatment. In addition to ERID, a psychosocial support space and the drug-free treatment unit were established and initiated operations at the Central Prison in Praia. Staff of the above-mentioned entities received skills upgrading training to provide professional residential treatment and outpatient services and are now also capable of applying advanced screening instruments and methods. In terms of related sensitization, several training sessions on Drug Community-Based Treatment and Care Services for Drug Users and on the One Stop Shop approach took place for around 70 NGOs and CBOs representatives. Other than training medical and counseling staff, specifically tailored trainings were conducted for community leaders and members of the anti-drug coalition to raise awareness among civil society about the importance of a comprehensive drug dependence treatment, and better

understanding of the relevance of integrated approach at community level. The development of further Community-based services for drug users guided by the UNODC-WHO Principles of Drug Dependence Treatment continues as per local priorities relevant to the Cabo Verdean context.

-Thanks to UN support, significant progress was made in view of reducing the threat of preventable diseases, thus securing the survival of children and reducing the risk of epidemics. Under the Enhanced Program on Immunization (EPI) the entire population of under the age of five years was immunized against diseases preventable by vaccination; these interventions have an impact on the lives of people, families, mothers and women, ensuring people's well-being. The sustainability of the Mass Vaccination Programme approach was ensured through inclusion into state budget.

-A national consensus was built on the need to further deepen decentralization to improve the living conditions of the populations.

-Outcome 3.3 ("The most vulnerable populations, particular youth and women, request and use quality service") had one single output, namely "Communities' capacities, especially of the most vulnerable, are enhanced around the adoption of essential practices promoting inclusive social development, participation and social ownership, and increase demand for essential social services".

-The proportion of the population with HIV-AIDS receiving related treatment stood at 58.9 % based on the figures of those registered by public health services in 2014. Here, it must be understood that the formulation of the indicator does not take into account the relative viral charge actually requiring treatment. Since not all of those infected reach and/or cross that critical threshold, but all that do require treatment receive it given the tight tracking and supervision the medical services provide, the figure actually shows that 6/10 of those infected have a viral charge requiring treatment. In conclusion, the services provided in this field are highly performing since providing universal coverage of those actually in need of treatment against the HIV-AIDS virus.

-The achievement rate of children beginning and ending primary education stood at at least 9/10 children for both boys and girls during the years of the UNDAF cycle, with a total rate of 96.2% in 2011, 91.2% in 2013 and 93.9% in 2014.

-The legal aid centers ("casas de direito") established with UN support are quite well known. A recent study looking into the general public's knowledge and usage of the legal aid center's services revealed that 40.9% of a total of 1.706 respondents knew about and had at least once approached one of the legal aid centers to seek advice or information. It should be noted that due to a lack of standardized data collection processes, there are no figures available about the absolute number of users of the legal aid centers, which means that in the following statistics quite a few double counts (i.e., the same person using one or different services more than once) likely occur. Nevertheless, a comparison of data for the past three years (2014 vs. 2015) shows an increasing uptake of the legal aid center's services, which implies that the popular knowledge about its existence as well as its popularity are growing: from 9.011 to 10.064 users, 5.471 vs. 6.314 consultations, 181 vs. 311 incidents of psychological counseling etc. While gender disaggregated figures are also not (yet) available, the centers started counting cases of GBV-related counseling provided, for which the figure reached 241 incidents in 2015.

Pillar 4: "Environmental sustainability and climate change adaptation"

UNDAF Pillar 4 / Impact Level

-Among the most resounding successes under Pillar 4 were the increase in national surfaces on land covered by vegetation, from 14.3% in 1990 to 22.4% in 2012 (national MDG target 25%) and the spectacular increase in the proportion of environmentally protected areas both on land and water, from 0.8% in 1990 to 19.5% of the national surface in 2013, well beyond the MDG target of 15%. While the general process of ramping up the zoning of protected areas has already started prior to the UNDAF in question, the further consolidation of the protected areas made major strides during the UNDAF's life cycle.

-Progress was achieved in ensuring that a maximum of the population has access to clean drinking water. Historically, whereas in 1990, 65.2% of the total population was using a safe water source, the coverage had increased to 90.5% and 91% by 2012 and 2014, respectively. The breakdown of the total figures between rural and urban environments indicates that it was the rural areas in particular that underwent massive strides in modernizing the water infrastructure, reaching 75.5% by 2012 and 76.6% by 2014, compared with 43.7% in 1990. What needs to be factored

in, here, is the constant growth of the cities while the relative share of the population living in the countryside decreased. Hence the amount of effort that needed to be put in in the urban areas not only to keep up the previous standards but actually increase the coverage with safe water sources from a pretty decent level of 92.8% in 1990 is belied by the relatively modest increase in the coverage rate. Likewise, the giant strides in relative coverage that were realized in rural environments took place in a context of a stagnating if not dwindling population, both in terms of relative and absolute numbers. Hence, the relative stagnation/decrease in the relative urban coverage rate from 2012 (99.1%) to 2014 (98.4%) is hiding massive efforts and absolute quantitative growth given the steady rapid influx of population from the rural hinterland to the cities. Since the growth in influx is outrunning the growth in putting in modern infrastructure, the relative coverage rate has slightly declined. This by no means indicates that no work has been carried out.

-The percentage of the population using improved sanitary installations underwent significant increases over time similar to the dynamics witnessed for the related indicator of access to clean drinking water, as shown by the related figures for 1990, 2012, and 2014: a. 1990: 24.5% total, 9.8% rural, 43.1% urban; b. 2012: 72.9% total, 53.9% rural, 83.9% urban; c. 2014: 73.9% total, 55.9% rural, 83.3% urban.

UNDAF Pillar 4 - Results Discussion

-One of the three outcomes of pillar 4 has achieved its targets whereas the two others haven't done so, yet. Four of the seven outputs have not yet been achieved, showing various degrees of advancement. Among the 25 output indicators, so far, 20 have achieved the final target (with three "over or early achievers") while the remaining five have not yet reached the projected target. While it is not impossible that at the end of the implementation cycle most outputs will finally have been by and large delivered in comparison to the other One Programme pillars, together with pillar 3 this is the pillar in which the most work still remains to be done.

-Outcome 4.1 ("Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level") consisted of three outputs, viz. Output 4.1.1 – "The legal and regulatory framework, which promotes sound governance and environmental management, is revised to include key principles of sustainability, inclusiveness, adaptation and mitigation to climate change, in line with international treaties"; Output 4.1.2 - "Central and local capacities strengthened for the elaboration, implementation and M&E of plans and strategies for environmental management and DRR sensitive to specific gender, youth and children's needs"; and Output 4.1.3: - "Capacity strengthened for the development and implementation of green growth strategies based on renewable energies, energetic efficiency and efficient use of resources for a development based on low carbon emissions and cleaner production".

-In terms of outcome level indicators, the number of policy documents at the NDS/PRSP level including various strategic sectors that had mainstreamed environmental sustainability, climate change and disaster risk reduction had increased from a baseline value of zero to four thanks to UN support during the UNDAF programme cycle. More specifically, a climate change vulnerability assessment was developed, environmental sustainability were mainstreamed into the UNDAF in support of the PRSP, a screening of the PRSP regarding risks and opportunities related to climate change was carried out, and the Municipal Development Plan of Maio Island was revised so as to integrate climate change.

-Thanks to UNDAF activities under the various outputs, the number of environmentally protected areas fully covered and thus protected by legal instruments rose from the complete absence of protected areas with legal instruments prior to the UNDAF cycle to all protected areas being covered and thus protected by legal instruments that were approved and gazzeted following an inclusive process of participatory validation of these legal instruments.

-The number of national reports related to the UN's environmental conventions and treaties that were produced in line with prescribed timelines increase from a baseline of two (1. UNFCCC, 2. UNCCD) to three (3. UNCBD) by 2015, with the "Inventory of Green Houses Gases - 3rd National Communication" to be submitted as Final Report to UNFCCC in 2017 following the submission of the 2nd National Communication to the UNFCCC secretariat in 2012, and the project approval and inception of the 3rd National Communication to UNFCCC in 2014.

-Outcome 4.2 (“Public institutions and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth”) had as single output “National institutions’ capacities enhanced to design and implement strategies and action plans for the conservation of natural resources and biodiversity, and the rehabilitation of habitats and critical eco-systems”.

-A major success under this outcome was the production of a landmark monitoring report on the quality of the environment (the PANA monitoring report) published in 2016.

-A critical achievement with long-lasting positive consequences was that the long-standing conflict between were formerly competing interests, namely the development of the tourism industry and the protection of critical natural habitats and bio-diversity, could be reconciled through sustained sensitization, knowledge transfer, and strategic support provided by the UN during the UNDAF period.

-The capacity of national environmental institutions to design and implement strategies and action plans led to the final result mentioned further above, namely the zoning or delimitation of protected natural areas and the subsequent legalization of the related rules and regulations and the enforcement of said relementation regime.

-Activities under this output had a beneficial effect on the conservation of marine and terrestrial biodiversity, not least by eliminating invasive and predatory species alien to the habitat that were threatening to disturb or destroy the natural equilibrium between the indigenous species. Furthermore, there has been a national appropriation of the integrated environmental management approach.

-Pillar 4’s third and final outcome (“Local communities and civil society have increased environmental advocacy capacity and develop, implement and evaluate community-based projects for sustainable management of natural resources”) consisted of three outputs, namely Output 4.3.1 – “Socio-economic empowerment of vulnerable populations, especially women and young, is enhanced through the promotion of innovative practices aiming for sustainable management of natural resources”; Output 4.3.2 – “Local communities are better prepared and more resilient to deal with natural disasters and the effects of climate change”; and Output 4.3.3 – “Civil society’s advocacy capacity is strengthened for a sustainable management of natural resources at community and national level”.

-Under this outcome, public policies were designed that were specifically aimed at mobilizing the participation of local communities, by building their knowledge and skills, including their capacity to elaborate projects and mobilize resources. This led to local advisory councils being capacitated to ensure a participatory approach to natural resource management, resulting in an effective and dynamic involvement of communities in decision-making and management of local natural resources. CSOs were empowered to independently take on environmental management responsibilities and a small grants funding window for community associations and NGOs was established in order to promote environmental education in view of sustainably implementing a number of conservation projects. The inclusion of local collectivities resulted in their respective appropriation and dissemination of environmental themes among the local populace, business communities etc. which was indispensable to ensure the conservation and protection agenda.

2.3 Efficiency and Sustainability

-Under 10 of the 12 UNDAF Outcomes, explicit reference is made at outcome and/or output statement level to the promotion of human rights or the protection of vulnerable groups including women and youth. While 3 outcome statements include specific related reference, some 40% (14/34) of output statements make reference to human rights protection or an anti-poverty approach, e.g. “poverty/vulnerability reduction, with particular attention to women and children” (Output 1.1.3), “focusing on populations most at risk and vulnerable” (Output 3.2.3); “empowerment of vulnerable populations, especially women and young” (Output 4.3.1). While exact financial figures are not available, related financial allocations against these respective outcomes and outputs will have underpinned the high relevance the anti-poverty approach received.

-While the entire pillar 3 is basically dedicated to developing an enabling environment (including capacities of rights holders and duty bearers), the first and second outcomes of pillars 1 and 3, in particular, are also at least indirectly aiming at enacting institutional changes in view of advancing Human Rights and Gender Equality issues. Given the exposure of, in particular, the most destitute population in rural areas to climate change-induced natural hazards, the

entire pillar 4 is indirectly taking into account the most vulnerable population's interests, not least through its DRR component.

-Despite progress in several development indicators, such as, most notably, in the areas of education and health, Cabo Verde is a country still under-going a socio-economic transition, currently facing a dual challenge of concomitantly consolidating gains so far achieved, on the one hand, and realizing a qualitative leap forward, pursuing an equitable, integrated and sustainable development model, on the other. To this one can add the recent political transition of a new government in power, as well as the advent of the SDG paradigm that has already been adopted as meta-goal structure, by the Authorities. From a vantage point of sustainable continuation of the work carried out under the current UNDAF cycle, the following paragraphs describe in more detail the respective situational evolution including continuous salient long-term trends and remaining key challenges in the areas addressed by the current UNDAF cycle's four pillars.

2.4 Conclusive Remarks

-At the level of impact indicators including MDG measures, overall, one can identify a general positive thrust across UNDAF pillars. Given the relative scarcity of data sources for outcome indicators, it is difficult to pin down specific representative trends or patterns that would allow a cross-pillar comparative analysis at outcome level.

-Overall, the analysis of performance indicators at the level of lower level results indicators shows good progress as far as advancement against initially fixed output targets is concerned. "Over achieving" performances at output level occurred evenly across all pillars and most outcomes and outputs and more specifically, among output indicators across all 3 outcome areas of pillar 1, 2/3 of pillar 2 and 3 outcomes, and 1/3 of outcomes under pillar 4; and across one or several indicators against 5 outputs of pillars 1 and 2, 3 outputs of pillar 3, and 2 outputs of pillar 4.

-Only two output measures (in two different pillars) show inadequate advancement, whereas the overall spread of final targets having already been met versus adequate advancement, or progress being on track vis-à-vis the intended final goal, already stood at more than 70% (75 output indicators had achieved the respective target) at the time of the evaluation's data collection, with roughly 18 months remaining until the end of the UNDAF period (6 not counting the no-cost extension). This implies that most if not all targets initially set will actually be reached within the UNDAF cycle.

-The distribution of outputs that exclusively or largely show aggregate indicator patterns of "final target achieved" vs. "target not yet achieved but underway" is as follows: pillar 1 = 5 vs. 3, pillar 2 = 9 vs. 4, pillar 3 = 2 vs. 3, and pillar 4 = 2 vs. 4. At the outcome level, eight out of twelve UNDAF One Programme outcomes are largely on track, overall; while three outcomes have already successfully attained their respective aggregate output targets. One out of twelve outcomes could not be informed due to activities having been re-allocated to another pillar.

-For a detailed review of progress so far realized against the various output indicators, the reader is referred to annex 9 that includes detailed narrative analysis of key activities, events and processes, at the lower results level of UNDAF outputs. The related annex 8 includes both i. a quick snap-shot traffic light matrix (without detailed account of activities and achievements against indicators) as well as ii. a detailed output matrix (incl. activities/achievements).¹

-Major outlook-related conclusions in view of sustainably carrying through with strategic initiatives and addressing continuous or emergent challenges comprise:

a. Areas and issues currently addressed by *Pillar 1/Inclusive growth and poverty reduction*:

¹ For both the snapshot and the detailed matrix, in applying evidence-based traffic light colour coding, the background colour green was used for targets that have been reached or surpassed by actual achievements, while orange signifies that the final target has not been met but activities are largely on track, with red signaling serious delays or no activities. Red bold font against green background signals over-achievement in that the planned target was surpassed (e.g., number of studies or events actually planned exceeded etc.). Grey colour coding was applied for activities and respective indicators originally listed as discreet items that at some point were moved towards another outcome or pillar and thus became obsolete.

-Empirical data available (incl. Detailed Output level data/cf. Annex 8 and related detailed discussion of said data, in Annex 9) suggests that continuous UN support under the next UNDAF cycle would make sense under the following areas (listed as national priorities under the now ending DECRP cycle which was supported through pillar 1): The promotion and strengthening of the private sector; the competitiveness of domestic services at the international level; the development of rural areas linked to sustainable food production; and the strengthening of the public institutional framework for strengthening the coordination of implementing social protection policies.

-Structural inequities and disparities persist across the gender divide and the integration of youth and women, in particular in rural areas, remain a clear challenge that needs to be addressed. Further, there is a real risk of driving part of the work force into precarious arrangements if self-employment is not embedded into an overall strategic framework to counter the development of a second-class economy of (informal) self-employment, and a related second-class citizenry. Decent work and social protection schemes for those employed in the public or private sector remain necessary, but if the informal sector and those self-employed are forgotten, the overall rift between those having a job and those without a "real" job will widen. As can be witnessed not only in MICs but also many economically developed countries, there might be potential repercussions well beyond the economic sphere if perceived and real disenfranchisement were to result in the disenfranchised (youth) reacting violently to such inequities.

-The country's commitment under the World Trade Organization (WTO) and the special partnership with the EU and its increasing integration into the global economy, both important prospective engines of growth and development, require increased competitiveness and capabilities for innovation that would necessarily be involving structural changes. The challenge here consists in turning potential comparative advantages into a real competitive edge, which can require spending more on research and development and less on salaries, while maintaining an adequate level of public resources to support community services. However, in the present context of increased international competitiveness and rapid reduction of fiscal space, many short and medium-term challenges remain, including; i) further development of tourism as an inclusive and sustainable wealth generator; ii) prudent management of debt; iii) improving the contribution of agriculture to growth; iv) domestic resource mobilization (human and financial) but also from the Diaspora; vi) the expansion of the productive base in order to limit dependence and; v) promoting investment to date closely related to the tourism sector.

b. Areas and issues currently addressed by Pillar 2/Consolidation of institutions, democracy and citizenship:

-The country's ambitious transformation agenda foresees to build a dynamic economy where a. growth can be sustained, b. the private sector is innovative, competitive and creating jobs, and c. regulatory institutions are strengthened. The authorities are currently engaged in an on-going national reform program to address gaps in capacity remaining in the public administration. Here, the UN would be well placed to provide related overall strategic guidance and technical, managerial support through its specialized agencies.

-Issues related to migration including but not limited to refugees will likely keep growing as a national as well as regional challenge that will require coordinated holistic policy responses. Other than policies, related capacity, systems and skills will also need to be established and fostered. The UN family has comparative advantages in these areas that the GoCV might rely upon over the coming years.

-Likewise, international crime and trafficking (drugs, arms, modern slave trade, selling children, organ trade etc.) are inter-linked phenomena driven by transnational criminal networks. The UN can provide substantive technical inputs in these areas, particularly when it comes to related "soft" components such as coordination, policy, capacity building support, crime prevention-related sensitization of the population etc.

-In extrapolating from current national priorities related to Pillar 2 the following goals in which the UN has specific expertise and can boast of comparative advantages, will likely be on the policy agenda over the coming years: i. creating an enabling environment for more inclusive popular participation in the country's development dynamics; ii. building a modern knowledge society based on technological innovation and integrated governance; iii. improvement of the regulation, supervision, quality and effectiveness of justice, including legal assurances and guarantees of private sector economic transactions; iv. improvement of the business climate to boost the creation of sustainable jobs in the private sector; v. modernizing public administration including but not limited to establishing a fully functional system of integrated human resource management and the sustainable qualification of human resources;; vi. sustainable territorial development, inclusive and promoting equity, competitiveness and intergenerational solidarity.

c. Areas and issues currently addressed by *Pillar 3/Reducing inequalities and disparities*:

-The achievement rate of children beginning and ending primary education seems to indicate a negative trend for girls over the past few years. For the period 2011 to 2014 the available statistical data – M 94.3% vs. F 98.3% (2011); M 92.7% vs. F 89.8% (2013); M 97.2% vs. F 90.5% (2014) – shows a significant gap opening up at the expense of the girls' relative success rate (of those beginning the primary cycle), declining by 7.9 points from 2011 to 2014 whereas the respective boys' graduation rate increased by 2.9 points. This might warrant to be further looked into to rule out that the figures are indicating a development trend that would require being addressed through sustained interventions at the policy level.

-For public service provision such as through legal aid centers, it is of crucial importance to enhance the data collection procedures. For time being, double counting of the same individuals using the services provided several times is part of the statistics. While the general number of consultations including multiple users is in itself a valid indicator, it should also be possible to generate statistics about the number of individual users, the average number of consultations across which kind of services per user, the "entry point" service and potential patterns in using several different services by the "typical user" etc. Hence, it is suggested to upgrade the statistical systems in these centers. If the principle of anonymity needs to be applied for a number of counseling services, double counting could still be avoided (for instance, by assigning unique user codes and issuing non-name user cards bearing that code) to individuals approaching the center.

-There is an interesting trend hidden in the tracking data for the legal aid centers, though: While in 2014, 643 mediations led to 533 agreements that resolved the related issue or conflict, in 2015 there were 305 brokered agreements for 764 cases. In the first quarter alone of 2016, there were 404 cases (of which 194 had been resolved within that timeframe with others likely going to be resolved in the following months). It can thus be surmised that the absolute number of cases will easily surpass 1,000 by the end of 2016, and might actually double the number of cases mediated two years earlier. The relative yearly success rate in brokering an agreement (83% in 2014 vs. 40% in 2015 vs. 48% for Q1/2016) might be an imperfect measure in that one can assume that for an irregular number of cases, agreements cannot be immediately reached but might require successive follow-up sessions or just some time for parties involved to think things through before they ultimately agree to the proposed, mediated solution; which might lead to the yearly limit being overrun. The gist of the statistics presented here is that the mediation services are proving to be a major success that could ease the burden on the formal court system quite significantly. This being said not all of the cases being brought forward to the low-threshold, low cost legal aid services would normally even end up being submitted to the formal court system. But even in this respect this should be a welcome development since, rather than introducing a second-class justice system for the poor, the mediation services are likely to act as catalysts capable of effectively addressing existing grievances, be it at a relative low scale. Nevertheless, such "petty" grievances (often between neighbours, colleagues, former friends etc.) have a very real socio-psychological and probably also quite often economic cost. In this respect, the legal aid center's mediation services are likely having an impact on strengthening the degree of social cohesion and intra-communal peace.

-By 2014, 98.4% of the population living in urban areas had access to modern drinking water. While the long-term trend remains positive comparing historical data with the current figures, this almost perfect score still marks a decline vis-à-vis the 99.1% that had been reached two years earlier. Hence, there is need to be vigilant and keep up with the pressure exerted on the housing and WASH infrastructure by individuals leaving the countryside in search of jobs in order to avoid sliding backwards in urban environments, while at the same time steadily enhancing conditions in the country-side.

-In general, the challenge of reducing the gap between living standards in the rural and urban areas needs to take into account that the phenomenon of urbanization is increasing the pressure on meeting and maintaining acceptable living conditions in the urban areas. Whereas in rural areas, the population stagnated between 1990 and 2010 (190.892 vs. 188.010, which translates into a slight decline of -1.5%), the urban population increased from 341.491 to 491.683 (+44%). At 56% in 1990, the share of the rural population was still well above 50%, some 25 years ago. By 2010, the relative share had decreased to 38%. In all likelihood, the relative share of the rural population will dwindle to a mere third of the population very soon, unless this landmark has already been reached in the recent past. This means that the people of the "poor and backward" country-side brought along their needs and requirements when migrating to urban centres, thereby putting (additional) pressure on the cities' infrastructure and related efforts to ensure

urban growth and modernization. Hence, whereas the traditional challenge was to ensure that the rural areas were not falling too much behind, one can project that over the coming years the challenges of governing constantly growing cities will require more attention. In terms of infrastructure-related challenges, the issues to be addressed concern decent housing, access to safe drinking water, electricity, transport, waste management, energy etc. Similarly, social and public services of comparable quality meeting minimum standards will need to be provided to and within all neighbourhoods, including those of the less and non-affluent, and newly arrived city dwellers, be they migrants from within the national borders (fleeing/leaving the countryside for the main cities) or from abroad.

-To conclude, there seems to be a strong likelihood that the following issues for which the UN could provide qualified normative, strategic and technical support will require sustained GoCV engagement: i. Further modernization of the educational system with the focus shifting from universal access to quality related concerns; ii. Improved coverage of the social protection system; iii. Reform of the public health sector to ensure its cost efficiency and sustainability; iv. Building sustainable vocational training institutions and promoting access to decent work for its graduates; v. Reinforcing inclusive participation in the country's development dynamics; vi. Furthering the quality of public sector management and service provision as well as ensuring the sustainable integrated management of its human resources; vii. Transformation into a modern knowledge society, technological innovation and integrated governance; viii. Promoting equity and intergenerational solidarity.

d. Areas and issues currently addressed by Pillar 4/Environmental sustainability and climate change adaptation:

-Cabo Verde remains quite vulnerable to climate change with its related negative impact on agricultural cycles due to unstable rainfall patterns. Adverse effects induced by the phenomenon of climate change can have serious repercussions on the already sensitive ecosystem(s), as well as significant negative impacts on progress regarding development and poverty reduction. In this context, the issue of climate change is a major challenge that will need to be even further integrated into the national development process to enable climate risk reduction and building resilience and adaptive capacity of the country, taking into account the underlying causes of vulnerability, including those relating to gender inequality.

-While there has been a positive impact towards improving Environmental Sustainability and mitigating Climate Change at macro, meso and community level of the work carried out under this pillar, many more efforts need to be provided to ensure that the commitments and obligations of the recent UNFCCC's 21st Conference of the Parties (COP 21) are going to be successfully implemented.

-In projecting current national priorities in this domain, potential upcoming or to-be-continued already existing activity fields which the UN could consider in view of the next UNDAF cycle would comprise the following inter-related areas: i. Promoting sustainable management of natural resources, ensuring the conservation and protection of natural habitats, public goods (air, water etc.), and the protection of biodiversity and landscape; ii. enhanced information and environmental sensitization and awareness building through communication measures and trainings; iii. intensifying environmental integration in sectoral, regional and local development policies, including (a) developing holistic integrated policies for a sustainable rural economy as an instrument for the settlement of populations within the countryside as well as bolstering food security, preserving natural habitats and preventing desertification; and (b) developing an urban policy to ensure environmental sustainability as decisive element for the spatial, social and functional consolidation and coherence of the national territory.

3. Assessment of DaO Management Arrangements and Practices

3.1 Mainstreaming of cross-cutting programming principles

-The cross-cutting programming principles of human rights and gender equality were worked into the design of One Programme outputs and activities, namely under the UNDAF pillars 2 and 3.

-The recent *Gender Scorecard* which assessed the UNDAF's status in terms of gender mainstreaming against 8 dimensions (planning, programming, partnerships, policies and capacities, decision-making, budgeting, M&E, quality control and accountability) attributed the final average grade of "needs improvement", or 2.9 out of 5 possible points. This translated into the UNCT almost meeting the minimum standard of 4 points on the scale of 5, and being likely to

achieve or surpass this threshold by 2017 or 2018, if the recommended remedial action is properly applied.

-At the level of the gender scorecard's eight assessment dimensions, the UNCT netted an average of 4/5 for Decision-making; and 3.5/5 under Programming, corresponding to meeting *minimum standards*. These two out of 8 dimensions were thus the only ones found meeting the minimum standard a UNCT is expected to achieve on gender mainstreaming, following UN institutional mandates in these dimensions. 3 points were reached by the three dimensions of Partnerships (3.3/5), Planning (3.2/5) and Budgeting (2.5/5). Dimensions that were assessed as "inadequate" (2/5) or worse, were: UNCT Gender Capacities (2.3/5), Monitoring and Evaluation (2/5) and Quality control and accountability (2/5).

-While the principle of environmental sustainability was captured under an UNDAF pillar in its own right (Pillar 4), the principle of capacity building was reflected in particular under the second and third outcomes of each pillar, which concentrate on institutional capacities and operational aspects under the third outcome; with the first outcome focusing on normative, upstream-level policy related work. This being said, the general approach towards systemic capacity building also applies to Pillar 4, in that strengthening the legal framework and tools and investing in the technical capacity at central, local and community level aims at enhanced levels of environmental governance.

-UNDAF M&E capacity and systems are a major weakness that should urgently be addressed to allow for genuine RBM to become the practice. This encompasses both financial and performance related tracking at the UNDAF activity, output, and outcome levels.

3.2 Detailed comments on M&E and financial tracking

M&E-related Issues

-UNDAF Outcome indicators were not (properly) aligned/identical with actual official statistics; issues range from non-SMART/unclear and confusing formulation to lack of data (sources), and non-consideration of pertinent existing data with viable data sources.

-Further issue(s) regarding the indicator design at UNDAF output level: In some cases, output level indicators which are defined broadly enough to capture multi-agency contributions of joint outputs, show narrowly defined, single agency targets (example: Re Output 1.2.1 / *"SMEs benefit from enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management"*; the related first indicator "Number of SME projects supported around competitiveness enhancing (by sex, age and place of residence)" has a target (*"16 unidades hidropónicas pilotos e 4 unidades pilotos para o aquacultura/hidroponia (2016)"*) that only covers partial aspects of the indicator).

-Internal planning and M&E systems tend to follow a specific corporate, internal agency logic, technical terminology, procedures and standards (including results chain and indicator design), and planning cycles, that are not always aligned with the UNDAF-specific logic, cycle, terminology etc.; the result being that agency specific inputs and related reporting need to be "translated" into UNDAF logic with its specific indicators, for related reporting² is either activity based rather than results based, and/or follows the agency specific results chain logic, which makes it necessary, and often difficult, to translate reporting data into the results-based UNDAF M&E logic. Related issues could be addressed by ensuring higher levels of coordination in strategic planning of agency-specific contributions/inputs to the UNDAF/UNDAP, incl. agency-specific "matching" of activities and related indicators to UNDAF output indicators so as to facilitate joint inter-agency reporting against UNDAF performance indicators.

-There were some critical voices mentioning that following the UNDAF mid-term review, not enough time was dedicated and/or avenues offered to provide input/feedback to exhaustively discuss the review of the results chains and the related M&E system.

²As an example: ILO has three a 3-4 year intermediary cycle "Decent Work Programme" as corporate mid-term strategy designed at ILO HQ; the country-specific biennial agency planning is derived from the corporate programme and aligned with the UNDAF time horizon and results pyramid structure, adjusting concepts/elements of the country level results chain to ensure it fits the UNDAF in the country-level interpretation of the corporate agency programme; agency specific reporting (to their respective HQs and donors).

- There is a logical and practical disconnect between the importance that the Government allotted to capacity building in the realm of (development-related) M&E and the existing systems to monitor the UNDAF (specifically, but not only, at the outcome and impact level)
- Programme focal points interviewed displayed various degrees of understanding of RBM concepts; hence, the PMT/RCO might consider organizing a RBM refresher training (before, or linked to, design of new UNDAF/UNDAP).
- RCO M&E working group became dormant. If genuine One Programme M&E is to be carried out, related human resources must be put in place. In addition, the related mechanisms and process must be approved by the UNCT.
- The general assessment of the UNDAF One Programme's effectiveness by means of data analysis at the level of UNDAF outcome indicators faced the challenge of generally poor availability of data. The absence of milestones and final targets for UNDAF outcome indicators doesn't pose a major problem in itself since a general trend and related assessment can be determined regardless of a target value.
- The real issue was the relative dearth of indicators that have both a (data value for the) point of departure close enough to the start of the UNDAF cycle, as well as recent data. Since only if both a value for the starting point and a relatively recent end point exist it is possible to identify a trend over time for the measure concerned. The absence of data can be explained by shortcomings in the conception of indicators in that they are simply not measurable or in that there is no data source, i.e. related data is not available since never collected; or, if collected, not yet available since still being analyzed by the national statistical agency INE or other entities responsible for (administrative) data collection.
- In those cases where an analysis for the indicator(s) listed was possible, it was carried out and added to the report's descriptive and/or analytical sections further below. In other cases, the available data (either the most recent data available for 2011/2012 or the nearest available point in time for the baseline value; if available, 2015 or mid-2016 as value for the progress realized so far) was analyzed. In some cases, proxy measures for which data exists were listed. Related analyses are also listed below. Another notable exception are those outcomes that can boast examples of early impact success stories that already shows signs of acting as game-changers, or at least having potential effects that will redefine the "playing field" in their respective specialized technical area. These are also presented as separate findings, further below.

Financial Issues

- While most funds and budget lines are aligned with the UNDAF cycle or, even if they have a shorter life-span than the entire UNDAF, started at the beginning of the UNDAF, there were some funds linked to programmes that had started prior to the UNDAF and "overlapped" into the UNDAF cycle's implementation period
- Horizontal and vertical outreach beyond UN still has leeway for expansion/development; example: youth employment multi-stakeholder workshop to develop a technical fact sheet (?) for BAD was hailed as "first ever" and potential best practice, by participants
- Some agency staff were hinting at potential inter-agency rivalry in terms of (local) resource mobilization

3.3 Leveraging partnerships and mainstreaming of South-South and triangular cooperation

The UNCT successfully managed to leverage partnerships (EU, bilateral donors incl. Luxemburg etc.) including mobilizing financial and technical resources through South-South partnerships. The successful South-South partnerships realized under the One Programme are:

- a. **Gender:** From 2009 to 2013 UN Women in Cabo Verde technically supported the UN Women Programme in Guinea Bissau (GNB), developing programmatic synergies between the two countries, with emphasis on capacity building and the exchange of experiences in program areas such as Women Leadership and Political Participation and combating Gender Based violence. More recently, an exchange visit was held in GNB between Cabo Verdean and local women's organizations, working on women economic empowerment. There are ongoing dialogues and efforts for a common action plan to prevent and combat ZIKA and to learn about GNB experiences in implementing the UN Resolution 1325, on Women, Peace and Security.—Additional South-South/triangular cooperation in the field of gender included gender budgeting, parliamentary taxation of public

spending, and exchanging experiences between women parliamentarians (cf.http://www.agora-parl.org/sites/default/files/fast_facts_parliamentary_development_2016.pdf”).

- b. **Uruguay (Labour):** Through a very fruitful south-south cooperation with Uruguayan institutions started early in 2010, the process allowed to strengthen national capacities to conduct and to present in 2013 the results of the Survey on Time Use and Unpaid Work. The results of the survey allowed to set up an Inter-Ministerial National Working Group to design and propose gender sensitive social policies and to generate consensus on the needs to design and implement a National Care System. Other complementary analyses, trainings and seminars took place during these last two years. Through this building-capacity process and innovative cooperation with Uruguay, the GoCV has stated as target in its new government programme the implementation of a national care system, and a request from the Government of Cabo Verde to Uruguay has been drafted to request the technical assistance from Uruguay in the context of formalizing the south-south cooperation between the two countries.
- c. **Brazil/Uruguay (Statistics):** In September 2010, a team of technicians from INE (the National Institute of Statistics) and a technique ICIEG (Cape Verdean Institute for Gender Equality and Equity) participated in the 2nd International Seminar of Studies on the Use of Time, held in Rio de Janeiro, Brazil, organized by UN Women in collaboration with the Brazilian Institute of Statistics (IBGE). Participation in this event allowed the Cape Verdean team a first approximation to the various methodological aspects and conceptual theoretical framework of the research on the use of time.
 -Further, in March 2011, a training workshop was held including representatives of ICIEG, INE and CIGEF (Research Centre for Gender and Family of the University of Cabo Verde). The mediation of UN Women offices in Uruguay and Cabo Verde allowed the seminar to receive technical support from the National Statistics Institute of Uruguay.
 -A data analysis workshop and public presentation of results, held in July 2013, focused on the need to revise social policy, in particular in respect to a care system, which needs to take into account children and the elderly, caregivers, the promotion of reconciliation of work and family life, and the economic contribution of unpaid work, supported mainly by women (who do 68% of unpaid work while men 32%).
 -In July 2013, a mission of two specialists from Uruguay travelled to Cabo Verde to work closely with a national task team from the INE and ICIEG, in close partnership with UN Women’s staff on the ground, to organize and facilitate two workshops for data analysis and report writing, ensuring the participation of key stakeholders and contributing to a quality report of the Time Use survey.
- d. **Uruguay (Social Protection):** In July 2016, a representative of the National Secretary of Care of the Ministry of Social Solidarity of Uruguay participated in a Strategic Dialogue on Social Policies in Cabo Verde, organized by the Ministry of Family and Social Inclusion and the CIGEF, with the UN support (UN Women, UNICEF, ILO, UNDP and FAO). The representative shared Uruguay’s experience and lessons learned in the implementation of a care system in their country and to share tools and strategies adopted for this purpose; and met with several key players in this field, NGOs, academy and the Minister of Family and Social Inclusion, to exchange and share experiences and agree on a list of priorities for future collaboration.
- e. **PALOP countries plus East Timor/Timor Leste (ProPALOP-TL ISC):** Triangular cooperation in the field of SDG16 and overall an important contribution to South-South cooperation as well as the largest of its kind under the UNDAF Cooperation with reference to the ProPALOP project as good practice to promote South-South and triangular cooperation
- f. **São Tomé e Príncipe (Health):** Technical partnership to implement the Strategy for Household-level nutritional Fortification aiming at the reduction of the incidence rate of anaemia in infants less than 5 years old. During the UNDAF cycle the Ministries of Health of São Tome and Cabo Verde engaged in mutual exchanges of related experiences incl. lessons learned, which in particular benefitted Sao Tome in emulating best practices from Cabo Verde in implementing the strategy. In return, Cabo Verde benefitted from Sao Tome’s experience in adapting the strategy to specific needs of the country.
- g. **India, Brazil, South Africa (environment/water):** Thanks to funding from India, Brazil and South Africa, a desalination plant was constructed to provide safe drinking water to over 12,000 people. The plant, which is located on the island of Sao Nicolau, was inaugurated in 2014.

- h. **Brazil (Youth):** Cabo Verde benefitted from an exchange with Brazil on matters pertaining to youth inclusion. Furthermore, through the framework of a triangular cooperation project involving Cabo Verde, Brasil and Switzerland, the countries collaborated in the field of Restaurative Juvenile Justice.
- i. **Malawi & Costa Rice (Anti-Graft):** As part of the implementation by Cabo Verde of the United Nations Convention Anti-Corruption Review Mechanism, and pursuant to Cabo Verde's self-evaluation completed in 2012, the UN supported the country in starting the peer review process. In this respect, a delegation composed of experts from Malawi and Costa Rica, as well as from the UNODC, in its capacity as secretariat, engaged in working sessions with relevant national authorities.

3.4 DaO's value addition and related Challenges

-The country team is made up of five resident agencies: the three ExCom agencies under the JO, WHO and FAO. The JO dominates the UNDAF in terms of financial and operational presence: 45% of allocated budget resources from 2012-2016 have been managed by the JO. The Joint Office (JO) contributes to 59% (20/34) of outputs with JO involvement across all One Programme outcomes; namely, 1/3 outcomes – Pillar 1, 2/3 outcomes – Pillar 2, 3/3 outcomes – Pillar 3, 3/3 outcomes – Pillar 4 (overall presence in 9/12 outcomes across UNDAF). Nevertheless, specialized agencies/NRAs such as FAO, WHO, UNIDO, ILO, UNODC, UN-Habitat, UN Women, IOM etc. were making major contributions to the UN country presence.

-The UNDAF, initially conceived as overall programme coordination tool, gradually withered away into the background after the design of the UNDAF. Actual yearly planning was carried out through the joint annual work plans which turned out to be a, if not the major tool for programme coordination.

-The UNDAF as such, and in particular its set of output and outcome indicators, was virtually shelved and forgotten during the actual implementation of the One Programme. This holds important lessons for the design of M&E mechanisms, tools and indicators. A lesson to be learned here is that there is not much added value and, to the contrary, a real risk of wasting lots of resources by designing detailed sets of high-level performance indicators at the programme impact/outcome level without a full understanding of what type of data sources exist, and what kind of data will shortly become available.

-There were a number of joint programmes but mostly, they were confined to results chains within the same pillar.

-While there was evidence for partial thematic programme design transcending traditional sector logic, most programmes and projects under the One Programme were conceived according to a silo approach. The one case where programmes were truly cross-sectorial, namely the first and second outcomes under Pillar 2 ("mini-UNDAF"), was somewhat ill-conceived, in that it was ultimately too broad and all-encompassing, preventing genuine synergies to kick in.

-While internal levels of coherence are quite robust across the various domains of programming, managerial and operational coherence, there is still some room for improvement in terms of internal cross-agency information sharing and transparent communication. The UNDAF was derived from the UNDAF, and the first JAWP was directly derived from the UNDAF.—Identified examples for coherence comprise:

- a) JO: Strong levels of coherence in substance and processes (at least initially sometimes challenging for interlocutors, non-JO colleagues)
- b) Joint delivery at output level; in some cases (de facto) JPs
- c) Visibility of NRAs improved following introduction of co-leadership SNU/GoCV for pillar groups
- d) HIV-Aids cross-cutting TWG grew into Health TWG also taking on board broader health issues beyond fighting AIDS (positive: flexibility and reactivity; concern: potentially indicating limited functionality of UNDAF pillar structure related to reactive strategic and operational adjustments of planning and implementation of health interventions)
- e) UNDAF design followed two sets of disparate logic: shaping outcomes based on programming driven by available funding (supply side approach) rather than replying to actual demand
- f) Several colleagues observed that they preferred the structural logic of the previous UNDAF over the present way of conceptualizing results clusters and outcomes (thematic logic rather than tiered macro/meso/micro or policy/capacity building/service delivery logic)

- g) Issues with scope and delimitation between Pillars 2 (multi-sectorial “mini-UNDAF”) and 3; limited reactivity vis-à-vis related MTR observations
- h) Standard issues re horizontal accountability
- i) Different interpretations of DaO’s One Lead principle persist
- j) Some concerns about firewall
- k) Some perceptions that the Code of Conduct is not always strictly observed, e.g. in terms of information sharing (risk of JO agencies crowding out or “forgetting” smaller agencies, esp. NRAs).

-Initial agency planning reflected in the architecture of the One Programme’s results framework shows traces of single agency planning logic being “front-loaded” in the UNDAF planning process, rather than the SOPs logic of joint planning in response to jointly identified comprehensive country needs from which joint programmes are derived. In particular, this concerns pillars 2 and 3.

-The CCPD for the three JO agencies was derived from the UNDAF/UNDAP, which qualifies as best practice. There are some positive examples of DaO-induced operational practices such as the reality of the One House, joint LTAs, steps towards harmonizing per diem rates for national consultants etc.

-According to one UNCT member agency, the drafting process of at least one annual work plan (AWP) was not completely inclusive in that some non-resident agencies felt that their respective mandate and related activities were not fully reflected in a specific year's UNDAF Workplan. In reply to this point which was also mentioned during the evaluation debriefing, some staff present were adamant that AWP's have always been developed in an all-inclusive process providing ample opportunities to all partners to participate, here exists a Code of Conduct but perhaps the UNCT should draft guidelines in the form of a check list spelling out the detailed sequence and articulation of procedural steps resulting in strategic documents, tools and frameworks; to ensure similar misunderstandings or misgivings between UN Country Team members will not reoccur and UNCT processes and products are always endorsed by the entire range of participating UN agencies.

-Some NRAs complained about a blend of external pressure (induced by vertical agency internal work load and planning/reporting processes), limited opportunities and fora/processes to “genuinely” engage in in-depth joint planning with other UN agencies.

-There is evidence on the IPs’ and the UN’s willingness and ability to learn from identified weaknesses and address inefficiencies building on lessons learned. Such flexibility and reactiveness was reflected in joint annual work plans used to rectify the course. Many recommendations submitted by the mid-term review were taken on board and followed through. In view of the alignment with the national development strategy and planning cycle, along with its inbuilt focus on building requisite upstream management capacities (systems, structures, staff, etc.) the chances for results’ overall sustainability must be rated as generally quite high given that the overall focus of the UNDAF on capacity building implies that in-service training-based activities will have a good foundation to continue in the future even potentially without UN support.

-Regarding early indications for, or evidence of potential early impact, there are already some solid indications for arguably game changing interventions directly attributable to One Programme interventions. Such success stories comprise, inter alia, the introduction of a birth registration mechanism based on the review of the “code civil”; strategic support in the education sector which culminated in the drafting of a comprehensively revised, modernized education policy; the successful promotion of renewable energy technologies; under the new government, the successful translation of the innovative paradigm of the new drug addiction policy into a revised institutional arrangement, moving drug demand reduction services from the Ministry of Justice to the Ministry of Health supporting the science-based doctrine that drug dependency is a disease, rather than a moral deviation; etc.

-Overall effectiveness across pillars was good, with quite a few outputs where indicators showed a solid pattern of over-achievement against the planned timeline and/or deliverable(s).

-In terms of general efficiency, the UN managed to achieve most of the planned results at output level with far less than the initially planned-for resources, which implies good value-for-money ratios and high resilience and coping capacity of the UN and/or its partners in view of funding shortages. With regards to fundraising and absorption capacity, the One Programme has so far managed to mobilize 92% or USD76,056,910 of the initially planned USD 82,445,090 for the 2012-2016 period. Thereof, the environment and climate change pillar (no. 4) consumed the highest percentage, namely 36%; closely followed by the institutions and policy pillar no. 2 (31.5%). 21.5% were allocated to Pillar 1 (economic growth). The third pillar was the smallest with 11%. Across pillars, absorption rates or

spending over allocations, mostly stood at 90% or higher.

-There is evidence of best practices of efficiency and sustainability, for instance, in the form of training master trainers and multiplier agencies at the institutional level. In addition, the practice of mentorship arrangements for training-on-the-job deserve to be mentioned, here. Furthermore, the recent expansion of the pillar working group structure to also include GoCV representatives from line ministries as chairs/co-chairs to mirror the UN internal co-leads increases the likelihood of generating future gains in terms of impact, effectiveness, efficiency, coherence and alignment vis-à-vis GoCV activities, in general.

-In terms of efficiency gains, there seems to be dormant potential to tap into synergies by “breaking up” traditional silo barriers and tapping into cross-silo synergies; e.g., through a genuinely integrated initiative that would address on a large scale and in a holistic manner the issues of employment creation, culture, education, health and anti-crime especially targeting youth.

-An internal review exercise spearheaded by the OMT resulted in the mapping of on-going processes and internal office standards and mechanisms at country level. This stocktaking allowed to identify services and processes that could be merged or streamlined by opting for a common solution (e.g., by adopting one common standard or technological solution in a given technical or service-related area). However, the country-level enthusiasm for enacting change is still being seriously hampered by individual agency systems and guidelines imposed through the vertical hierarchy, i.e. either the regional and/or headquarters level. An example of a seemingly relatively straightforward candidate for harmonization would be the area of ICT, where one would assume that switching to a single IP provider for telecom services as well as opting for a single internal technological solution for the telephone system’s hardware (PBX) should be feasible. Alas, single agency corporate regulations are still not flexible enough to opt for a shared solution at country-level, here. This led to the paradoxical situation where the various resident agencies (FAO, WHO, and the JO representing the remaining three) each penned a separate contract with the same service provider. The OMT has come to the conclusion that in most cases, the most promising way forward is alignment (consensually select the best performing solution and, where applicable, abandon the current standard in favour of the identified, most promising common standard), rather than working towards agreeing on a novel, to-be-designed solution.

-Ironically, there are some individual agencies that have recently embarked on their own specific change management exercise that also follows the logic of streamlining processes and realizing transaction cost savings/reductions. Unfortunately but also quite typically, these initiatives were conceived and are now being implemented following a single agency, silo logic and hence are not coordinated with a unified inter-agency agenda. Hence, the success the OMT can for the time being show for their efforts is limited to rather small and relatively insignificant niches that don’t appear on the radar of corporate agency-level interests, such as a harmonized approach to contract out office cleaning services to a single supplier.

-The Joint Office (JO), formally launched on 1 January 2006, is an innovative feature, that preceded the UN Reform process of the UN’s operational development system with Cabo Verde becoming one of the original eight DaO pilot countries, in 2008. Under the JO, the ExCom agencies UNDP, UNFPA and UNICEF (as well as, under the previous UNDAF, incl. WFP which implemented activities through its regional office in Dakar under the UN Joint Programme coordinated by FAO) was part of the JO under the previous UNDAF before closing down its country office and implementing the few activities it had under the current UNDAF via FAO) operate under the umbrella of a joint office structure with one single budget, a combined common country programme, and a joint common operations service. Managerial and technical JO staff work for all ExCom agencies, rather than only one. The RC also serves as the RR for all of the ExCom agencies. Within the JO, transaction costs have been substantially reduced thanks to the multiple character of JO staff roles and responsibilities (all figuratively speaking wearing up to three hats, depending on the circumstances).

-While inside the JO, firewall-related issues among the ExCom agencies have virtually disappeared, a few critical related comments made by my staff of some non-JO agencies indicate that there remain some concerns about transparent real-time sharing of information and related issues of transparency in decision making. On the other hand, it must also be noted that similar frictions concerning lack of access to, or timely sharing of information across agency borders might also sometimes occur in the other sense (non-JO agencies being blamed not to always proactively share information in a timely manner).

4. Final Recommendations

Based on the mission's findings and conclusions the evaluation can submit the following key recommendations:

(A) MACRO-LEVEL STRATEGIC PROGRAMME ARCHITECTURE & SCAFFOLDING

- I. Organize a national SDG prioritization exercise to identify those SDGs that the national efforts including the respective UNDAF support should focus on. Thereafter, by focussing on identified priorities, use the logic of the SDG design to frame innovative, thematically integrated results groups that are aligned with the global level results structure.
- II. Consider focusing on not more than three main programming platforms so as to avoid strategic overstretch that would risk dissipating and thus not reaching, required critical mass for UNDAF interventions. Depending on the final articulation of the next NDS/DECRP, this could e.g. consist of programmatic blocks such as: 1) "turquoise economy" (blue-green) focusing on job creation in sustainable tourism and related industries combined with a strong integrated environmental theme of protecting natural resources, mitigating climate change risks through adaptive agri-, silvi- and aquacultural practices and fisheries, building disaster resilient livelihoods and promoting innovative, creative culture (lead agencies: UNDP, FAO, UNIDO, UNESCO); 2) "public social service delivery and good governance" essentially merging major components of pillar 2 with pillar 3 (lead agencies: UNDP, WHO, UNICEF, UNFPA, UN Women).
- III. Consider replacing UNDAF/UNDAP/yearly Joint AWP with only an UNDAF light without results framework, or an UNDAP+ (logframe incl. indicators with light narrative) plus biennial work plans to reduce workload and enhance coherence of activities under work plans.
- IV. Consider introducing customization of planning/plans, at the level of Municipalities and/or different island(s), also considering to lump entities with similar profiles and challenges together into clusters across municipality/island borders, so as to enhance the quality of UNDAF services.
- V. The UN (and the Government) to immediately start mobilizing technical expertise through the current UNDAF in order to conceive a long-term vision of at least 15 years, to align with the 2030 agenda. Expanding the general planning horizon beyond a five-year time line would not entail elaborating detailed action plans beyond the standard four to five-year cycle. Rather, it would plot a strategic course against which the upcoming NDS/PRSP cycles would be planned and the respective UNDAFs would have to align with. Such systematic mid- to long-term strategic planning of consecutive PRSPs and respectively aligned UNDAF cycles to jointly pursue the SDGs should prove beneficial in terms of plotting the strategic course to achieve the SDGs within the next 15 years including the UNDAF response as per alignment with the NDS.
- VI. Regional/HQ level: Suggest cross-agency integration of regional or global plans/frameworks to enable country level programmes to be conceptualized and implemented in line with a (n even) more coherent, inter-agency approach. A prime candidate in the West African context would be the nexus of environmental vulnerability, livelihoods and economic foundations including the following strands of challenges and related activities: security/anti-crime & anti-terrorism (trafficking of drugs and/or people)/DRR/monitoring and enforcing the regime of protected areas for wildlife/habitat protection (no-go areas, no poaching, no wood-cutting etc.)/life-saving coast guards). Short-listing criteria and candidates for such programmes to take place through regional consultations which could be facilitated by the Regional UNDG.

(B) PROGRAMME DESIGN (CONTENT, SCOPE, DELIVERY MODEL)

- VII. As default programme design and delivery model and unless good reasons stand against it, opt for joint programming/programme approach building on the platform of the UNDAF's joint programming process, to provide depth and enhance inter-agency and inter-stakeholder coordination to One Programme activities, thus strengthening internal cohesion at the level of implementation and managerial oversight.
- VIII. As specific recommendation linked to the point above: Looking forward, there are indications based on statements put forward by the new government, that the upcoming DECRP will focus, among other issues, on economic growth and job creation for the youth as well as fighting crime, trafficking and drug abuse. The next UNDAF should consider devising an integrated programme addressing economic (re)orientation and

education as a preventative crime fighting measure as well as (ideally regionally integrated) anti-crime and drug trafficking initiative. This would be an opportunity to combine reactive elements of the current UNDAF's Pillar 2 with a proactive, prevention-driven logic where the UN could provide "soft" components including strategic upstream and capacity building support. UNODC's on-going "National Integrated Programme in the fight against drugs and crime" which is derived from UNODC's Regional Integrated Programme for West and Central Africa, which in turn is aligned with UNODC's Global programming, would serve as a stepping stone for integrated multi-agency programming beyond the relatively timid examples of currently existing levels of UN agency involvement complementary to UNODC, under Pillar 2

- IX. Avoid "fuzzy" catch-all programme components such as the current UNDAF's Pillar 2 design ("UNDAF within the UNDAF"). Instead, strive to find a balance between size and relevance of genuine results groups that will transcend the traditional silo or cluster approach reflected in the UNDAF design by following a cross-cluster oriented programming logic.

(C) FUNDING MODEL

- X. Introduce basket funds (potentially directly tied to SDGs/NDP-PRSP pillars as M(P)TFs, if GoCV/MoF agree) linked to strategic initiatives, allowing for controlled cherry-picking.
- XI. Align UN programmes to the next DECR's pillar logic to a greater extent to mainstream UNDAF fund-raising purposes in the spirit of aid effectiveness (funding according to, or in the general spirit of budget funding).

(D) PROGRAMME GOVERNANCE ASPECTS incl. OPERATIONAL ASPECTS

- XII. Consider upgrading programme results group leadership/supervision role to Agency Chief level to enforce accountability vis-à-vis set performance goals/indicators.
- XIII. Lessons to be learned from the JO's experience in terms of reducing transaction costs through shared cross-agency systems and standards (mostly by opting for one of the three corporate standards rather than inventing new integrated systems used to jointly manage operational processes for all three JO agencies) should be looked into beyond JO boundaries. The upcoming BOS will be crucial in this respect to map out remaining constraints and identify opportunities and need for urgent action.

(E) UNDAF & DaO M&E

Joint tracking and reporting capabilities of UNDAF implementation and performance urgently need to be enhanced since related systemic and procedural weaknesses are blatant:

- XIV. Esp. if recommendation no. I is implemented, if and where applicable, use SDG indicators as high-level UNDAF indicators at impact/outcome level. Respective baseline data, targets, means of verification etc. could then be derived from and aligned with SDG tracking efforts at national level.
- XV. Rigorously apply the RBM logic from the outset, by aligning the UNDAF cycle's design of results/performance indicators with available national data sources as means of verification. Where related data is not yet being generated, this might warrant specific technical support to be mobilized through the current UNDAF following the example of imminent UNDAF support to the Praia Group of governance-related statistics. Don't forget also setting performance targets for higher-level indicators and consider linking results indicators to (yearly) milestones that would then serve as tangible targets at the level of planning and implementing the respective result group work plans.
- XVI. In order to strengthen qualitative monitoring, social media, big data mining and other innovative approaches should be considered. This could be a new area of collaboration between INE and the UN, not least because UNDAF/One Programme M&E framework (indicators, data sources) need to be aligned with INE indicators at impact/outcome level (domesticated SDG indicators at impact level, part of outcome indicators using household surveys and official INE-sanctioned administrative routine data collection).
- XVII. Introduce an UNDAF-specific cross-agency financial tracking process connected to related M&E data, to track financial allocations and actual expenditures against activities. At the aggregate level, this would enable results group and UNCT management to monitor and report against One Programme/UNDAF level beyond mere pillar level financial tracking. Such a system would be regularly populated with agency data, at the results group and UNDAF level. This might require revising the ToR of the results groups.

- XVIII. Strengthen UNDAF M&E capacity at the UNCT level by creating at least one dedicated senior level national slot or, alternatively, at least one mid-level international position, to be added to the current RCO organigramme. Related mechanisms and process to be approved by the UNCT.
- XIX. M&E is not to be treated as an afterthought but must be plugged into a foremost position within the planning chain including linking a data-driven situation and needs assessment to results-based planning, including establishing SMART indicators, baselines, targets and results statements; and subsequent evidence and results-based management processes. Add the tasks of regular tracking and reporting of UNDAF output and, to the extent possible, outcome and impact indicators to those of the Results Groups responsible for managing the implementation and M&E of respective UNDAF pillars, as per the DaO SOPs.
- XX. Introduce a regular anonymous DaO staff survey process to take the pulse of the corporate climate, to serve as internal monitoring mechanism in terms of internal communication, information sharing etc. This needn't be a work-intensive major exercise and could be carried out only once or twice within an UNDAF cycle. To the contrary, it would ideally be conceived as an ultra-light, live on-line system with a limited number of key coherence and coordination-related indicators such as perceived quality of information sharing/transparency among agencies etc. Along the same vein, agency management might want to consider participating in the 180 (or 360) degree-type internal peer review process organized on a yearly basis by UNDG-DOCO; or else, introduce its own peer-review type mechanism which might well be conceived as an "oral", interactive powwow-type exercise. Similarly, a "DaO-townhall" event including all staff categories might be an event to be introduced as a yearly or biannual exercise allowing to keep tabs on the reality of DaO among staff.

--- End of Main Body of Report ---

5. Annexes

Annex 1 - In-country Phase Schedule of Activities

Date	Person/Group/Entity	Subject	Venue
4.7.2016	A. Pires (RCO); Security ; Admin/Finance ; Ilaria Carnevali (JO DRR); Ulrika Richardson (RC/RR)	Check-in; induction meeting	RCO
5.7.2016	PMT; A. Pires	Briefing re Methodology; overall planning	RCO
6.7.2016	JO/PMT	CCPD Inception/Methodology	UN Conf. Rm.
7.7.2016	A. Pires	Planning Re Output Level and preparing related tools	RCO
8.7.2016	--	Preparing output level analysis sessions	--
11.7.2016	Pillar 2 outputs w/o JO: UNIDO, FAO, ILO (<i>outputs w/o JO contribution only since JO staff in CCPD workshop</i>)	Methodological induction followed by Output indicator data collection	UN Conf. Rm.
12.7.2016	Pillars 1&4 outputs w/o JO (WHO, ILO) (<i>outputs w/o JO contribution only since JO staff in CCPD workshop</i>)	Methodological induction followed by Output indicator data collection	UN Conf. Rm.
13.7.2016	-Programme chiefs and technical focal points (programme, M&E, Admin/Finance) from JO, other resident agencies and NRAs -Pillar 3/Output 3.1.1 (ILO, WHO)	-Methodological induction -Data collection (non-financial)	UN Conf. Rm.
14.7.2016	-FAO representative -Pillar 2/JO outputs -Pillar 2, Output 2.3.2/UNV (Zêlia) -António Jesus Lima (MIREX), Edmir Ferreira (MinFin)	-Introduction, DaO/One Lead -Data collection output level -Data collection output level -General Discussion, presentation of evaluation's scope and methodology, planning of GoCV meetings	-FAO -UN Conf. Rm. -UN Conf. Rm. -RCO
15.7.2016	-Pillars 1,3,4 ; exchange with CCPD mission	Data collection output level; CCPD	-UN Conf. Rm.
18.7.2016	-Pillars 1-4 -Output indicator data collection: FAO; JO Gov & Social Protection units (Elisabete Mendes i.a.)	Finalization data collection output level	-UN Conf. Rm.
19.7.2016	-Data collection: Yolanda Estrela (OMS) ; Antonio Querido (JO) -Carlos Brito/Financial Data JO & projects mapping	Data collection output & outcome level	-UN Conf. Rm. & RCO
20.7.2016	-Methodological discussion re financial data (Carlos Brito/Eduardo Cardoso) -IOM (Claudia Natali) -UNV (Zêlia R.) -UNODC (Omaru Djalo Abreu) -Coordination of presentation at UNCT workshop (RCO)	Data collection (output level & financial data)	-RCO -JO Finance -UNV -IOM -UNODC
21.7.2016	-UN-HABITAT -UNCT Workshop	Data collection (output level; financial data)	-RCO -UN Conf. Rm./4 th floor

22.7.2016	-UNCT Workshop (presentation) -Bilateral discussions with internal stakeholders (NRA representatives from Dakar etc.); UNDG	Qualitative data collection re DaO; sharing preliminary findings	-4 th floor
23.7.2016	-Planning of Workshop (Detailed methodological approach and presentation)	Ramp-up of qualitative data collection	Office
24.7.2016	-Planning of Workshop (preparation of inputs for group work sessions)		Office
25.7.2016	-Preparation of tools and reference materials for workshop -Preparation meeting MIREX		-Office -MIREX
26.7.2016	-Facilitation of UNDAF Evaluation Workshop w. key stakeholders, IPs and UN programme staff / Day 1 (Pillars 1 & 4)	Qualitative data collection	-4 th floor
27.7.2016	-Facilitation of UNDAF Evaluation Workshop w. stakeholders, IPs and UN programme staff / Day 2 (Pillars 2 & 3)	Qualitative data collection	-4 th floor
28.7.2016	-INE -Vanilde Furtado/UN Women (follow-up) -Zélia R./UNV (follow-up)	-Data collection; M&E/RBM discussion (review/planning) -NRA/Gender mainstreaming (qualitative data/DaO) -Output indicator/NRA	-INE -UN Women -UNV
29.7.2016	-Ilaria Carnevali (JO DRR) -Interview WHO Representative -Round-up/compilation of pillar feedback re quantitative & qualitative outcome data	-DaO interview -DaO interview -Data analysis	-DRR office -WHO
1.8.2016	-Elisabete M., Anna Paula M., Eduardo Cardoso: follow-up re outcome indicators Pillars 2 & 3 -Follow-up re outcome indicators and early impact examples with Joana B. (BIT) -Daniel Atchebro (OHCHR, NRA Dakar) -Ilaria C. & Antonio P. -NRA interview (Vanilde/UN Women, Joana Borges/ILO, Cristina Andrade)	-Data collection (follow-up) -Skype interview re Human Rights mainstreaming and DaO from NRA perspective -Evaluation Coordination (phase-out planning) -NRA interview (re DaO)	-JO -BIT -skype call/office -DRR office -2 nd floor
2.8.2016	-OMT -Cristina Andrade (UNODC) Updated UNODC's contribution UNODC (pillars 2 and 3)	-Operations: progress & challenges (DaO) -Pillar discussion, quantitative and qualitative data re indicators, DaO discussion	-DRR office -UNODC
3.8.2016	Data analysis, preparing debrief document (hand-out); financial data discussion with Carlos Brito; Renato Castro	-Wrap-up in-country data collection; preparing in-country phase-out	-Office

4.8.2016	-A.M.: De-Briefing PMT -Debriefing and further technical discussion with RC i.a. -Phase-out RCO/Antônio P.	-Phase-out in-country phase -DaO discussion	-2 nd Floor conf. Room -WHO -RCO
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Annex 2 - List of Participants in Workshop Group Sessions (Qualitative Data Collection)

#	Name	Agency	Function/Title
1	Serafina Alves	Ministry of Health	DGPDG
2	Olivia Antunes	ICCA	Technical Officer
3	Carlos Tavares Brito	JO	Programme Assistant
4	Manuel Correa Cabral	National Programme	Project Coordinator
5	Manuel Leão S. Carvalho	National Environmental Directorate	Technical Staff
6	Dinaestele Curado	ILO	PAENCE
7	Anabela dos Santos	MNEC	Community Advisor
8	Francisca Inês dos Santos	Prime Minister's Office	Advisor on State Reform/Decentralization
9	Stephanie Duarte	MEFIS	Advisor
10	Yolanda Estrela	WHO	Programme Officer
11	Edmir Ferreira	DNP/MF	Senior Technical Manager
12	Osmar Ferro	MEE	National Coordinator DIR
13	Luciano Fonseca	FAO	Assistant Representative/Programme
14	Marta Freire	Ministry of Health	Medical Doctor
15	Vanilde E. Furtado	UN Women	Coordination/Liaison Officer
16	Jairson Gomes	ICCA	Coordinator
17	Rui Levy	UNIDO	Coordinator
18	Antônio Jesus Lima	MNEC	Plenipotentiary Minister
19	Elisabete Lima	Ministry of Health	DGPDG
20	Maria da Luz Lima Mendoza	MSSS	National Director
21	Sonia Araujo Lopes	National Environmental Directorate	Dept. for Natural Resource Management
22	Mario Marques	MFIS	DG
23	Silvia Marques	Ministry of Health	DGPDG/SPSAC
24	Sandra Martins	JO (UNICEF/UNFPA/UNDP)	PME Officer
25	Ana Paula Maximiano	UNICEF/UNFPA	Programme Officer (Health)
26	Elisabete Mendes	JO	Unit Chief (Democratic Governance)
27	Joaõ R. A. Mendes	SNPCB	Director
28	Carlos Monteiro	Prime Minister's Office	Advisor
29	Suely R. Neves	IOM	Head of Programme
30	Antônio Pires	UN-RCO	Coordination
31	Yorleydis Rosabal Pires	Ministry of Health	PAN Coordinator
32	Antônio Querido	JO	Unit Chief (Environment)
33	Adelaide Ribeiro	JO (UNICEF/UNFPA/UNDP)	PO/Chief of Unit
34	Dulcelina Sanches Rocha	State Attorney General's Office	Cabinet Director
35	Nelida Rodrigues	JO	Unit Chief (Education)
36	Zelia Rodrigues	UNV	Programme Officer
37	Carlos Routeiro	G.P.R.	Advisor
38	Cilá Russo	DGAI/MAI	General Director
39	Arlindo Sanches	CNDHC	Lawyer
40	Ana Santos	MinEd	Director
41	Margarida Santos	MinEd	National Director
42	Florentina Soares	ANMCV	Financial Administrator
43	Eduardo Tavares	MSSS	DGF
44	Adelina S. Vicente	DGPDG/MAA	Technical Officer

Annex 3 - Detailed Evaluation Matrix

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
Relevance	1. -To what extent has the overarching goal of the United Nations in Cabo Verde been supported: namely, to help the Government and its development partners to apply the principles of the Millennium Declaration and to ensure the equitable achievement of the MDGs in the country?	-Perceived contribution re UNDAF contribution to MDG indicators	-Qualitative interviews; triangulated with MDGs (any positive development)?	- Line Ministries - Key intellectuals - Senior UN programme officers with institutional memory - RCO - UNCT - PMT
	2. -Overall, to what extent have the major high-level commitments to Government, society and donors as laid out in the UNDAF 2012-2016 results framework been respected (at impact at outcome level)?	-Average achievement rate of fixed targets -Average adjusted achievement rate as per available financial resources and factored-in programme environment-related factors beyond the control and responsibility of the UN and its implementing partners	-“Traffic light analysis” as per pre-defined UNDAF performance indicators at impact, outcome and output level	- National statistics: household surveys, line ministries’ administrative reporting etc. - PMT
	3. -To which extent were the objectives of the UNDAF consistent with country needs in terms of a. national priorities, b. the country’s international and regional commitments (UPR etc.), c. sustainable development, d. environment, and e. gender equality?	-Qualitative analysis of the horizontal fit of UNDAF top-level results (impact/outcome level) with national development goals -Gap analysis (contribution/attribution) of UNDAF outcomes vis-à-vis national goals	-Confrontation of PRSP/National development strategy logframe’s indicators and related data sources & UNDAF impact/outcome level indicators	-PRSP/NDS and UNDAF logframes -PMT
	4. -To which extent has the UNCT been able to adapt to changing circumstances in the country so that UN interventions and any results achieved will continue to be relevant in light of promoting cross-cutting issues (human rights, gender, disabilities, HIV/AIDS)?	-Perceived degree of flexibility of the UN as a whole (UNCT, agencies) to adapt to changes in the implementation environment as well as new potential threats or perceived/actual programming challenges (e.g., if applicable, the potential threat of militant terrorism, Zika/Ebola threat etc.)	-Qualitative in-depth interviews	-Key informants at ministerial level -Senior programme officers and head of agencies -RCO

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	5. -Has the UNCT, in implementing the UNDAF, proved flexible in adapting the UNDAF to evolving challenges and priorities in the country by leveraging the UN's respective comparative advantages?	-Analysis/perception of UN comparative advantages in Cabo Verde and application of the latter to the overall query -Analysis of degree of implementation of mid-term review recommendations (if applicable)	-Qualitative in-depth interviews -Desk review (UNDAF MTR) and related qualitative discussions about the implementation of recommendations with key in-house informants (management/senior technical level)	-Key informants at ministerial level -Senior programme officers and head of agencies -UNDAF MTR's recommendation section -RCO -UNCT -PMT
	6. -What has been the horizontal "fit" of the UNDAF (and, if applicable, its Action Plan's) results chains in terms of alignment with national development priorities and plans?	-As complementary follow-up to query no. 3, gap analysis of UNDAF outcomes per results pillar/cluster	-Gap analysis incl. landscape mapping of non-UN interventions -Qualitative interviews	-UNDAF results framework -Sector specialists (Government, civil society, senior UN programme officers and Heads of Agencies) -PMT
	7. -What are actionable recommendations for improving the UN system's contribution to national development priorities, i.a. for incorporation into the next UNDAF cycle's programme framework?	-Ranking of recommendations	-Qualitative interviews -Data triangulation of qualitative and quantitative information	-Sector specialists (Government, civil society, senior UN programme officers and Heads of Agencies) -PMT
	8. -Have steps been undertaken to ensure that UNDAF programme content is thoroughly based on UN comparative advantages and neither solely supply driven (without any tangible demand from the government side and/or other competitors being crowded under by the UN) nor demand driven (without any real UN expertise and comparative advantage unless no other potential government partners or mechanisms were available)?	-Perceived alignment of UNDAF structure and content with actual needs and government priorities and UN comparative advantages -- Overlap / duplication with other major donor initiatives	-Qualitative interviews	-Sector specialists (Government, civil society, senior UN programme officers and Heads of Agencies) -RCO -Desk Review (comparison with other major donor programmes: development banks, USAID, UK Aid/DFID, EU etc.) -PMT

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
Effectiveness	9. -What has been the UN system's progress in implementing the UNDAF programme; incl. its role (in terms of contribution and attribution) to the implementation of key international and regional commitments with emphasis on gender equality and human rights?	-Progress analysis against (outcome/output) results level performance indicators	-Individual analysis of performance indicators across results pillars/clusters, incl. governance support (re international commitments)	-Data sources of respective performance indicators (line ministry data etc.) -PMT
	10. -In terms of effectiveness, which final targets of output and outcome indicators have been surpassed, which ones have been met and which ones will not meet the final target at the end of the UNDAF cycle; and what were/are the reasons for the respective state of affairs?	-Individual analysis of progress/performance against indicators including additional background information about challenges faced, changes in implementation environment, % of foreseen/required resources etc.	-Holistic progress analysis	-UNDAF indicator data sources to measure indicators -Financial data -Key stakeholder data for background data -PMT
	11. -In terms of attributable results, what is the overall pattern of proportional fulfilment of planned targets (performance indicator "traffic light" analysis)?	-Descriptive analysis by output -Quantitative analysis by outcome -Quantitative analysis by results pillar/cluster -Overall quantitative achievement analysis	-gross/non-weighted analysis not taking into account funding and other external factors, -weighted analysis factoring in any potential funding short-falls and other external factors that (might have) affected UNDAF results performance vis-à-vis the initial planning	-UNDAF logframe -UNDAF outcome/output indicators' data sources -financial data -other background information (cf. other related indicators listed above)
	12. -What was the effectiveness with which the UN System has implemented the core strategies attached to the UNDAF results (and related technical work groups) and the UN programming principles?	-Perceived degree of effectiveness	-Qualitative interviews with key technical government staff and in-house informants	-Senior technical line ministry staff -Senior technical UN staff and agency management -RCO -PMT
Efficiency	13. -What has been the extent to which the UNDAF's (institutional, geographical etc.) targeting strategy is/was a vehicle to drive progress; and how was it applied/used by Agency programming regarding opportunities for scaling up or	-Perception: subjective assessment of key stakeholders	-In-depth qualitative interviews	-OMT -Senior technical UN staff and agency management

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	institutionalizing of programmes and initiatives linked with the UNDAF outcomes?			
	14. -Overall, how have the UN managed their reporting responsibilities with regards to the stakeholder community consisting of the Government, technical and financial partners, and civil society?	-Existence of reporting formats (annual review by agency/programme; annual UNDAF report, MTR etc.) -% of reports and studies produced (against plan/target in UNDAF M&E matrix) -Subjective assessment of quality of reports/reviews produced	-Desk review -In-depth interviews with M&E staff and POs; agency management	-OMT -RCO -M&E experts -Senior technical UN staff and agency management -Key government counterparts incl. managers and M&E/coordination experts
	15. -Does the monitoring data produced by means of in-house M&E processes and systems meet required data quality standards allowing to objectively and independently verify progress towards pre-defined targets?	-Gap analysis re data quality standard procedures	-Quality assessment of data management standards/processes in place	-Senior technical UN staff and agency management
	16. -What kind of lessons can be learned based on the gathered evidence about best practices, bottlenecks, what worked and what didn't in terms of intervention strategies and modalities, programme/project design(s), beneficiary targeting, results chain design, linking project elements across sectors and/or results group pillars etc.?	-Lessons to be learned (qualitative data)	-Case studies	-RCO -M&E experts -Senior technical UN staff and agency management -Key government counterparts incl. managers and M&E/coordination experts
	17. -Based on overall stock-taking of the current UNDAF cycle's activities and related achievements, what is the summative combined grade that stakeholders give the UN in terms of a. quality of professional services; b. neutrality and trustworthiness as partner of the government and civil society; c. effectiveness (ability to deliver results); d. efficiency (value-for-money); e. the sustainability of its interventions?	-Perceived quality of a. professional services, b. neutrality/trustworthiness, c. effectiveness, d. efficiency, e. Sustainability of its interventions	-Focus group discussions -Likaert scale (qualitative grading)	-M&E experts of external, non-UN stakeholders at ministerial/government level, among civil society, IPs etc. -Key government counterparts incl. managers and M&E/coordination experts

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	18. -How have the specific management, coordination and delivery mechanisms implemented by the UNCT supported the UNDAF's implementation?	-Perceived utility (by a. internal and b. external stakeholders)	- Desk review - Qualitative interviews	- OMT - PMT - IPs - Key Ministerial Counterparts (Coordination, MinFin etc.)
	19. -Has the BOS model been applied?	-Existence of BOS analysis and operational/action plan	- Desk review - Qualitative interviews	- OMT - Annual UNDAF reports - MTR
	20. -Has HACT been applied?	-Existence of MoU/LoA -Evidence of its implementation	- Desk review - Qualitative interviews	- OMT - Annual UNDAF reports - MTR
	21. -Were implementation modalities and programme design based on a thorough cost-benefit analysis?	-Evidence/existence of CBA	- Desk review - Qualitative interviews	- OMT - PMT - Annual UNDAF reports - MTR
	22. -What have been efficiency-related enabling and constraining factors?	-Case studies -Evidence	- Qualitative interviews	- OMT - PMT - Annual UNDAF reports - MTR
	23. -Have the design of outputs/outcomes under the UNDAF's pillar/results structure and related coordination mechanisms contributed to the UNDAF's overall efficiency?	-Resource mobilization (absolute and as % of initial UNDAF funding)	- Quantitative budgetary data - Qualitative data	- OMT - Annual UNDAF reports - MTR - RCO
	24. Have the UNDAF's business model (in general and under various projects) and related operational procedures affected progress on results and the implementation of UNDAF programming strategies and UN programming principles?	-Evidence	- Qualitative data	- OMT - PMT - Annual UNDAF reports - MTR - RCO
	25. -To what extent have outcomes been achieved with the appropriate amount of resources and maintenance of minimum transaction costs	-Factor costs -Absorption rate vs. delivery rate	- Budgetary data (preview, allocation, spending; related	- OMT - Annual UNDAF reports - MTR

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	(funds, expertise, time, administrative costs, etc.)?		ratios: allocation vs. preview, spending vs. forecast, actual expenditure vs. allocation) - Triangulation with progress data against performance indicators, at individual and aggregate levels (products, outcomes, UNDAF as a whole)	- RCO
	26. -Based on evidence gathered and the related analytical findings and conclusions, how can the formulation of the next UNDAF build on lessons learned from the current programme cycle's content design and operational implementation delivery mechanisms (IP selection, governance structure, NIM/NEX vs. DIM/DEX etc.)?	-Conclusions -Recommendations	- Qualitative data - Triangulated with quantitative information	- OMT - Annual UNDAF reports - MTR - RCO
	27. -Has there been evidence of catalytic effects and programme/resource mobilization synergies under the UNDAF?	-Absolute amount of additional resources (a. at onset and b. in the course of the UNDAF cycle) -% of additional resources mobilized (against initial budget)	- Qualitative data - Triangulated with quantitative information	- OMT - Annual UNDAF reports - MTR - RCO
	28. -In terms of DaO potential or concrete preliminary experiences, were any synergies realized among contributing programmes, e.g. through JPs or joint programming?	-Evidence -Case studies	- Qualitative data - Triangulated with quantitative information	- OMT - Annual UNDAF reports - MTR - RCO
	29. -What has been the soundness and value-for-money of procedures, processes and systems used for implementing UNDAF activities?	-Evidence -Case studies	- Qualitative data	- OMT - Annual UNDAF reports - MTR - RCO

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	30. -For key programme/project actions, were the relative unit costs of outputs (and, at aggregate level, of products) within an acceptable range?	-Unit cost per output	- Quantitative data - Justifications/ qualitative data provided by agencies' procurement sections (and POs, if applicable)	- OMT - Annual UNDAF reports - MTR - RCO
	31. -In terms of operational practices, what have been bottlenecks as well as potential best practices in HR, procurement, admin/finance and logistics as well as IT?	-Evidence -Case studies	- Qualitative data	- OMT - Annual UNDAF reports - MTR - RCO
	32. -What would be the recommendations regarding the next UNDAF cycle's management and partnership arrangements based on the conclusions drawn from the related review?	-Recommendations	- Qualitative data	- OMT - Annual UNDAF reports - MTR - RCO
Operational Sustainability	33. -To what extent have evaluation programming principles (human rights based approach, gender equality, environmental sustainability, results-based management, capacity development) been mainstreamed across the UNDAF's outcomes and outputs, as well inputs/activities, targeting, human resources, procurement and other implementation and operations-related aspects?	-Evidence of presence of mainstreaming across: a. logframe; b. action plan(s); c. reports etc.	-Desk review of results framework and UNDAF programmes/action plan -Qualitative interviews	- OMT - Annual UNDAF reports - MTR - RCO
	34. -What were positive and negative effects of the UNDAF; and can these be solely attributed to the UN/the UNDAF, or is the applicable logic rather one of contribution?	-Evidence (observations) -Case studies	- Qualitative data - Programming landscape review - Results chain review - Financial review (strategic bulk/weight of UNDAF activities, stand-alone and in relation to other, non-UN(DAF) programmes/	- OMT - Annual UNDAF reports - MTR - RCO - FTPs - Government counterparts

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
			initiatives)	
	35. -What experiences can be drawn from the UNDAF programme, by pillar, programme portfolio, and project, in terms of mainstreaming mechanisms and approaches covering cross-cutting themes?	-Evidence -Conclusions	- Desk review - Triangulated with qualitative data	- OMT - Annual UNDAF reports - MTR - RCO - Government focal point/counterparts
	36. -What are the lessons to be learned from the on-going UNDAF programme cycle?	-Evidence -Conclusions	- Desk review - Qualitative interviews	- OMT - Annual UNDAF reports - MTR - RCO - Government focal point/counterparts
	37. -Were/are there any unintended consequences or negative effects stemming from or induced by the UNDAF's interventions?	-Evidence -Conclusions	- Desk review - Qualitative interviews - Cross-checking and triangulation of data collected	- OMT - Annual UNDAF reports - MTR - RCO
	38. -Have UNDAF programme activities supported local capacities?	-Perceived utility -Existing evidence/case studies	- Desk review - Qualitative interviews	- OMT - PMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations
	39. -Are UNDAF outcomes likely to be sustainable beyond the UNDAF life span?	-Perceived utility -Existing evidence/case studies	- Desk review - Qualitative interviews	- PMT - OMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	40. -To what extent were the recommendations of the UNDAF MTR incorporated into the UNDAF programme design and implementation modalities, what were the related effects, and are those recommendations still relevant?	-Number of recommendations acted upon -Ratio of recommendations implemented (completion rate) -Existing evidence/case studies	- Desk review - Qualitative interviews	- PMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations
	41. -Was the training-of-trainers modality utilized whenever possible, in the interest of efficiency and sustainability?	-% of cases against total number of trainings -% of cases against number of trainings targeting line ministries -% of cases against number of trainings targeting civil society -% of cases against number of trainings targeting local governance entities -% of trainings specifically related to gender and/or human rights issues	-Qualitative interviews -Desk review	- PMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations
Evidence of (potential) impact	42. -Are there any (already) existing indications for early impact based on qualitative and/or quantitative evidence?	-Existence of cases (descriptive) -Number of specific cases	-Qualitative interviews -Desk review -Case studies	- PMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations - MTR
	43. -Are there any examples for game-changing key actions that are most likely to lead to high-level impact of UNDAF programme interventions?	-Existence of cases (descriptive) -Number of specific cases	-Qualitative interviews -Desk review -Case studies	- PMT - IPs - Government focal point/counterparts - Annual UNDAF reports - Annual project reports and reviews/evaluations - MTR

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	44. -Even if not yet any evidence available, can a reasonable case be made that there will be top-level transformative change as a direct or indirect consequence of UN agency support provided via the UNDAF?	-Existence of evidence (descriptive) -Number of specific cases	-Qualitative interviews	- RCO - PMT - IPs - Government focal point/counterparts
Gender equality & Human Rights-based approach (HRBA)	45. -Were precepts of gender mainstreaming observed during UNDAF programming?	-Perceived degree of gender mainstreaming during UNDAF programming (extent, retrofitting or integrated front-loading during planning etc.)	-Qualitative interviews	-PMT -Heads of Programme -UN Women staff -RCO -UNDAF Gender WG
	46. -Was the UNDAF budget properly mainstreamed?	-% of gender mainstreamed UNDAF budget lines per product, outcome, pillar	-Budgetary review -A/F database(s)	-OMT -RCO -UNDAF Gender TWG
	47. -Were staffing and recruitment procedures gender sensitive?	-% of female hires at programme/project level -% of female candidates among short-listed candidates -Ratio of female hires against short-listed candidates	-HR/Procurement data review (quantitative analysis)	-OMT -Senior technical staff -IPs
	48. -Were the design of the M&E matrix, related data management processes and analytical practices gender sensitive (e.g., inclusive of gender disaggregated performance indicators etc.)?	-% of gender disaggregated indicators (by design) -% of gender disaggregated indicators reported against in disaggregated fashion (in practice)	-Desk review of documentation -Review of systems in place -Qualitative interviews	-PMT -Senior technical staff -MoWA
RBM	49. -In the design of results chains and the formulation of result statements, were RBM precepts observed (were goals/results defined at a manageable scope that could be linked to SMART indicators)?	-Quality review of result statements (SMART formulation?)	- Desk review by consultant	- logframe/results framework - UNDAF M&E TWG
	50. -Do the pre-defined indicators match professional standards in terms of SMARTness and RBM logic, or do they need to be refined and	-Quality review of indicators (corresponding to result statements? SMART formulation? Baselines and targets aligned with indicator? etc.)	- Desk review by consultant	- M&E framework - UNDAF M&E TWG

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	“upgraded” to allow capturing genuine results as opposed to mere activities?			
	51. -Does the qualitative data match the pattern emerging from the quantitative data analysis (performance metrics: results indicators, financial data incl. absorption rate etc.), and if not, how can this be explained and what are the consequences for the data collection and overall evaluation exercise: are there alternative data sources, is there a bias in (some) data sources and would this need to be factored in so as to correct data, are differences “meaningful” in the analytical sense and should inform the actual analysis or would they rather be pointing in the direction of at least one data source being fraught with data quality issues etc.?	-Degree of correspondence between various data sources for same indicator	<ul style="list-style-type: none"> - Qualitative review - Cross-checking - Triangulation in case of proxies 	<ul style="list-style-type: none"> - Various quantitative data sources - Qualitative data collected from various data sources - UNDAF M&E TWG
Capacity Building	52. -To what extent was the capacity building dimension mainstreamed into the UNDAF programme’s results chains?	-Degree of integration of capacity development’s mainstreaming across UNDAF programme (altogether and by pillar/results cluster)	<ul style="list-style-type: none"> - Qualitative and quantitative analysis - In-depth key informant interviews - Focus group discussions - Desk review 	<ul style="list-style-type: none"> - RCO - OMT - Agency managerial and technical staff - Key government counterparts (incl. IPs and non-IPs) - Civil society (partners)
	53. -Were capacity building related synergies across project/programme interventions tapped into?	-Existence of synergies (evidence/cases)	<ul style="list-style-type: none"> - Qualitative and quantitative analysis - In-depth key informant interviews - Focus group discussions - Desk review 	<ul style="list-style-type: none"> - RCO - OMT - Agency managerial and technical staff
	54. -Was the training-of-trainers modality utilized whenever possible, in the interest of efficiency and sustainability?	<ul style="list-style-type: none"> -Absolute quantity (no. of cases) -Relative quantity (%) 	<ul style="list-style-type: none"> - Desk review - Qualitative interviews with key informants 	<ul style="list-style-type: none"> - RCO - OMT - Agency managerial and technical staff - Government counterparts

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
Environmental sustainability	55. -Were environmental considerations “mainstreamed” into operational activities including ITC, procurement, logistics (car park etc.)?	- Absolute quantity (no. of cases) -Relative quantity (%)	- Desk review - Qualitative interviews with key informants	- RCO - OMT Agency managerial and technical staff
	56. -Did the UNDAF content and implementation modalities promote the idea of environmental protection, energy efficiency, reducing the carbon emission foot-print (through combined car pool, staff shuttle, combined trips and missions) etc.?	-Existence(/degree) of environmental sensitivity in operational set-up and procedures	-Case studies -Gap analysis	- RCO - OMT - Agency managerial and technical staff
	57. -Did the distribution of UN agency offices consider environmental aspects (scattered locations or One UN House etc.)?	-Degree of integration	-Qualitative analysis -Observation(s)	- RCO - Operations Management Team
DaO/SOPs-related aspects	58. -Is there interest among the UNCT to deepen inter-agency cooperation?	-Degree of interest	-Qualitative interview -Quantitative ranking tool (Likert scale) of degree of interest -Anonymous interview(s)/online questionnaire (survey monkey)	-RCO -Agency management -Agency technical staff
	59. -Have agencies considered and if so, to what extent have they implemented DaO Standard Operating Procedures across the 5 “One’s” (One Lead, One Programme, One common Budgetary Framework, Integrated Operations and One House, Communicating as One)?	-Quality of SOPs implementation -Degree of SOPs implementation (% of total SOPs categories/ items; degree of progress regarding those procedures by category and across categories which the UNCT chose to embrace, if applicable)	-Qualitative and quantitative analysis of SOPs implementation	-RCO -Agency management and senior technical staff -Government stakeholders -Donors
	60. -Are there indications for negative effects due to lack of inter-agency coordination (rivalry, competition; lack of coordinated planning reflected as overlap/results duplication incl. single agency outputs at activity level, single agency outcomes where inter-agency outcomes	-Degree of perceived rivalry -Incidence of duplication/overlap among outputs and/or outcomes -Incidence of “weak” outputs	-Qualitative interviews -Analysis of programme design (close quantitative and qualitative analysis of logframe re duplications or disequilibria in terms of	- Desk review/ - RCO - Agency staff - Government counterparts (line ministries,

Relevant Evaluation Criteria	Key Evaluation Questions	Analytical Approach (Indicators etc.)	Data Collection Methods	Data Sources
	would have made much more sense etc.); and/or positive examples for reduced transaction costs and increased effectiveness and efficiency through coordination?		output/outcome design patterns and incidence of discrete results chains where integration would logically have made more sense (to be followed by in-depth interviews to identify if any flaws were of technical nature or due to political designs)	coordination/MinFin-MinPIng-MinEcon-MoFA) - Key donors
Partnerships	61. -Has there been evidence of joint resource mobilization and successful inter-agency synergies in filling any resource gaps, or have agencies vied for additional resources separately, potentially entering into competition over scarce donor funding?	-Perception-based assessment -Case studies/specific examples -Incidence of Joint Programming and Joint Programmes	-Bilateral interviews	- RCO - Agency staff - Key donors
	62. -What are major recommendations to be drawn from evidence gathered throughout the evaluation, in terms of involving technical and financial partners, as well as civil society and the private sector, into the design of the content and governance structure of/for the next UNDAF?	-Degree of donor involvement and co-ownership of UNDAF programme as a whole and specific interventions (through innovative mix of pool/budget funding and earmarking, joint programming with specific donor-owned technical/programme support, joint programmes with development banks/technical partners etc.)	-Qualitative interviews	- Technical and financial partners - RCO - MinFin, MinPlanning, MinForeign Affairs, MinEcon
	63. -Regarding partnership mobilization and involvement, are there any major evaluation findings (best practices, lessons learned, success stories etc.) that could provide guidance to other countries/UN country teams to emulate best practises (as well as learn from/avoid potential “worst practices”) based on Cabo Verde’s example(s) or experience(s)?	-Qualitative data (catalytic effects regarding resource mobilization etc.)	-Qualitative interviews (with stakeholders, technical and financial partners)	-Key stakeholder informants (civil society, donors, implementing partners, line ministries/administrative planning & coordination staff) -UN managers and senior technical staff -RCO

Annex 4 - Methodological Tools, Workplan and potential Risks and Limitations

1. General Approach and Structure of the Data Collection and Interview Phase

The assessment of programme outcomes has been guided by the standard OECD criteria of relevance, effectiveness, efficiency and sustainability. The Inception Report outlines in greater detail a number of tools and techniques that were applied to assess short to medium term impact, issues of relevance and effectiveness, the fit and link of the results matrix with the national strategic framework, as well as different formats and guidelines for conducting interviews with the main categories of key informants, and for triangulation of data between the main sources of such data. Data collection and analysis was based on the following main sources, viz.:

- a. Review of an extensive range of documents: UN reports, studies, policy frameworks, plans, prior evaluations, work-plans, Terms of Reference of components of the governance structure, technical reports of which the key reference document are included in the Bibliography;
- b. Interviews and structured group work sessions (half-day Pillar review workshops) with top managers and staff of UN agencies, participating in regular meetings of the UNDAF management structure, key GoT Central and Sector Ministries and other GoT agencies most directly involved in implementation of the UNDAF, Parliaments; Development Partners, civil society.

The analytical levels applied for formulating the UNDAF and conceiving related interventions comprised three tiers, namely a. the macro level (support to policies/programmes), b. the meso level (support to systems and institutional capacity), and c. the micro level (support at the individual level). The evaluation will note whether specific disequilibria or strategic gaps are observed. During the data collection phase, in parallel with continued documents review and analysis, the evaluation engaged the largest possible number and various sets of key informants, due to time constraints mainly through focus group discussions (incl. a series of pillar workshops with respective stakeholders).

In structuring the interview phase, account was taken of the roles and responsibilities, functions, and perspectives of key informant categories in relation to the UNDAF as a whole and at the level of outcomes, activities etc. This also included the preparation of a list of hypotheses as a tool to test attitudes and opinions about the success or shortcomings of the UNDAF and the DaO approach in Cabo Verde. The UNDAF involves a quite complex landscape of actors across the territory and institutional structures and sectors at all levels of Cabo Verde, comprising UN and government coordination and management structures, civil society and private sector partners, development partners, as well as institutional and individual beneficiaries.

The evaluation canvassed as broad and representative a cross-section of these key-informants as possible, applying different techniques to solicit both objectively and verifiable information as well as the necessary and valuable information on perceptions, attitudes, value-based judgments of different key stakeholders. At the level of UNDAF coordination and management structures (results groups, OMT, PMT, UNCT) engaged informants including senior management, programme and administrative staff.

In the interest of collecting and verifying critical information, data collection methods included quantitative and qualitative tools. Data were confronted and exposed to cross-validation by sequential, iterative interview sessions. Assertions made were systematically challenged to see if they could be backed up by evidence and empirical data. Juxtaposing and confronting different standpoints allowed to assess the validity of assertions, statements, projections and conjectures.

Systematic efforts were made to grant key informants opportunities allowing various stakeholders to voice concerns and critique, for example through combining separate meetings with programme coordinators, implementers and beneficiaries; or individual follow-up exchanges. Hence, a clearer picture emerged that allowed to establish a better understanding of what is actually "real" and objectively "true" in the empirical sense. Through this iterative process

of sifting and filtering through different sub-sets of data and information, by challenging statements made, and by analytical triangulation of data, a reading of DaO in Cabo Verde emerged that likely captures the complexities to a fairly large degree. This allowed to distil a limited number of core findings and messages to be retained from the wealth of perspectives and different (sub)sets of quantitative and qualitative data.

The validity, reliability and comprehensiveness of findings gradually emerged throughout initial data collection, often taking shape from vague contours to sharp features, by means of an iterative process of data validation and calibration through juxtaposition, confrontation and cross-validation, pinpointed probing for in-depth and background data etc.; thereby fostering the pertinence of the recommendations on content, operational and coordination parameters to be taken into account for designing the upcoming UNDAF cycle. Other than gauging estimated contributions through the UNDAF to national results by applying UNEG evaluation criteria (relevance, effectiveness, efficiency, sustainability; possibly also impact, but to a lesser extent), the findings and related recommendations generated were confronted with a number of key questions, for the purpose of maximizing the lessons to be extracted, and refining the actual final set of evaluation outputs.

2. Financial Analysis of available Data

As mentioned further above, and subject to availability and accessibility, aggregate and disaggregated financial data (budgets, allocations, expenditures) covering programme, operations and coordination-related support dimensions of the UNDAF, will be analysed to deconstruct and disaggregate the many various elements of the UNDAF/DaO to produce relevant information on:

- Tracking trends in delivery vs. budgets/plans vs. available resources over time.
- Composition/distribution of resources by i. Agency, ii. Outcome, iii. Outputs, iv. activities, v. category of spending, vi. programme or DaO-related.
- Composition of resources by source of funds (core/regular budget/non-core/One Fund and their distribution by agency/by programme outcomes vs. DaO governance related outcomes.

Because of the potential complexity of sifting through available financial data, and to avoid dispersion of effort in the vast array of possibilities of combining such data, the analysis will be guided by the overall parameters of the evaluation using standard evaluation criteria (effectiveness, relevance, efficiency etc.) and exploring the underlying principles of DaO (issues regarding equity, inclusiveness, “One UN-ness” etc.).

An underlying assumption for this task to be completed by the evaluation is that the relevant data is readily available in the UNDAF database system and/or will be provided by the operations management structure against specific analytical requirements as defined by the evaluation.

3. Assessment of Programme Outcomes

The set of instruments for covering programme evaluation criteria comprises the following;

1. “Short- to medium-term impact screening” method: Gauging the impact of a programme can logically only be carried out after a certain number of years following the end of the programme implementation cycle. The UNDAF / One Programme Action Plan’s database system of reference specify that the evaluation is tasked with determining whether under the current UNDAF cycle, any short- to mid-term impact can be established. The evaluation will focus on screening key actions for potential “immediate impact candidates” in looking at a number of criteria including strategic pitch, positioning in the results chain, likelihood of immediate to mid-term impact, financial volume etc. This screening process would result in a filtered long-list of key actions.

The “immediate impact candidates” on the long-list which correspond to the respective area covered by the stakeholders/forum being met with, will be presented to stakeholders during the various interviews, and if applicable serve as triggers for a related discussion about tangible/observable immediate impact of the UNDAF.³ Stakeholders would be free to alter, amend and add to the list, or refute the idea of immediate impact (activities), altogether. Any items that remain on the list would then be subjected to further investigation at the level of immediate beneficiaries, to validate the preliminary short-list.

This largely qualitative method requires an inquisitive, probing approach. Proponents of one of the key actions being elevated to “immediate/mid-term impact status” will be challenged to put forward a convincing case. The related argument needs to be made from a holistic, sector-wide perspective taking into account the landscape/environment of other players’ interventions and the “fit” of the UNDAF action in the larger picture of the DECRP framework.

Potentially, even a low-budget intervention could be identified as a catalytic, game-changing strategic trigger warranting the qualification of “short-/medium-term impact”. This approach will thus yield a basis for assessing short-to medium-term impact of the UNDAF informed by available data and stakeholder judgments and based on screening of all key actions within the 12 UNDAF outcomes.

2. “Relevance and effectiveness screening” method: To assess the evaluation criteria of relevance and effectiveness the evaluation will confront the relevant DECRP goal statements and indicator frameworks with UNDAF outcomes/outputs and related indicators in order to identify where, how and to what degree there is a “fit” or degree of articulation vis-à-vis the national strategic planning and action frameworks. This method will also provide important information to enable an assessment of the issue of the relative *contribution* of the UN through the UNDAF to national level goals.

3. Projection-based scenario tool: Complementing and building upon the above two methods the evaluation will attempt to project, based on quantitative indicator data, the likely/realistic end-point of selected UNDAF programme outcomes. Even in cases where no evident link to the national level goal/indicator structure can be established, it will be possible to draw up at least a crude (two-point) trend curve/graph based on performance data at the outcome and, if needed, output level. These graphs, or “continued trend scenarios”, would in the second round serve as points for discussion with stakeholders who would be invited to make comments and observations on the likelihood of the projected scenario. Taken together, the scenario projections and stakeholder discussions will produce a more comprehensive mapping of the range of expected final results of the UNDAF, complementing “2.” above. The projection tool, while more easily applied to quantitative indicators, can also be used for qualitative indicators (mapping the baseline and existing narrative/qualitative targets against the y axis).

4. Local (mis)fit detection tool: The above-mentioned tools “2.” and “3.” are structured around the existing UNDAF results architecture, mapping the robustness of the fit of the UNDAF results hierarchy at the interface of high-level results (outcomes) with top level over-arching national goals and related strategic intervention areas. While not necessarily implicitly accepting the UNDAF results chains’ robustness as a given, they are therefore intrinsically geared towards documenting and measuring the contribution of the UNDAF to national planning frameworks and development goals.

Hence, these tools can be seen as slanted towards probing for a positive fit, neglecting an inquisitive approach vis-à-vis the UNDAF’s results chain, as such. In contrast, the tool suggested here would do the opposite, viz. probing for loose fits or gaps within the results chain(s) of the UNDAF’s own results hierarchy; and at the top-end, in the

³ Initially, prior to sharing the prepared long-list, the informants would be asked to answer the following question: “In looking at the UNDAF, would there be any key action(s)/output(s) that you would qualify as catalytic game changer with immediate or short-to mid-term impact?” The trigger function would be resorted to only if need be.

articulation between UNDAF outcomes for which (potential or definite) structural flaws could be identified, and the national planning/action framework(s).

Figuratively speaking, this tool would check if the UNDAF is/was indeed standing on a strong torso or rather, had a “soft underbelly”. Hence, the tool proposed here will question the basic premise that the UNDAF result chains’ relationships between the formation of various inputs/outputs and related linkages to higher-level results are/were indeed logically articulated, without serious flaws or gaps, and/or sufficiently designed in depth and scope, including foreseen funding. Essential to this will be the screening of the underlying theory of change and hypotheses, per (priority) outcome: is/was the existing theory of change or ToC (if need be, the ToC will be implicitly reconstructed by screening risk/assumption/threat statements in related documentation) well defined; or weak and flawed?

The screening of the sequential logic (were all logical sequential steps covered?) will also be taken into account during the careful logical screening of the vertical and horizontal robustness of result chains. Stakeholder interviews will allow to establish whether other complementary activities outside the UNDAF covered any such (potentially) existing gaps in the result chains. Should any flaws or weaknesses in the results chain be identified, the evaluation will attempt to investigate further based on related explanatory hypotheses to reconstruct how and why, potentially existing output-level “misfits” or loosely integrated key actions, unexplained logical gaps and missing links at horizontal/vertical level came about.

5. Preparation of semi-structured interview guidelines: Interview guidelines will be more or less based 1:1 on the contents of the UNDAF results matrix, turning the results tree (incl. risk analysis/assumptions and (implicit) theory of change) into discussion items along the standard evaluation criteria.⁴ This would all be captured in a matrix perpendicularly listing outcomes/outputs/underlying assumptions/cross-cutting dynamics and history etc. versus the evaluation criteria. If possible, key DaO-related metrics inc. efficiency/transaction and factor costs should be pre-filled, whenever related information is available.

The views of interviewees/stakeholders will be solicited about drawbacks, benefits and effects on and around the specific outcome of the DaO paradigms of One Lead/One Programme/One Fund/Operating as One/Communicating as One. Another interview guide/matrix would need to be dedicated to the cross-cutting issues (HRBA, gender, environmental sustainability, RBM, capacity building). These interviews will also serve to address the issue of strategic/tactical level of pitching UNDAF results, and should lead to discussions of how best to pitch the next UNDAF cycle’s outcomes, in conjunction with the discussion about strategic thematic design and scope.

4. Tools to analyze cross-cutting issues

Other than the first dimension of programme relevance, effectiveness and mainstreaming as seen from the technical point of view of the 4 PWGs, there is the second angle of the cross-cutting thematic groups’ relevance, effectiveness, efficiency etc.; and last but not least, the DaO-specific angle of cross-agency governance, that all need to be taken into account during data collection and analysis.

-Human Rights and Gender Equality: By virtue of its mandate and role as a trusted neutral broker and government partner, the UN has traditionally played an important part in setting the normative, policy and development agenda for human rights and gender equality in countries. Given the cross-cutting nature of mainstreaming the gender and human rights agendas, related aspects will also need to be covered and effectively mainstreamed, across the technical evaluation of the 12 programme outcomes.

⁴ The issues concerning relevance, effectiveness, efficiency, sustainability will (need to) be informed by the analysis springing from applying tools 1-3 above.

Whereas many of the training/capacity building-related activities or key actions were supposed to integrate Human Rights concerns into the gender specific dimension, and vice versa, both areas also have stand-alone activities/key actions and results that need to be evaluated in their own right. In both cases, other than upstream policy work and the delivery level interface of capacity building, a crucial part in the promotion of key concepts and messages is played by sensitization efforts. In this respect, it will be important to specifically look into the coordination and collaboration with the UN Communications Group and its specific work plan deliverables.

Thus, the 12 UNDAF outcomes were analyzed from a gender and HRBA mainstreaming perspective, including the following angles of inquiry: to what extent were gender and human rights-related issues reflected in the results chain's design; and related delivery; were these issues properly mainstreamed in the sense of seamless integration, or might there have been any indications of awkward "retrofitting" or superficial (ex post) "glossing over"; were sufficient resources budgeted for gender/human rights-related activities, and if there were funding gaps, were resulting reduced allocations equally spread across normative and non-normative activities, or did the gender/human rights-related activities suffer more from any financial shortfalls; were gender/human rights issues more dependent on One Fund allocations than non-normative activities; and in UNDAF / One Programme Action Plan's database system of the M&E dimension, were output and outcome indicators properly gender sensitive, and was data always collected, analysed and reported on, in a gender disaggregated fashion?).

Another angle would look at the wider picture of if, how and to what extent the DaO approach helped identify and realize inter-agency synergies, and whether there remain hidden potentials with regards to the gender and HRBA mainstreaming agenda that, in being realized, could generate additional catalytic effects. Given that the evaluation will rely on a mixed method approach allowing for triangulating esp. qualitative data collected from among different stakeholders including duty bearers, beneficiaries, donors and implementing partners, heavy emphasis will be given to covering interrelated evaluation principles such as inclusiveness (which groups benefitted the most and which groups contributed to the intervention under review, disaggregating groups to the extent possible by relevant criteria, such as; disadvantaged and advantaged groups depending on their gender or status (women/men, class, ethnicity, religion, age, location, etc.), duty-bearers of various types, and rights-holders of various types) in order to assess whether benefits and contributions were fairly distributed by the intervention being evaluated. Since some groups might actually have been negatively affected by an intervention, the evaluation will strive to also acknowledge who these stakeholders are and how they are affected, and shed light on how to minimize the negative effects.

-Environmental Sustainability: The programming principle of environmental sustainability will be assessed with special emphasis on the related Results Group addressing environment protection and climate change issues. Other than looking at the interventions geared towards establishing policies and strengthening regulatory frameworks or strengthening capacities for environmental protection etc. through the lens of the standard UNEG set of evaluation criteria, there is also need to assess if environmental sustainability concerns were properly applied throughout the other PWG programming areas. The obvious pillar or results axis to be looked at for this purpose is the economic growth-related "Inclusive Growth and Poverty Reduction" results group.

At the same time, there is also a need to screen many other programme elements and not directly programme related aspects of the UNDAF to be closely looked at through this specific lens, including the following issues: i. awareness among staff, IPs, counterparts and beneficiaries about the energy needs and requirements, and fuel sources, for the design and selection of office spaces, project sites; ii. fuel sources and related carbon gas emissions at project construction sites and/or implementation locations for cooking/boiling water/space cooling or heating etc.; iii. the design, selection and procurement of equipment, infrastructure and machinery requiring electricity as input and related power source implications (are projects considering alternatives to diesel powered generators or is this still the standard default "reflex"? and similar questions); iv. the coordination of logistics (trips by car, vehicles: jointly managed fleet/missions/trips serving several missions/agencies?); v. procurement of goods in bulk (reducing number

of delivery runs); proper insulation of offices; vi. vehicle fleet fitted with eco-friendly engines/appliances; drivers instructed and following eco-friendly driving (shutting off engine when not needed/no running idle etc.); vii. ICT merger as way to downscale power consumption for cooling servers; viii. eco-friendly dispatch and recycling of ICT garbage/debris/used machinery; systematic upgrading of technical equipment to more eco-friendly versions; ix. recycling of technical and/or organic waste; x. "greening" of offices in UNDAF / One Programme Action Plan's database system of reducing print jobs, using recycled paper rather than paper produced using expressly processed pulp wood from freshly cut lumber; xi. policy to shut off office lights and technical equipment to save power etc.

-RBM: This particular component of the evaluation is different from the other cross-cutting issues in that operationalizing an evidence/RBM-based management approach was identified as a key principle that the UNDAF was expected to strengthen, also in view of overall DECRP M&E capabilities on the government side. This dimension is obviously intimately linked with the dimension of capacity building. buy-in and thus the gauge of successful implementation of the RBM approach. Moreover, the products of UNDAF M&E efforts including progress and monitoring reports, lists and graphs based on the data input by the results groups and cross-cutting TWGs, other than serving the purpose of managerial support for decision making, are also a system and approach of accountability and transparency allowing to track and monitor the progress of interventions against projected outputs and outcomes. As such, the UNDAF M&E system represents a key source of information for the present UNDAF evaluation. While the evaluation will be (partially) dependent on the UNDAF / ONE Programme Action Plan's monitoring data, it will however also maintain a critical stance vis-à-vis the information acknowledging that monitoring and tracking data, essentially entered as "self-evaluations" by UN staff are never perfect, which might impact on overall data validity. Last but not least, the design and real-life utility of the UNDAF M&E system as such was also looked at through, e.g., the frequency of UNDAF M&E data being entered/edited, and used for reporting, tracking and decision making as per self-reporting by interviewed stakeholders with various degrees of data entry privileges and/or user rights. A particular aspect looked at was whether key RBM principles (such as SMARTness of indicators etc.) were applied in indicator design, and whether guidelines and instruction materials as well as training interventions that were designed and administered by key process owners (RBM working group/RCO/ICT) were well received and had a lasting impact in UNDAF / One Programme Action Plan's database system of capacity building.

-Capacity development: The dimension of "capacity building" sits at the apex of the crosscutting issues pyramid, since it permeates the UNDAF's structure at any given level. Indeed, as seen above in looking at the example of RBM, building the capacity of UN staff to then train others and capacitate them, in turn, is the lifeblood of any given intervention. The fact that capacity building does not have its own cross-cutting issues TWG actually underscores its omnipresence that cannot really meaningfully be captured in the TWG format. Capacity building covers basic and advanced understanding and knowledge, plus rendering recipients of the intervention (beneficiaries, implementers, other stakeholders etc.) capable of ultimately sustaining the specific approach, system, process or activity introduced by the UN. Key to capacity building is the question of the interface between individuals and institutions, and the obvious related implications for sustainability.

Hence, the capacity development dimension appears across all of the more inward-looking DaO outcomes meant to improve how the UN does business; as well as all of the 12 technical UNDAF cluster/programme axis outcomes in direct support of the DECRP national development goals. The simple scanning of the results matrix for training/sensitization and capacity building activities (examples would be training interventions such as workshops, training cascades, conferences; or long-term support through designing user guidelines, embedded TA's for capacity building through forming tandem partnerships with government counterparts etc.) will allow to hone in on such activities.

Issues looked at comprised how capacity building interventions were well received, and if anything could have been done better, and how; and last but not least, what is expected from the upcoming UNDAF cycle in this particular regard. Specific attention will also be given to the perceived success of direct/targeted and indirect (i.e., not specifically

planned for or targeted) capacity building in the areas of gender equality, human rights, environmental sustainability, M&E, communications/operations, and knowledge and understanding of the DaO approach and related tools and processes such as RBM, BPR etc. (and its potential repercussions on a potential systematic approach introducing the concept of the whole-of-government paradigm in Cabo Verde), in general.

The tabular representation below summarizes the different methodological elements, tools and related processes of the evaluation:

Evaluation Criteria and Questions	Methodology	Object and Scope	Data Collection Sources	Evaluation Contents
<p><i>Standard eval. questions</i> applied to specific Cabo Verde, UNDAF and DAO context: Relevance, Sustainability, Efficiency, Effectiveness, Impact</p> <p><i>DaO specific dimensions</i></p> <ul style="list-style-type: none"> - DaO value-added - Application and mainstreaming of - UN Programming principles - Partnerships leveraged - South-South and triangular cooperation applied - Responsiveness of UNCT to change in external needs and requirements - UNDAF governance structure - Strategic pitch 	<p>Tailored interview guidelines and questions to different groups and categories of key informants</p> <p>Scenarios</p> <p><i>Programme-related methods and tools:</i></p> <ul style="list-style-type: none"> - Impact screening - Relevance and effectiveness screening - Projection-based scenarios <p><i>DaO-related Tools:</i></p> <ul style="list-style-type: none"> - DaO matrix/semi-structured interview guidelines and questions - Structured exercises <p><i>Tools for tracking and assessing performance of cross-cutting issues</i></p> <p><i>Analysis of financial data: budget, allocations, expenditure/by agency/by category of expenditure/programme-related/DaO related etc.</i></p>	<p>Focus on 12 Programme results at Outcome level</p> <p>Analysis of financial trends and distribution of entire UNDAF programme</p> <p>DaO Outcome Level results</p> <p>Contribution of DaO approach overall</p>	<p>Document Review</p> <p>Key informants: UN agencies, GoCV MDAs, LGAs, DPs, NGOs, CBOs, private sector etc.</p> <p>Direct observation, visits to project sites</p>	<p>Assessment of short- to medium term results achieved and the UN's contribution to national goals</p> <p>Assessment of what has worked and not worked, and why</p> <p>Findings, conclusions, recommendations to improve UN programming, results & governance for the next cycle</p>

5. Work plan

(N.B.: Below dates needed to be subsequently adapted by pushing the timeline backwards. This was mainly due to the fact that well above half of the time spent in-country needed to be applied to data collection in the sense of informing output, outcome and impact indicators, a task which might have deserved a separate mission of several weeks in view of preparing the final evaluation.)

The methodology outlined above will be applied to produce the outputs or deliverables expected from the evaluation. The Evaluation is accountable for producing the following deliverables (tentative dates proposed): Inception report by (Work) Day 5, at the latest; Draft Evaluation Report by Day 25; Final Report by Day 35. In total, the consultancy will cover 35 working days between June and July 2016, in line with the Evaluation Roadmap. Up to 7 work days (inception phase and final redaction phase of including comments and feedback into the report's final version) will be reserved for out-of-country work consisting of reading, analyzing, reflecting and writing.

There will be some five weeks spent in-country between these initial and close-out phases, resulting in some 28 work days spread over five weeks in Cabo Verde (equaling 35 days of per diem). Pending further coordination with the evaluation team and the national team member to pin down exact dates and deadlines, the following timeframe is proposed:

-Phase A/Desk Study culminating in Inception Report; 4 working days (-Day 4): Comprehensive literature review and analysis of background data/documents (2 days Home-based); plus Prepare and submit inception report (2 days Home-based);

-Phase B/Data collection during country/field mission incl. preliminary analysis; approximately 24 days (-Day 28): Briefing of the evaluation team and development of an evaluation work plan with deadline (1 day); Conduct data collection, interviews, stakeholder meetings, emerging findings workshops, reference group meetings, and analysis in the country (9 days central / 14 days decentral level);

-Phase C/Final analysis, review/feedback, finalization and validation; 7-8 days (-Day 35): Prepare and submit draft evaluation report to UNCT Subgroup (4-5 days); Debrief with stakeholders, present findings to UNCT subgroup and UNCT (0.5 days); Collect feedback from Consultation workshop and UNDAF Steering Committee, incorporate comments (4 day hiatus); Finalize and submit final version of evaluation report to UNCT Subgroup (2.5 days home-based).

Hence, the work of the evaluation is structured into three broad phases, separated by benchmarks of major outputs: a. Inception Phase; b. Data collection and preliminary data analysis phase; c. Presentation of preliminary findings and recommendations; d. Drafting and finalization of Final Report.

6. Assumptions, Risks and potential Limitations

The over-arching limitation relates to a possible mismatch between the objectives and scope of the evaluation, and the estimated time and resources allocated. At the time of operationalizing the UNDAF / One Programme Action Plan's database system-of-reference into the present Inception Report with its specific scope and work-plan, the evaluator has not yet been able able to gauge any such potential mismatch.

These assumptions can also be formulated in the form of risks and related limitations, as follows:

- If UNDAF monitoring data and/or metrics/indicators were to prove incomplete or flawed, then the overall data collection approach and foreseen analyses, specifically in as far as effectiveness measures are concerned (i.e., what has been the actual performance of the UNDAF against established impact, outcome and output targets; to what extent have those fixed targets been reached? etc.), might be seriously obstructed;
- If data accessibility were to prove a major challenge and support to manage these challenges would not materialize in time, the evaluation's ability to cover the entire range of identified analyses to be run might be encumbered;
- If DECRP monitoring data is not available or available data is incomplete, applying the contribution screening tool to determine UNDAF contribution to national goals would prove problematic, if not impossible;

- If planned data collection synergies (esp. the KAP survey to cover staff, donor and government stakeholder opinions/attitude, practice and behavior, and knowledge about DaO; operations stocktaking exercise) could not be realized, related analyses, for instance related to BOS, environmental sustainability, and DaO governance-issues, would suffer;
- If eminent experts cannot be mobilized for the suggested Delphi survey, or do not provide timely feedback, this would prevent the evaluation from feeding such information into the retrospective and forward-looking analysis about DaO's impact, effectiveness and sustainability, and the overall relevance of the UN in and for Cabo Verde;
- If historical data covering the initial DaO period (UNDAF and JP's) is spotty or cannot be retrieved, the evaluation's ability to draw evidence-based comparisons between the pre-UNDAF and UNDAF period will be hampered;
- If expected access to critical data sources (A&M Framework etc.) is not granted, assessing DaO/governance dimensions might be negatively affected;
- If expected evaluation input was to be limited by unforeseen factors, or found inadequate, the volume of data to be collected and/or analyzed might be negatively impacted;
- Force majeure in the form of political unrest, natural disasters, security concerns etc. might prevent the evaluation from travelling to identified locations for on-site visits.

Annex 5 - List of Outcomes and respective Outputs

PILAR 1 : INCLUSIVE GROWTH AND POVERTY REDUCTION

Outcome 1.1 - Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit

- Output 1.1.1 The integration of Cabo Verde into the international trade system is strengthened, in compliance with international agreements and competitiveness strategies and policies
- Output 1.1.2 The capacity of key actors are strengthened in terms of designing and monitoring of evidence-based policies and strategies are achieved and followed through, including the enhancement of the regulatory and administrative relevant framework, to improve the industrial and economic performance and promote entrepreneurship and investment for an inclusive growth
- Output 1.1.3 Prospective and political analyses and evidence-based program options are completed and promote sustainable financing of the social sector and poverty/vulnerability reduction, with particular attention to women and children

Outcome 1.2 - The private sector, especially SMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor

- Output 1.2.1 SMEs benefit from enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management
- Output 1.2.2 Private sector companies, especially SMEs, are in compliance with international standards for increased competitiveness and market access

-Output 1.2.3 Agribusiness value chains and production, market and commercialization best practices are introduced and applied to improve productivity and food safety

Outcome 1.3 - The most vulnerable populations , particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity

-Output 1.3.1 The government and national actors have strategies and operational tools at disposal in favor of children and women's integration into wage labor in urban and rural areas, including the implementation of investment programs for decent labor

-Output 1.3.2 Capacities for the elaboration and implementation entrepreneurship curricula are strengthened, at various education levels, with strong focus on women and children, for an entrepreneur society

PILLAR 2: CONSOLIDATION OF INSTITUTIONS, DEMOCRACY AND CITIZENSHIP

Outcome 2.1 - National administrations and audit institutions are more efficient in terms of planning, implementation, monitoring and evaluation of equitable development

-Output 2.1.1 The statistical system is provided with institutional and human capacities for the production and dissemination of socioeconomic disaggregated statistical data to help developing and feeding the M&E national system

-Output 2.1.2 Central and local institutions have increased institutional and human capacities for planning and resource affectation functions, in line with efficiency standards, including international standards

-Output 2.1.3 Internal and external public finance audit institutions are strengthened to ensure transparency in public resources management, as part of the public finance reform program

-Output 2.1.4 Administrations have adequate technical capacities for the elaboration, implementation and monitoring of strategies and sectoral programs

-Output 2.1.5 Key democratic institutions are reinforced to consolidate the democratic system, with particular emphasis on Parliament reform, supporting electoral processes and promoting social dialogue

-Output 2.1.6 National institutions for human rights and national actors are trained to promote, defend, protect human rights, including the submission of periodic M&E reports on the implementation of conventions and international treaties ratified by Cape Verde

Outcome 2.2 - National institutions responsible for security and justice ensure increased security and citizen's rights, especially for the most vulnerable groups

-Output 2.2.1 The legal framework for drugs and crime reduction is revised and in line with international conventions

-Output 2.2.2 The operational capacity of law enforcement agencies is strengthened for an effective prevention and fight against drug, organized crime, human and migrant trafficking, money laundering and terrorism

-Output 2.2.3 Government and civil society have the institutional capacities to contribute to effective drug and crime prevention

-Output 2.2.4 GBV institutions have enhanced capacity to judge in a fair, equitable and effective way

-Output 2.2.5 The Juvenile Justice system operates in accordance with international standards and national legal framework

Outcome 2.3 - The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed

-Output 2.3.1 The capacity of civil society and the media are reinforced for their participation in the electoral process and in key national development processes, including monitoring of MDGs progress, international commitments on human rights, implementation of the DECRP and the State-citizen engagement is strengthened to achieve responsive governance and accountability

-Output 2.3.2. Institutional capacities to ensure increased quality and citizens' participation are strengthened, contributing among other to the recognition, expansion and consolidation of the national volunteering

PILLAR 3: REDUCTION OF DISPARITIES AND INEQUALITIES

Outcome 3.1 - National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies

-Output 3.1.1 Institutions' capacities are strengthened for qualitative and quantitative information production highlighting the nature, extent, importance and distribution of social disparities and inequalities, in order to elaborate adequate policies (health, HIV-AIDS, education, employment, protection, justice, habitat and informal settlements)

-Output 3.1.2 Key sectorial policies are reviewed to decrease inequalities, including gender inequalities, in compliance with Human Rights standards

Outcome 3.2 - Centralized, decentralized and Local Institutions provide equitable and qualitative services

-Output 3.2.1 Institutional capacities are strengthened for quality services provision and promotion of intervention based on rights, in particular regarding health, education, justice and employment

-Output 3.2.2 Intersectoral response capacities are strengthened on rights to sexual and reproductive health, especially for women and young girls

-Output 3.2.3 Institutional capacities of key actors are strengthened for a multisectoral response to STDs/HIV Aids, tuberculosis and drug abuse implemented, focusing on populations most at risk and vulnerable

Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use quality service

Output 3.3.1 Communities' capacities, especially of the most vulnerable, are enhanced around the adoption of essential practices promoting inclusive social development, participation and social ownership, and increase demand for essential social services

PILLAR 4: ENVIRONMENTAL SUSTAINABILITY AND ADAPTATION TO CLIMATE CHANGE

Outcome 4.1 - Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level

- Output 4.1.1 The legal and regulatory framework, which promotes sound governance and environmental management, is revised to include key principles of sustainability, inclusiveness, adaptation and mitigation to climate change, in line with international treaties
- Output 4.1.2 Central and local capacities strengthened for the elaboration, implementation and M&E of plans and strategies for environmental management and DRR sensitive to specific gender, youth and children's needs
- Output 4.1.3: Capacity strengthened for the development and implementation of green growth strategies based on renewable energies, energetic efficiency and efficient use of resources for a development based on low carbon emissions and cleaner production

Outcome 4.2 - Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth

- Output 4.2.1. National institutions' capacities enhanced to design and implement strategies and action plans for the conservation of natural resources and biodiversity, and the rehabilitation of habitats and critical eco-systems

Outcome 4.3 - Local communities and civil society have increased environmental advocacy capacity and develop, implement and evaluate community-based projects for sustainable management of natural resources

- Output 4.3.1 Socio-economic empowerment of vulnerable populations, especially women and young, is enhanced through the promotion of innovative practices aiming for sustainable management of natural resources
- Output 4.3.2 Local communities are better prepared and more resilient to deal with natural disasters and the effects of climate change
- Output 4.3.3 Civil society's advocacy capacity is strengthened for a sustainable management of natural resources at community and national level

Annex 6 - Detailed descriptive analysis logframe analysis (agency distribution scan)

-The overall emphasis of the UNDAF's substance is on building human capital (esp. design of Pillars 2 and 4) and systemic/institutional capacity building (across all four Pillars); since hardly any service delivery interventions no real need to travel to other islands for data collection.

-Cabo Verde Joint Office (JO: UNDP-UNFPA-UNICEF) with joint budget, work plan and representative existed prior to introduction of DaO approach (2008); stakeholders still have no absolute clarity regarding dynamics: mutually re-enforcing synergies? Ideal case/hypothesis (beyond the remit of this evaluation) that remains to be empirically proven: Existence of JO having exclusively positive effects on member agencies and (almost) no negative effects on non-JO resident and non-resident agencies.

-The Joint Office (JO) concentrates lots of resources and strategic weight (20/34 outputs (59% of total number of outputs) with JO involvement; involvement across outcomes: 1/3 outcomes – Pillar 1, 2/3 outcomes – Pillar 2, 3/3 outcomes – Pillar 3, 3/3 outcomes – Pillar 4 (overall presence in 9/12 outcomes across UNDAF).

-Given the very recent change of government with staff currently in transition, there is a need to involve both previous and incoming staff to ensure the quality of data and input/feedback provided by GoCV counterparts regarding the backward looking and forward looking dimensions of the evaluation.

-The UNDAF pillar structure largely follows the standard sequence: 1. Economic issues; 2. Governance; 3. Basic social services and addressing inequalities; 4. Environment/climate change

-Each Pillar has 3 outcomes and they are organized along the following sequence, applied to the design of every single pillar: Outcome 1./normative, Outcome 2./institutional, Outcome 3./ operational.

-There were some joint projects/programmes within pillars; e.g., Pillar 3 (4-5 agencies closely working together); check for type of articulation around joint outputs (Outcome 3.2 has many different agencies contributing to same output: 3.2.1: 4+3, 3.2.2: 2+2, 3.2.3: 4+2); carry out comparative count by output.

-Some outputs are comparatively “light-weight” in terms of substance: created due to single-agency planning and/or practice of accommodating specific agency (and donor?)-specific “framing” of results

-Comparative strategic weight of pillars, outcomes, outputs shows some discrepancies: number of outputs per pillar is even (4 pillars at 3 outcomes, each), but number of outputs per pillar and thus, average number of outputs per pillar outcome is uneven: total number of outputs by pillar across respective three outcomes is 8 outputs/Pillar 1, 13 outputs/Pillar 2, 6 outputs/Pillar 3, 7 outputs/Pillar 4; average number of outputs per outcome: 2.66; 4.33; 2; 2.33.

-Technical observations regarding pillar design:

-i. Pillar 2 much larger in terms of number of outputs (“mini-UNDAF”): single agency *Outcome 2.2 – “National institutions responsible for security and justice ensure increased security and citizen’s rights, especially for the most vulnerable groups”*; 5 outputs of which only one (output 2.2.4/GBV-related) has additional UN agency input (UNDP/ OHCHR; but neither UN Women nor UNFPA who might have had specific comparative expertise to contribute, here); some agencies complained about the initial design of Outcome 2.2 since in its original form, it was UNODC, only, with other agencies potentially in a position to offer related technical expertise considering that they had been overlooked (“Output 2.2.5 The Juvenile Justice system operates in accordance with international standards and national legal framework” is also UNODC only, without UNICEF inputs)

-ii. Pillar 4 by far the largest in terms of financial volume; pillar 3 comparatively insignificant funding

-iii. Pillar 1/Economic Growth seems underfunded in relation to its strategic importance: ask stakeholders about their assessment and potential explanations/reasons => a. comparative UN advantage relatively limited, hence what UN is doing adequate in terms of what they can contribute?; or b. other FTPs have at least comparable support to offer and do so, hence filling the space (UN thus being “crowded out”) ; or c. UN under-funded and not fully enabled by donors, hence constrained and not able to fully tap into what they could/should contribute?

-There are 21 impact level indicators. The number of indicators at UNDAF impact level are 4, 4, 7 and 6 indicators for the respective pillars (1-4). In relation to the number of strategic priorities addressed per pillar (6, 7, 6, 5, respectively), while pillars 3 (7 indicators for 6 priorities) and 4 (6 indicators for 5 priorities) have more indicators than priorities, pillars 1 and 2 (4 indicators respectively for 6 priorities under pillar 1 and 7 priorities under pillar 2) show a slight disequilibrium in terms of indicator ratio per priority (i.e., a few more indicators could have been added).

-Each one of the four UNDAF programme pillars has an identical number of outcomes, namely three (3). The average number of outputs per pillar is 2.66 (8 outputs/3 outcomes) for Pillar 1, 4.33 (13 outputs/3 outcomes) for Pillar 2, 2 (6 outputs/3 outcomes) for Pillar 3, and 2.33 (7 outputs/3 outcomes) for Pillar 4. This yields a total average number of 2.833 outputs per outcome (34/12) across the four pillars which is in line with the rule-of-thumb of some 3 outputs per outcome.

-The outcome with the largest number of outputs is 2.1 with 6 outputs (2.1.1-2.1.6). There are two single-output outcomes (3.3 and 4.2).

-At Outcome level, pillars 1-4 show 14, 17, 15 and 11 indicators for their respective 3 outcomes. Across the 12 outcomes, the total number of indicators is 57. The average number of outcome indicators per outcome is 4.75. The average number of outcome indicators per pillar is 4.7 (7, 4, 3 indicators for outcomes 1.1-1.3/pillar 1), 5.7 (5, 6, 6 indicators for outcomes 2.1-2.3/pillar 2), 3 (4, 5, 6, indicators for outcomes 3.1-3.3/pillar 3), and 3.7 (4, 3, 4 indicators for outcomes 4.1-4.3/pillar 4). All these averages are within what is considered the standard spectrum.

-Outcome 1.1 had the highest number of outcomes indicators, namely 7. While this number is high for a single outcome, it reflects the complexity and width of the outputs subsumed under this cluster of results (*“Outcome 1.1 - Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit”*).

-The number of outputs per pillar outcomes is distributed as follows: 3,3,2 for Pillar 1; 6,5,2 for Pillar 2; 2,3,1 for Pillar 3; 3,1,3 for Pillar 4. The distribution by size (or number of outputs per outcome) was as follows: 2 outcomes with 1 output, 3 with 2, 5 with 3, 1 with 5 and 1 with 6 outputs. The median is 3 outputs per outcome.

-The average number of PUNOs per Outcome and Output is as follows, across pillars:

Average	Pillar 1	Pillar 2	Pillar 3	Pillar 4
PUNOs/Outcome	6.33	6.67	6.33	4.67
PUNOs/Output	4.125	3.15	4.83	3.14

-The average number of PUNOs per specific output is as follows: Pillar 1’s Outcome 1: 4.66, Outcome 2: 2, Outcome 3: 2.5; Pillar 2’s Outcome 1: 5, Outcome 2: 1.4, Outcome 3: 2; Pillar 3’s Outcome 1: 4, Outcome 2: 5.66, Outcome 3: 4; Pillar 4’s Outcome 1: 4, Outcome 2: 2, Outcome 3: 2.66.

a. Analysis across Pillar Outcomes

There are 20 agencies that (have) directly or indirectly contribute(d) to the UNDAF. At Outcome level, there were four agencies with a presence across all the four UNDAF pillars, namely UNDP (8/12 outcomes), Unicef (7/12 outcomes), and UNFPA and Unesco (both 5/12 outcomes); followed by UN Women (7/12 outcomes), UN-Habitat (6/12 outcomes), FAO and ILO (5/12 outcomes), and WHO (4/12 outcomes) across 3 pillars; with four agencies having contributed to two different pillars (UNIDO 4/12; UNODC & OHCHR each 3/12; WFP 2/12); and seven agencies with only one outcome they contributed to (UNEP & IOM 2/12 outcomes; ITC, UN-AIDS, UNOPS, UNCTAD and UNV/VNU with only one outcome under a single pillar). On average, one agency was represented under 2.1 pillars and 3.4 outcomes.— The quantitative ranking in terms of absolute number of outcomes contributed to is as follows: 1. UNDP (8/12); 2. UNICEF (7/12); 3. UN Women (7/12); 4. UN-Habitat (6/12); 5. UNFPA, FAO, ILO, Unesco (5/12); 6. UNIDO, WHO (4/12); 7. UNODC, OHCHR (3/12); 8. WFP, UNEP, IOM (2/12); 9. UNCTAD, ITC, UN-AIDS, UNOPS, UNV (1/12).

b. Analysis across Pillar Outputs

At Output level, the agency distribution ranks as follows: UNDP contributes to 16 outputs across 4 pillars; followed by UNICEF (12 outputs/4 pillars), UN Women (10 outputs/3 pillars), UNFPA (9 outputs/4 pillars), ILO (9 outputs/3 pillars), UNIDO (9 outputs/2 pillars), UNESCO (8 outputs/4 pillars), WHO (8 outputs/3 pillars), FAO (7 outputs/3 pillars), UNODC (7 outputs/2 pillars), UN-Habitat (each 6 outputs/3 pillars), OHCHR and WFP (each 4 outputs/2 pillars), IOM and UNEP (each 2 outputs/2 pillars), and the single output/single pillar agencies ITC, UN-AIDS, UNCTAD, UNOPS and UNV. The average number of outputs contributed to is 5.75 per agency.

-The absolute distribution of PUNOs by pillar outcome and related outputs is as follows:

c. Pillar 1

# of PUNOs / Pillar 1	
Outcome 1.1 - Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit	11
Output 1.1.1	3
Output 1.1.2	4
Output 1.1.3	7
Outcome 1.2 - The private sector, especially SMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor	4
Output 1.2.1	2
Output 1.2.2	1
Output 1.2.3	3
Outcome 1.3 - The most vulnerable populations , particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity	4
Output 1.3.1	3
Output 1.3.2	2

d. Pillar 2

# of PUNOs / Pillar 2	
Outcome 2.1 - National administrations and audit institutions are more efficient in terms of planning, implementation, monitoring and evaluation of equitable development	13
<i>Output 2.1.1</i>	7
<i>Output 2.1.2</i>	3
<i>Output 2.1.3</i>	1
<i>Output 2.1.4</i>	9
<i>Output 2.1.5</i>	3
<i>Output 2.1.6</i>	7
Outcome 2.2 - National institutions responsible for security and justice ensure increased security and citizen's rights, especially for the most vulnerable groups	3
<i>Output 2.2.1</i>	1
<i>Output 2.2.2</i>	1
<i>Output 2.2.3</i>	1
<i>Output 2.2.4</i>	3
<i>Output 2.2.5</i>	1
Outcome 2.3 - The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed	4
<i>Output 2.3.1</i>	2
<i>Output 2.3.2</i>	2

e. Pillar 3

# of PUNOs / Pillar 3	
Outcome 3.1 - National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies	6
<i>Output 3.1.1</i>	2
<i>Output 3.1.2</i>	6
Outcome 3.2 - Centralized, decentralized and Local Institutions provide equitable and qualitative services	9
<i>Output 3.2.1</i>	7
<i>Output 3.2.2</i>	4
<i>Output 3.2.3</i>	6
Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use quality service	4
<i>Output 3.3.1</i>	4

f. Pillar 4

# of PUNOs / Pillar 4	
Outcome 4.1 - Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level	9
Output 4.1.1	4
Output 4.1.2	7
Output 4.1.3	2
Outcome 4.2 - Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth	2
Output 4.2.1	2
Outcome 4.3 - Local communities and civil society have increased environmental advocacy capacity and develop, implement and evaluate community-based projects for sustainable management of natural resources	3
Output 4.3.1	2
Output 4.3.2	3
Output 4.3.3	3

-The charts presented on the following pages show agency presence across pillars, per outcome and output:

a. Pillar 1

PILLAR 1 : INCLUSIVE GROWTH AND POVERTY REDUCTION																			
Outcome 1.1 - Policies and national programs for poverty reduction and economic	FAO	ILO		ITC			UNCTAD	UNDP		UNESCO	UNFPA		UNICEF	UNIDO			UN WOMEN		WFP
1.1.1				x			x							x					
1.1.2	x									x				x					x
1.1.3		x						x			x		x	x			x		x
Outcome 1.2 - The private sector, especially SMEs in urban areas, have better access to	FAO	ILO												UNIDO			UN WOMEN		
1.2.1		x												x					
1.2.2														x					
1.2.3	x													x			x		
Outcome 1.3 - The most vulnerable populations, especially women and children, of rural and	FAO	ILO												UNIDO			UN WOMEN		
1.3.1	x	x															x		
1.3.2		x												x					
Total Agency Presence / across Pillar 1 Outputs	3	4		1			1	1		1	1		1	7			3		2

b. Pillar 2

PILLAR 2: CONSOLIDATION OF INSTITUTIONS, DEMOCRACY AND CITIZENSHIP																				
Outcome 2.1 - National administrations and audit institutions are more efficient in	FAO	ILO	IOM		OHCHR			UNDP		UNESCO	UNFPA	UN Habitat	UNICEF		UNODC		UN WOMEN	VNU	WFP	WHO
2.1.1	x	x								x	x		x				x		x	
2.1.2								x									x		x	
2.1.3								x												
2.1.4	x		x		x			x			x	x	x				x			x
2.1.5		x			x			x												
2.1.6		x						x			x		x		x		x			x
Outcome 2.2 - National institutions responsible for security and justice ensure increased security					OHCHR			UNDP							UNODC					
2.2.1															x					
2.2.2															x					
2.2.3															x					
2.2.4					x			x							x					
2.2.5															x					
Outcome 2.3 - The dialogue and participation of different social actors and citizens in the			IOM									UN HABITAT					UN WOMEN	VNU		
2.3.1												x					x			
2.3.2			x															x		
Total Agency Presence / across Pillar 2 Outputs	2	3	2		3			6		1	3	2	3		6		5	1	2	2

c. Pillar 3

PILLAR 3: REDUCTION OF DISPARITIES AND INEQUALITIES																			
Outcome 3.1 - National institutions at central and local level assure a better mainstreaming of	ILO			OHCHR			UNDP				UN HABITAT	UNICEF							WHO
3.1.1	x																		x
3.1.2	x			x			x				x	x							x
Outcome 3.2 - Centralized, decentralized and Local Institutions provide equitable and					UN-AIDS		UNDP		UNESCO	UNFPA	UN HABITAT	UNICEF		UNODC			UN WOMEN		WHO
3.2.1							x		x	x	x	x					x		x
3.2.2									x	x		x							x
3.2.3					x				x	x		x		x					x
Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use										UNFPA	UN HABITAT	UNICEF					UN WOMEN		
3.3.1										x	x	x					x		
Total Agency Presence / across Pillar 3 Outputs	2			1	1		2		3	4	3	5		1			2		5

d. Pillar 4

PILLAR 4: ENVIRONMENTAL SUSTAINABILITY AND ADAPTATION TO CLIMATE CHANGE																				
Outcome 4.1 - Institutions strengthen environmental governance and application of	FAO							UNDP	UNEP	UNESCO	UNFPA	UN HABITAT	UNICEF	UNIDO						WHO
4.1.1	x							x	x					x						
4.1.2	x							x		x	x	x	x							x
4.1.3								x						x						
Outcome 4.2 - Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and								UNDP	UNEP											
4.2.1								x	x											
Outcome 4.3 - Local communities and civil society have increased environmental advocacy								UNDP		UNESCO						UNOPS				
4.3.1								x								x				
4.3.2								x		x			x							
4.3.3								x		x			x							
Total Agency Presence / across Pillar 4 Outputs	2							7	2	3	1	1	3	2		1				1
Grand Total Overall Presence / across all Outputs of Pillars 1-4	7	9	2	1	4	1	1	16	2	8	9	6	11	9	7	1	10	1	4	8

e. Agency presence across pillar outcomes

	FAO	ILO	IOM	ITC	OHCHR	UN-AIDS	UNCTAD	UNDP	UNEP	UNESCO	UNFPA	UN Habitat	UNICEF	UNIDO	UNODC	UNOPS	UN WOMEN	VNU	WFP	WHO
Total Agency Presence / across Pillar 1 Outcomes	3	3		1			1	1		1	1		1	3			3		1	
Total Agency Presence / across Pillar 2 Outcomes	1	1	2		2			2		1	1	2	1		2		2	1	1	1
Total Agency Presence / across Pillar 3 Outcomes		1			1	1		2		1	2	3	3		1		2			2
Total Agency Presence / across Pillar 4 Outcomes	1							3	2	2	1	1	2	1		1				1
Grand Total Overall Presence / across all Outcomes of Pillars 1-4	5	5	2	1	3	1	1	8	2	5	5	6	7	4	3	1	7	1	2	4

f. Agency presence across pillar outputs

	FAO	ILO	IOM	ITC	OHCHR	UN-AIDS	UNCTAD	UNDP	UNEP	UNESCO	UNFPA	UN Habitat	UNICEF	UNIDO	UNODC	UNOPS	UN WOMEN	VNU	WFP	WHO
Total Agency Presence / across Pillar 1 Outputs	3	4		1			1	1		1	1		1	7			3		2	
Total Agency Presence / across Pillar 2 Outputs	2	3	2		3			6		1	3	2	3		6		5	1	2	2
Total Agency Presence / across Pillar 3 Outputs		2			1	1		2		3	4	3	5		1		2			5
Total Agency Presence / across Pillar 4 Outputs	2							7	2	3	1	1	3	2		1				1
Grand Total Overall Presence / across all Outputs of Pillars 1-4	7	9	2	1	4	1	1	16	2	8	9	6	12	9	7	1	10	1	4	8

Annex 7 – Filled UNDAF One Programme Impact and Outcome Results Matrix

Pilar 1: Crescimento inclusivo e redução da pobreza					
Prioridades Nacionais de Desenvolvimento	Indicadores de Impacto	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	Related Comments
<ul style="list-style-type: none"> ✓ Promoção e desenvolvimento do Sector Privado ✓ Regulação Económica e inserção dinâmica na economia mundial ✓ Internacionalização dos serviços e sua competitividade ✓ Desenvolvimento integrado do espaço rural ✓ Luta sustentável contra a insegurança alimentar e desnutrição ✓ Reforço do quadro institucional público pela coordenação e implementação das políticas de protecção social 	1. Índice de pobreza Multidimensional (ilha e meio de residência)	--- (Não há dados) <u>Dados "proxy" (QUIBB 2007):</u> INCIDENCIA DA POBREZA (%) NACIONAL 26.6 URBANO 13.2 RURAL 44.3 PROFUNDIDADE DA POBREZA NACIONAL 8.1 URBANO 3.3 RURAL 14.3 GRAVIDADE DA POBREZA NACIONAL 3.4 URBANO 1.3 RURAL 6.3 INDICE DE GINI NACIONAL 0.4719 URBANO 0.4525 RURAL 0.3815		INE, QUIBB	Indicador não produzido pelo país
	2. Percentagem da população a viver abaixo do limite da pobreza (sexo do chefe de família e meio de residência)	Incidence de la pauvreté Sexe du chef de ménage Urbain Rural Nat'l Homme 8.5 40.5 21.3 Femme 19.6 48.1 33.0 Ensemble Population 13.2 44.3 26.6	Os resultados do QUIBB 2007 são os dados mais actualizados. Os dados referentes ao ano 2015 serão disponíveis nos finais de Novembro de 2016	INE	INE QUIB 2007
	3. Prevalência de desnutrição crónica das crianças com idade inferior a 5 anos (ilha e meio de residência)	---	---	INE	Aconselhamos de se aproximar do Secretariado Nacional para a

	Proxy: O Indicador dos ODM1 = Proporção de crianças menores de 5 anos com insuficiência ponderal (%)	O indicador dos ODM1 é a Proporção de crianças menores de 5 anos com insuficiência ponderal (%) passou de 13,5 % em 1994 para 3,9% em 2009	---		Segurança Alimentar e Nutricional -MAA -Proxy/indicador OMD 1 amais actualizado desde 2009																																												
	4. Taxa média de crescimento do PIB por região	<table><tr><td>Indicadores</td><td>2011/2012</td><td>2012/2013</td><td>Taxa média 2011-2013</td></tr><tr><td>Santo Antão</td><td>-3.4%</td><td>-0.6%</td><td>-2.0%</td></tr><tr><td>São Vicente</td><td>-4.6%</td><td>3.1%</td><td>-0.7%</td></tr><tr><td>São Nicolau</td><td>-8.2%</td><td>1.2%</td><td>-3.5%</td></tr><tr><td>Sal</td><td>-0.8%</td><td>-1.2%</td><td>-1.0%</td></tr><tr><td>Boa Vista</td><td>23.3%</td><td>0.0%</td><td>11.7%</td></tr><tr><td>Maio</td><td>-2.4%</td><td>-3.9%</td><td>-3.2%</td></tr><tr><td>Santiago</td><td>3.7%</td><td>4.1%</td><td>3.9%</td></tr><tr><td>Fogo</td><td>1.7%</td><td>-4.0%</td><td>-1.2%</td></tr><tr><td>Brava</td><td>-9.1%</td><td>-1.9%</td><td>-5.5%</td></tr><tr><td>Cabo Verde</td><td>1.6%</td><td>2.2%</td><td>1.9%</td></tr></table>		Indicadores	2011/2012	2012/2013	Taxa média 2011-2013	Santo Antão	-3.4%	-0.6%	-2.0%	São Vicente	-4.6%	3.1%	-0.7%	São Nicolau	-8.2%	1.2%	-3.5%	Sal	-0.8%	-1.2%	-1.0%	Boa Vista	23.3%	0.0%	11.7%	Maio	-2.4%	-3.9%	-3.2%	Santiago	3.7%	4.1%	3.9%	Fogo	1.7%	-4.0%	-1.2%	Brava	-9.1%	-1.9%	-5.5%	Cabo Verde	1.6%	2.2%	1.9%	INE	INE, Contas Nacionais
Indicadores	2011/2012	2012/2013	Taxa média 2011-2013																																														
Santo Antão	-3.4%	-0.6%	-2.0%																																														
São Vicente	-4.6%	3.1%	-0.7%																																														
São Nicolau	-8.2%	1.2%	-3.5%																																														
Sal	-0.8%	-1.2%	-1.0%																																														
Boa Vista	23.3%	0.0%	11.7%																																														
Maio	-2.4%	-3.9%	-3.2%																																														
Santiago	3.7%	4.1%	3.9%																																														
Fogo	1.7%	-4.0%	-1.2%																																														
Brava	-9.1%	-1.9%	-5.5%																																														
Cabo Verde	1.6%	2.2%	1.9%																																														
Efeito 1.1: As políticas e programas nacionais de desenvolvimento e redução da pobreza apoiam a competitividade e um crescimento económico sustentável em favor das populações vulneráveis	Indicadores do Efeito 1.1	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados																																													
	1. Nº de políticas e programas sectoriais que integram uma resposta explícita ao tema do crescimento inclusivo e da redução da pobreza	---	---																																														
	2. Variação em pontos percentuais da taxa de pobreza entre os jovens e as mulheres	---	---		Ob. INE: Não temos as informações																																												
	3. Taxa de variação da contribuição das exportações de bens e serviços no PIB	2011/2012 5,58% 2012/2013 0,97%	---	(Les comptes trimestriels dont l'INE dispose vont jusqu'au premier trimestre de 2016 et sont calculés sous l'optique de l'offre. Il n'est	INE-CN	Source: INE, Contas Nacionais (Ob. INE: Os dados do PIB																																											

			pas possible d'avoir le poids des exportations de biens et services dans le PIB au-delà de 2013)		mais actuais só estão disponíveis na óptica da oferta)
	4. Taxa de variação dos investimentos directos estrangeiros	2011: 5,5% em % do PIB	2015: 5,7% em % do PIB	Instituto Nacional de Estatística; Banco de Cabo Verde; Ministério das Finanças	
	5. Classificação do país no «Doing Business» (“Ambiente de Negócios”)	2011: 146/2012: 132	2015:121	World Bank: “Ease of Doing Business” Index (2016)	
	6. % da população <i>activa</i> que beneficia de um regime de protecção social	2011 – Masculino: 37,1% Feminino: 37,0% Ambos: 37,1% 2012 - Masculino 36,8% Feminino: 32,4% Ambos: 34,8%	2015 – Masculino:35,9% Feminino: 35,9% Ambos: 35,9%	INE: IMC 2011, 2012 e 2015	O indicador disponível refere-se à população activa ocupada ou seja não inclui os desempregados.
	7. Variação em pontos percentuais das despesas nos sectores sociais específicos	---	---		
Efeito 1.2: O setor privado, especialmente as MPMEs (micro, pequenas e médias empresas) em áreas urbanas e rurais, tem um melhor acesso aos mercados, aos serviços de assistência técnica e financeira e aumenta a sua competitividade e contribuição	Indicadores do Efeito 1.2	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. % de empregos criados pelas MPMEs	Não há dados	Não há dados	Não há dados	ADEI (Agência para o Desenvolvimento Empresarial e Inovação – Ministério da Economia e Emprego)

ao crescimento e emprego decente	2. % de MPME que têm acesso aos serviços financeiros Proxy: % dos projetos MPME que deram entrada para financiamento e que foram financiados	--- Não há dados	--- 41% dos projetos que deram entrada para financiamento foram financiados	Relatório Atividades ADEI	ADEI
	3. % de MPME com acesso aos serviços para a promoção de negócios ("pacote mínimo de serviços") Proxy: # de MPME com acesso aos ...	--- 122 Promotores de ideias e projetos	--- 798 total (122 + 676) Promotores de ideias e projetos	Relatório Atividades ADEI	ADEI
	4. Contribuição do Volume de negócios das MPME no PDB (em %)	Não há dados	Não há dados	Não há dados	ADEI
	Indicadores do Efeito 1.3	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
Efeito 1.3: As populações mais vulneráveis, particularmente os jovens e as mulheres, no meio rural e urbano têm um melhor acesso ao emprego decente e aos programas de promoção da produção e da produtividade durável	1. % dos jovens e mulheres que beneficiam de formação vocacional e profissional que têm um emprego, dependendo da sua zona de residência	2011 Mulheres – Urb: 18,7%; Rur: 11,1% Jovens (15-24 anos) – Urb: 40,7%; Rur: 20,3% Jovens (15-34 anos)- Urb: 27,4%; Rur: 17,4% 2012. Mulheres – Urb: 15,2%; Rur: 8,8% Jovens (15-24 anos)- Urb: 33,4%; Rur: 18,0% Jovens (15-34 anos)-Urb: 23,5%; Rur: 15,2%	2015 Mulheres Urb: 12,4%; Rur: 7,8% Jovens (15-24 anos) Urb: 36,1%; Rur: 16,0% Jovens (15-34 anos) Urb: 21,3%; Rur: 13,6%	INE: IMC 2011, 2012 e 2015	INE
	2. Taxa de desemprego das mulheres e dos jovens segundo as zonas de residências	2011-Mulheres: Urb: 29,4%; Rur: 44,1% Jovens (15-24 anos) - Urb: 11,3%; Rur: 14,8% Jovens (15-34 anos) - Urb: 15,3%; Rur: 24,4%	2015 Mulheres . Urb: 26,1%; Rur:53,5 Jovens (15-24 anos) – Urb: 10,5%; Rur: 24,5% Jovens (15-34 anos): Urb: 18,6%; Rur: 29,6%	INE: IMC 2011, 2012 e 2015	INE

		2012-Mulheres: Urb: 28,9%; Rur: 43,5% Jovens (15-24 anos): Urb: 11,9%; Rur: 18,6% Jovens (15-34 anos) - Urb: 15,9%; Rur: 25,5%			
	3. Taxa de mulheres e jovens com um "auto-emprego", segundo o meio de residência	2011. Mulheres: Urb: 18,7%; Rur: 11,1% Jovens (15-24 anos): Urb: 40,7%; Rur: 20,3% Jovens (15-34 anos): Urb: 27,4%; Rur: 17,4% 2012. Mulheres : Urb: 15,2%; Rur: 8,8% Jovens (15-24 anos): Urb: 33,4%; Rur: 18,0% Jovens (15-34 anos): Urb: 23,5%; Rur: 15,2%	2015 Mulheres Urb: 12,4%; Rur: 7,8% Jovens (15-24 anos) Urb: 36,1%; Rur: 16,0% Jovens (15-34 anos) Urb: 21,3%; Rur: 13,6%	INE: IMC 2011, 2012 e 2015	INE
PILAR 2 : Consolidação das instituições, democracia e cidadania					
Prioridades Nacionais de Desenvolvimento ✓ Reforço da autoridade do Estado, das instituições democráticas, cidadania e participação na dinâmica de desenvolvimento do País; ✓ Reforço da qualidade da gestão e prestação de serviços e qualificação sustentável dos recursos humanos; ✓ Transformação do País em uma sociedade moderna do conhecimento, da inovação tecnológica e da governação integrada;	Indicadores de Impacto	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. Proporção dos lugares ocupados por mulheres no Parlamento nacional (ODM)	15/72; 20.8% (2012)	17/72; 23.6% (2016)	CNE	
	2. Taxa de participação eleitoral	2011 - 76% votaram; 24% abstenção	2016 - 65.97% votaram; 34.03% abstenção		
	3. Taxa de criminalidade geral	--	--	(INE)	INE: "Não existe taxa de criminalidade geral, pois não há como saber a totalidade de crimes. Apenas podemos saber os que foram
	Proxy 1: Tx incidência na População, por 100.000 hb	Proxy 1: 2011 – (-2%)Tx de variação anual	Proxy 1: 2015 – (10%)Tx de variação anual	Proxy 1: MAI	

<ul style="list-style-type: none"> ✓ Melhoria da regulação, supervisão, à qualidade e eficácia da justiça, da segurança jurídica e das transacções económicas; ✓ Modernização da Administração Pública e melhoramento do clima empresarial; ✓ Modernização do sistema de gestão integrada dos recursos humanos na Administração Pública; ✓ Garantia do desenvolvimento territorial sustentável, inclusivo e promotor da equidade, da competitividade e da solidariedade inter-geracional 	Proxy 2: # of annual drug seizures (incidents) and individuals arrested for Drug trafficking	<p>Tx incidência na População, por 100.000 hb – (4.5%)</p> <p>Proxy 2: 2012 - 4,779.34kg of Cocaine seized</p> <p>Cannabis - 20 Kg 783 grs 39 mgrs</p> <p>2012 – 17 Arrested</p>	<p>Tx incidência na População por 100.000 hb – (5.3%)</p> <p>Proxy 2: 2015-11 kg 552 grs 2 mgrs Cocaine seized</p> <p>Cannabis - 50 kg 647 grs 17 mgrs</p> <p>2015- 29 arrested</p>	Proxy 2: Judicial Police- PJ	reportados, assim, só é possível obter o número de ocorrências. Através dos Inquéritos podemos saber o número de crimes reportados e não reportados, mas mesmo o Inquérito à Victimização não dará a taxa de criminalidade geral. Segundo, mesmo que fosse possível obter o indicador este não é relevante, pois só a taxa geral não daria informação suficiente, por isso é que os crimes são agrupados, para mais informações sugiro a consulta das recomendações internacionais que podem ser descarregadas na página da ONUDC Viena, ou no Centro de Excelencia para la Información Estadística de Gobierno, Seguridad Pública, Victimización y Justicia”
	4. Taxa de comunicação das operações financeiras suspeitas enviadas ao Ministério Público	De 2011 a 2012 (enviados 16; abertura de instrução/processo 13; arquivados 3)	De Março de 2015 a Fevereiro 2016 (enviados 23; abertura de instrução/processo 21; arquivados 2)	PGR	
	Efeito 2.1: As administrações nacionais e instituições de controlo são mais eficazes e eficientes no planeamento, implementação, seguimento e	Indicadores do Efeito 2.1	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados
	1. Número de contas nacionais do Estado certificadas e aprovadas pelo Tribunal de Contas e pelo	Em 2011 foi aprovado a conta do Estado de 2008			

avaliação de um desenvolvimento equitativo	Parlamento nos prazos legalmente estabelecidos				
	2. % de programas, políticas e estratégias que integram as análises dos dados pertinentes produzidos pelo Sistema Estatístico Nacional	---	---		
	3. % das políticas e estratégias sectoriais avaliadas pelo Governo QFMP, QDMP e QDSMP coerentes com o DECRP (2012-2015)	---	---		
	4. Número de relatórios de seguimento dos ODM e das políticas e estratégias sectoriais produzidos com indicadores completos e desagregados	Relatórios produzidos: 1x em 2010, 1x em 2014	Relatório produzido em 2014 atualizado em 2015		
	5. Ratio orçamento/ implementação por sector	---	---		
Efeito 2.2: As instituições nacionais responsáveis pela segurança e a justiça garantem e promovem uma maior segurança e os direitos dos cidadãos, particularmente aos grupos mais vulneráveis	Indicadores do Efeito 2.2	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. % de relatórios produzidos com diligência pelas instituições nacionais e comparáveis aos índices internacionais	Um único relatório em 2012 – Anuário estatístico com o INE	Em produção		
	2. Grau de satisfação dos cidadãos com respeito a justiça	---	---		

	<p>3. Taxa de inquéritos criminais e acusações de crimes examinadas</p> <p>Proxy: Taxa de processos criminais entrados no Ministério Público e resolvidos</p>	<p>Ano Judicial 2011/2012:</p> <p>15% (11,156/73,622)</p> <p>1. Transitados do ano anterior: 41 743 2. Entrados: 31 879 3. Total (1+2): 73 622 4. Resolvidos: 11 156 5. Transitaram para o ano seguinte: 62 466</p>	<p>Ano Judicial 2014/2015:</p> <p>22% (27,177/123,306)</p> <p>1. Transitados do ano anterior: 95 426 2. Entrados: 27 880 3. Total (1+2): 123 306 4. Resolvidos: 27 177 5. Transitaram para o ano seguinte: 96 129</p>	PGR	
	4. % de casos de VBG julgados	936 (representing 35.9% cases registered) – 2011-2012	2567 (representing 25.2% of cases registered) 2014-2015	Ministério Público	Through the approval of the law, VBG became a crime. Ever since, the number of cases reported and prosecuted increased substantially and this can be seen as a success since it is assumed that the number of actual transgressions is stable or even decreasing, whereas the proportion of actual transgressions that are being reported and prosecuted has dramatically increased.
	5. % de recomendações do EPU (UPR) realizados	Não houve avaliação de implementação das recomendações da UPR	50% estão em implementação		

	6.% de municípios que implementam políticas de planeamento urbano e local integrando a dimensão de segurança		82% (18/22) dos Municípios com Planos Directores Municipais (PDM) elaborados e eficazes (ratificados e em implementação aos níveis urbano e local integrando a dimensão segurança; afetação de usos do solo e prevenção para reduzir riscos de desastres naturais, até os Planos Detalhados)	INGT	
	Proxy: # de Elementos da PN com formação específico	Proxy (2012): 79 Elementos da PN com formação específico	Proxy (2015): 922 Elementos da PN com formação específico nos diversos domínios	Relatório estatístico da PN	
Efeito 2.3: O diálogo e a participação dos diferentes actores sociais e dos cidadãos no processo de desenvolvimento, particularmente dos jovens e das mulheres, são garantidos	Indicadores do Efeito 2.3	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. Número de mecanismos que facilitem a participação da sociedade civil no planeamento e avaliação das políticas	Conselho de Concertação Social	UN-HABITAT (Proxy data) = Sessão/campanha de sensibilização em Cidadania Territorial e Urbana nos assentamentos informais, com enfoque na Resiliência Urbana Vídeo sobre a Cidadania Territorial e Urbana e a Resiliência, nas comunidades dos assentamentos informais produzida e divulgado nos centros urbanos: Semana da Cidadania Territorial e Urbana, com debates sobre o tema "Resiliência e	INE	INE Não temos conhecimento desse indicador.O INE não tem indicadores sobre mecanismos ou políticas em si.

			Assentamentos Informais em Cabo Verde" em diferentes fóruns realizada		
	Proxy: Porcentagem da população que acredita que o governo ouve determinadas entidades	---	30% (2013)	SHaSA-GPS, CABO VERDE, 2013	INE
	2. % de mulheres em posições de tomada de decisão e de diálogo, a nível central, local e nas organizações da sociedade civil	50% Mulheres no Executivo (2011)	3/12 women in the executive (CNE 2016), corresponding to 25%	G1ªM, 2016	
		20,8% Mulheres no Legislativo (2012)	23,6% Poder legislativo – Parlamento (2016)	CNE (2016)	
		43% Supremo Tribunal Justiça (2010)	2/7 No Supremo Tribunal de Justiça (Fonte Ministério Judicial, 2016); 23/62 Juizes (Publicação Conselho Superior de Magistratura Judicial, Boletim Oficial de 2016)	Ministério Justiça	
		9/27 (33%) Procuradores (2011)	22/46 (48%) Procuradores (Publicação Conselho Superior de Magistratura Judicial, Boletim Oficial 2016)	Ministério Justiça	
		1/20 or 5% Presidentes Câmaras Municipais (2012)	Local elections in Sep 2016	CNE	
		21% Vereadoras Câmaras Municipais (2012)	Local elections in Sep 2016	CRP	
		11.1% Presidentes ONGs e Organizações de Base Comunitária	---	National Poverty Reduction	

				Program (2010)	
	3. % da sociedade civil organizada que está satisfeita com o facto que a sua voz seja reconhecida pelas instituições públicas nacionais	---	---		
	4. % de cidadãos satisfeitos com as capacidades das organizações da sociedade civil	---	---		
	5. Número de relatórios alternativos de documentos de planeamento e avaliação das políticas elaboradas pela sociedade civil	Relatório Mulheres Juristas- Convenção sobre direitos políticos e civis	CEDAW Report (2013) by Handicap International	CEDAW Committee	
	6. % da população que conhece os seus direitos em matéria de saúde, educação, protecção social, justiça, segurança	---	---		
PILAR 3 : Redução das disparidades e desigualdades					
Prioridades Nacionais de Desenvolvimento	Indicadores de Impacto	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
✓ Modernização do sistema educacional, para uma maior qualidade e equidade do desenvolvimento	1. Índice de Gini	50,17% em 1988/89 e 52,83% em 2001/02	---	IDRF 2001/2002	INE
	2. % do PIB destinado ao sector social	---	---		
	3. Taxa de mortalidade infantil e de menores de 5 anos (por sexo e meio de residência)	Nacional em 2012: M. Infantil:22,3/1000 <5anos:26,3/1000 NV	Nacional em 2014: M. Infantil:20,3/1000 <5 anos: 22,5/1000 NV	Relatório estatístico do MS 2012 e 2014	
✓ Melhoria das Condições e das relações do trabalho	4. Taxa de prevalência do HIV (por ilha e por sexo)	2005, Nacional: 0,8%	ND	IDSR II(2005) e IDSR III por realizar em 2016	
✓ Melhoria da cobertura do sistema de protecção social	5. Taxa de gravidez na adolescência (por meio rural/urbana e por ilha)	Nacional em 2012(<19 anos): 23,9%	18,2%	Relatório estatístico do MS 2012 e 2014	INE: Taxa de natalidade nos adolescentes

<ul style="list-style-type: none"> ✓ Alojamento, gestão fundiária e requalificação urbana ✓ Reorganização do serviço nacional de Saúde e garantida sua sustentabilidade ✓ Garantia da formação profissional dos jovens e dignificação do trabalho 					(por mil) é o indicador dos ODM V: 60 por mil em 2010 – Censo 2010
	6. Proporção da população urbana vivendo em bairros degradados	Em 2000: 61.6% Em 2010: 43.2%	Em 2014: 33.0%	CENSO 2000; CENSO 2010; IMC 2014	INE O indicador seguido no âmbito dos ODM é aProporção da População <u>Urbana</u> que vive em casas desagradadas ou precárias. Para a metodologia, Consultar o relatório metodológico dos indicadores dos ODM previamente enviado
	7. Taxa de migração rural/urbana	---	---		INE Relativamente à taxa de migração urbana/rural e/ou vice , o INE não produz esta informação.
Efeito 3.1: As instituições nacionais a nível central e local asseguram uma melhor integração da	Indicadores do Efeito 3.1	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. Número de políticas e programas sectoriais que integram respostas ao tema da redução das disparidades	---	---	PNIG, PNVBGII	

redução das disparidades e da promoção da equidade nas políticas e estratégias sectoriais e intersectoriais	2. Número de instituições com sistemas de informação contendo dados, discriminados por comunidades	---	---		
	3. Análise dos dados desagregados disponíveis sobre a natureza, a extensão e características das disparidades ("localizando os MDGs")	---	---		
	4. % de municípios com mecanismos participativos de planificação	---	---	INGT	
Efeito 3.2: As instituições centrais, desconcentradas e locais asseguram a prestação equitativas de serviços de qualidade	Indicadores do Efeito 3.2	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. % da população com acesso a pelo menos 3 (saude, educação e habitacao) das 6 serviços sociais de base (procurar o IMC)	---	---	INE	O GPS não mede acesso aos serviços sociais de base
	2. Número de vagas na educação pré-escolar oferecidas pelas instituições públicas e privadas ou proporção das crianças entre 4 e 5 anos nas instituições privadas ou públicas do ensino pré-escolar	---	---		
	3. Número de serviços descentralizados disponíveis por município Proxy: The indicator makes sense if asking about the number of deconcentrated services available at municipal level	---	---	Relatório estatístico do MS 2012 e 2014	Taking into account the spirit of the Outcome statement and the realities of Cape Verde, the formulation of the indicator is erroneous since evoking decentralized (independent circumscribed budgetary and decision making powers) rather than deconcentrated (limited/delegated budgets and managerial remit) basic social services available at municipal level.

	4. Grau de satisfação dos utilizadores dos serviços públicos	89% da população satisfeito (saúde) / 2007	ND	QUIB 2007, INE	Tambem há outros dados do QUIBB 2007 sobre os serviços públicos
	5. % da população com acesso a pelo menos 4 serviços do pacote serviços da saúde de base	---	---	WHO/MinSaúde	
Efeito 3.3: As populações mais vulneráveis, particularmente os jovens e as mulheres, exigem e utilizam serviços de qualidade	Indicadores do Efeito 3.3	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. % da população com acesso a pelo menos 3 (saúde, educação e habitacao) das 6 serviços sociais de base (procurar o IMC)	ND	ND		Indicador muito vago. O IMC não dispõe do indicador
	2. % da população que tem utilizado pelo menos um dos serviços do pacote dos serviços de saúde (OMS/MinSaude?)	ND	ND		
	3. % da população afectada pelo VIH-SIDA, que está sob tratamento VIH-SIDA (desagregar / CCS-SIDA)	--	58,9% (a partir dos inscritos nos serviços de saúde)	Relatório do PLS 2012 e 2014	La formulation de l'indicateur ne prend pas en compte la logique de la pratique médicale qui dicte que parmi la population ayant le VIH-SIDA, ceux qui n'atteignent pas la charge virale exigeant un traitement, n'en reçoivent pas, ce qui explique le taux relativement faible d'environ 60%. En effet, l'indicateur selon sa formulation actuelle capte le % de la population infectée qui ont une charge virale

					<p>demandant un traitement, ce qui est aussi un indicateur valable mais qui capte un aspect différent de ce qui avait probablement voulu être capté, à savoir le degré de couverture et de prise-en-soin de ceux en besoin de traitement. Ceci étant dit, au Cap Vert, la totalité (100%) de ceux qui atteignent la charge virale exigeant le traitement, en reçoivent effectivement les anti-rétroviraux dont ils ont besoin. En conclusion, l'indicateur aurait plutôt du être formulé dans le sens suivant: “% de la population infectée avec le virus VIH-SIDA et atteignant la charge virale exigeant un traitement, qui reçoivent les soins médicaux nécessaires sous forme de rétroviraux”</p>
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	<p>4. Taxa de conclusão do ensino primário e transição para a escola secundária</p> <p>Proxy: Proporção de crianças começando e finalizando o ensino básico por sexo (2000-2014)</p>	<p>---</p> <p>M 94.3%; F 98.3% Total 96.2% (2011)</p>	<p>---</p> <p>M 92.7%; F 89.8% Total 91.2% (2013)</p> <p>M 97.2%; F 90.5% Total 93.9% (2014)</p>	<p>MdE; INE/ Relatório ODM</p>	
	<p>5. Número de pessoas utilizando as "Casas de direito"</p>	<p>40.9% dos 1706 inquiridos no âmbito do estudo sobre a satisfação dos utentes das casas de direito conhecem e utilizam as casas de direito. Não há informação sobre o número total de utilizadores das casas de direito</p>	<p>Serviços prestados pelas Casas de Direito =</p> <p>a. 2014: 9.011 utentes; realizadas 5.471 consultas jurídicas; 1.233 assistência judiciária; 643 mediações dos quais conseguiram 533 acordos; 181 atendimento psicológico.</p> <p>b. 2015: 10.064 utentes; consulta jurídica 6.314 ; mediações 764 dos quais 305 acordos conseguidos; assistência judiciária 551; atendimentos de violência baseada no género 241 e atendimento psicológico 311.</p> <p>c. 2016 (-abril): 2955 atendimentos; consulta jurídica 1.349 ; assistência judiciária 148; mediação 404 dos quais 194 acordos conseguidos; e</p>	<p>MdJ, INE</p>	

			atendimento psicológico 6.		
	6. Taxa de conclusão da educação pré-escolar	---	---	MdE, INE	INE Não temos conhecimento desse indicador. O INE não tem indicadores sobre mecanismos ou políticas em si.
PILAR 4 : Sustentabilidade ambiental, mitigação e adaptação às mudanças climáticas					Considerações
Prioridades Nacionais de Desenvolvimento ✓ Promoção de uma gestão sustentável dos recursos naturais, garantindo a valorização da natureza e do território, a protecção da biodiversidade e da paisagem; ✓ Reforço da integração do ambiente nas políticas sectoriais e de desenvolvimento regional e local; ✓ Reforço da política de desenvolvimento da economia rural como um instrumento para a fixação das	Indicadores de Impacto	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. Índice de Vulnerabilidade Ambiental	N/A	N/A		INE Não temos informações sobre este indicador. Qual a metodologia?
	2. Emissão per capita de dióxido de carbono (kg/hab) 2'. Consumo de substâncias afetando a camada de ozono	Emissão per capita de dióxido de carbono (ano de 1995): 712.8 kg/hab Consumo de substâncias afetando a camada de ozono (ano de 1990): 2,1 toneladas métricas	Emissão per capita de dióxido de carbono (ano de 2000): 705.9 kg/hab Consumo de substâncias que afetam a camada de ozono (ano de 2010): 0	(Emissão per capita de dióxido de carbono por habitante): INMG (Inventários Nacionais das Emissões de Gases com Efeitos de Estufa – Ano Base de 1995 e 2000) e INE (Dados de População); Fontes (Consumo de substâncias que afetando a	INE

populações no interior do país ; ✓ Reforço da informação e da formação ambiental; ✓ Orientação da política urbana para as questões da sustentabilidade ambiental, elemento decisivo para a integração espacial, social e funcional do Território			toneladas métricas	camada de ozono): DNA (Direcção Nacional do Ambiente) e INMG (Instituto Nacional de Meteorologia e Geologia)	
	3. % das zonas arborizadas O indicador seguido no âmbito dos ODM foi: “Proporção de área terrestre coberta por floresta”	--- 14.3% (1990)	--- 22.4% (2012)	Ministério de Desenvolvimento Rural (DGASP - Direcção Geral de Agricultura, Silvicultura e Pecuária): "Inventário Florestal Nacional - 2012"	INE O indicador seguido no âmbito dos ODM foi: “Proporção de área terrestre coberta por floresta”
	4. % da população com acesso à água potável (rural e urbano) (Formulação do indicador ODM: “% da população que utiliza uma fonte melhorada de água potável”)	<i>Indicador/dados ODM:</i> Em 1990: 65.2% (total); 43.7% (rural); 92.8% (urban) Em 2012: 90.5% (total); 75.5% (rural); 99.1% (urban)	Em 2014: 91.0%(total) 76.6% (rural) 98.4% (urban)	CENSO 1990; IMC 2012; IMC 2014	INE O indicador seguido no âmbito dos ODM foi: “População que utiliza uma fonte melhorada de água potável (%)”
	5. % da população com acesso ao sistema de saneamento (rural e urbano) (Formulação do indicador ODM: “% da população que utiliza instalações sanitárias melhoradas”)	<i>Indicador/dados ODM:</i> Em 1990: 24.5% (total) 9.8% (rural) 43.1% (urban)	Em 2014: 73.9% (total) 55.9% (rural) 83.3% (urban)	CENSO 1990; IMC 2012; IMC 2014	INE

		Em 2012: 72.9% (total) 53.9% (rural) 83.9% (urban)			
	6. % da população morando em zonas a risco de catástrofes naturais	43.2%	35%	2015	INE Este indicador não foi um indicador ODM. Não temos dados sobre este indicador. O Instituto Nacional de Gestão do Território (INGT) e o Serviço Nacional de Protecção Civil e Bombeiros (SNPCB) ainda não possuem dados de base a nível nacional para este indicador
Efeito 4.1: As instituições reforçam a governação ambiental e integram os princípios de sustentabilidade ambiental, mudanças climáticas e redução dos riscos de desastres naturais nas políticas e programas de desenvolvimento nacional e local	Indicadores do Efeito 4.1	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. % de recursos do Estado atribuídos ao sector ambiental	---	---		A Direcção Nacional do Ambiente terá mais informações sobre estes indicadores e metas
	2. Número de documentos estratégicos sectoriais (saúde, educação, turismo, agricultura) e DSRP incorporando a sustentabilidade ambiental, alterações	0	4 (agriculture, saúde,PSRP, water)	PRODOC, MTR, TE	YR 2012 (UNEP): Development of CC vulnerability assessment; ES and CC

	mudanças e redução de desastres naturais				mainstreamed in UNDAF YR 2013 (UNDP): Screening of DECRP regarding risks and opportunities related to climate change. Revision of Municipal Development Plan of Maio Island to integrate climate change
	<p>3. % de leis nacionais, locais e sectoriais conformes ao AMA promovendo as melhores práticas ambientais</p> <p>Proxy 1: Existence of protected areas fully covered/protected by legal instruments</p> <p>Proxy 2: % de áreas terrestres e marinhas protegidas</p>	<p>---</p> <p>Proxy 1: Absence of protected areas with legal instruments (2012)</p> <p>Proxy 2: 0.8% (1990)</p>	<p>---</p> <p>Proxy 1: Following participatory validation of the legal instruments of Protected Areas, legal instruments approved and gazzeted for all protected areas (2015)</p> <p>Proxy 2: 19.5% (2013)</p>		
	4. % de relatórios nacionais relativos aos acordos-quadro das Nações Unidas e relatório sobre a qualidade do	---	---		2012: 2 nd National Communication submitted to

	ambiente apresentados dentro dos prazos => no data available Proxy: # in lieu of %	Proxy: 2 reports (1. UNFCCC, 2. UNCCD)	Proxy: 3 reports (1. UNFCCC, 2. UNCCD, 3. UNCBD); YR 2015: (UNDP) - Inventory of Green Houses Gases for 3rd National Communication (Final Report to be submitted to UNFCCC in 2017)		UNFCCC secretariat; YR 2014: Project approval and Inception of 3rd National Communication to UNFCCC
Efeito 4.2: As instituições públicas e privadas adoptam uma abordagem holística de conservação e protecção dos habitats críticos e da biodiversidade, e utilizam de forma sustentável os recursos naturais para um crescimento inclusivo	Indicadores do Efeito 4.2	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1. Relatório relativo a qualidade do ambiente	0	1	Relatório qualidade ar	
	2. Relatório do Min. do turismo e da energia	1	1		
	3. Relatórios de seguimento do PANA / Relatório relativo a qualidade do ambiente	0	1	PANA assessment Relatório qualidade ar	
Efeito 4.3: As comunidades locais e a sociedade civil têm uma maior capacidade de advocacia ambiental e formulam, implementam e avaliam projetos comunitários de gestão durável dos recursos naturais	Indicadores do Efeito 4.3	Linha de Base (2011/12 or before)	Valor mais recente (if possible, 2015)	MdV/Fonte de Dados	
	1.% dos cidadãos satisfeitos com as capacidades em matéria de defesa ambiental das organizações da sociedade civil	---	---		
	2.Número de projectos e programas comunitários desenvolvidos pelos OCB eOSC	---	---		
	3.do orçamento do Estado para o sector do ambiente consagrados aos projectos de reconversão	---	---		
	4.% de cidadãos fazendo pladoyer em favor do ambiente	---	---		

Annex 8 - Filled UNDAF One Programme Output Results Matrix

Color Code: Green field with text in red font = expected performance surpassed (“excellent”); green field with text in black font = Expectations fully met (“good to very good”); orange field = progress against target still underway including cases of at least slight delay (“largely adequate but final score pending”); red field = delivery off-track (“inadequate/failed”)

N.B.: Given the multi-linguistic (office) culture in Cabo Verde, the matrix was filled using three different official UN languages (Portuguese, French and English language).

a. Snap-shot traffic light analysis (without indicator values)

PILLAR 1	
Outcome 1.1 - Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit	
Output 1.1.1 The integration of Cabo Verde into the international trade system is strengthened, in compliance with international agreements and competitiveness strategies and policies	Indicator a: % of projects under DTIS implemented. Baseline: 0% (2011) Target: 80% (2016) (moved / obsolete)
	Indicator b: Number of policies, plans and trade and competitiveness strategies formulated and implemented. Baseline: 0 (2011) Target: 3 policies, 1 plan, 1 strategy (2016)
	Indicator c: National Institute for Quality entirely operational Baseline: No National Institute for Quality(2011) Target: One National Institute for Quality (2016)
Output 1.1.2 The capacity of key actors are strengthened in terms of designing and monitoring of evidence-based policies and strategies are achieved and followed through, including the enhancement of the regulatory and administrative relevant framework, to improve the industrial and economic performance and promote entrepreneurship and investment for an inclusive growth	Indicator a: Number of studies realized to enhance competitiveness of agriculture and fisheries Baseline: 0 (2011) Target: 2 for fisheries and 2 for agriculture (2016)
	Indicator b: Number of Protocol of Agreements signed with the private sector aiming at the implementation of investment initiatives in the agricultural sector. Baseline: 0 (2011) Target: 20 PA signed (2016)
	Indicator c: Strategic plan for cultivation and development plan for creative and growing industries elaborated. Baseline: no strategic plan (2011) Target: 2 plans (2016)
	Indicator d: Number of institutions with action plans contributing to reform the business environment developed to execute quality functions Baseline: 0 (2011) Target: 5 (2016) (N.B.: As explained above, the colour coding red bold font against green background is not a negative sign but, to the contrary, indicates excellent performance exceeding the fixed target!)

	<p>Indicator e: # of business proposals established and promoted for the creation of private sector associations Baseline: 0 (2011) Target: 20 (2016)</p> <p>N.B.: Need to add an indicator reflecting new instruments, studies or institutions with newly built capacity to designing and monitoring of evidence-based policies and strategies since UN did a lot of work in these areas.</p>
Output 1.1.3 <i>Prospective and political analyses and evidence-based program options are completed and promote sustainable financing of the social sector and poverty/vulnerability reduction, with particular attention to women and children</i>	<p>Indicator a: Number of reports with statistical information disaggregated on poverty and vulnerabilities available in Cabo Verde Baseline: 0 (2011) Target: 3 (2016)</p>
	<p>Indicator b: Number of indicators on decent labor shared and analyzed Baseline: 0 (2011) Target: At least 30 (2016)</p>
	<p>Indicator c: # % of prospective analyses completed Baseline: 0 (2011) Target: 4 prospective analyses completed (2016)</p>
	<p>Indicator d: Conditional net transfer program implemented Baseline: Not existing (2011) Target: program implemented (2016)</p>
Outcome 1.2 - The private sector, especially SMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor	
Output 1.2.1 <i>SMEs benefit from enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management</i>	<p>Indicator a: Number of SME projects receiving competitiveness enhancing support Baseline: 0 (2011) Target : 16 unidades hidropónicas pilotos e 4 unidades pilotos para o aquacultura/hidroponia (2016)</p>
	<p>Indicator b: Number of institutions able to assist SMEs on productiveness enhancing and collective auto-assistance. Baseline: 0 Target: 5 (e.g. ADEI, 2 Chambres of Commerce, 2 NGOs' platform members)</p>
	<p>Indicator c: Number of youth and women trained on entrepreneurship who established a business plan (per sex, age and place of residence) Baseline: 100 (2011) Target: 500 (2015)</p>
Output 1.2.2 <i>Private sector companies, especially SMEs, are in compliance with international standards for increased competitiveness and market access</i>	<p>Indicator a: Number of entrepreneurs (by sex, age and place of residence), in particular: SME quality managers; trained on international quality standards Baseline: 0 (2012) Target: to be determined in 2012 (2016)</p>
	<p>Indicator b: Number of labs eligible to international accreditation/labels Baseline: 0 (2011) Target: To be determined in 2013 (2016)</p>
	<p>Indicator c: % of SMEs trained on food safety practices Baseline: 0% (2011) Target: 60% of existing food manufactures (2016)</p>

	Indicator d: Number of food safety norms elaborated Baseline: 0 (2011) Target: 1 (2012)
Output 1.2.3 Agribusiness value chains and production, market and commercialization best practices are introduced and applied to improve productivity and food safety	Indicator a: Number of production pilot units applying modern agribusiness practices in the areas of agriculture, livestock and fisheries, disaggregated by sex, age and place of residence Baseline: (2011) Agriculture: 4, in Fogo (3 in wine production and 1 in coffee transformation); Fisheries: 2 (in Mindelo and S. Nicolau) ; Livestock: 2 (1 in Fogo- meet conservation and packaging and 1 em Santo Antão - cheese) Target: Agriculture: 24; fisheries: 5; livestock: 4 (2016)
	Indicator b: # of key actors (by sex, age and place of residence) from associations and relevant committees trained on agribusiness Baseline: 0 (2011) Target: To be determined in 2013 (2016)
	Indicator c: # Processing centers established Baseline: 1 – Sto. Antão(2011) Target: To be determined in 2012(2016)
Outcome 1.3 - The most vulnerable populations , particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity	
Output 1.3.1 The government and national actors have strategies and operational tools at disposal in favor of children and women's integration into wage labor in urban and rural areas, including the implementation of investment programs for decent labor	Indicator a: Number of farmers (by sex and age) benefitting from the local agriculture promotion program to reinforce local canteens Baseline. 0 (2011) Target: 220 farmers (60 % men and 40 % women) (2015)
	Indicator b: Entrepreneurship development strategy implemented in sector and value chain with high potential for company creation. Baseline : No strategy (2011) Target: One strategy implemented (2016)
Output 1.3.2 Capacities for the elaboration and implementation entrepreneurship curricula are strengthened, at various education levels, with strong focus on women and children, for an entrepreneur society	Indicator a: Entrepreneurship curricula implemented in secondary schools and vocational schools Baseline for secondary school: 0 (2011) Target: 10 schools, 50 education offices, 140 professors, 50 trainers and 8000 students trained (2016) Baseline for vocational schools: 0 (2011) Target : 2 training directors, 32 trainers and 1000 students trained (2016)

PILLAR 2	
Outcome 2.1 - National administrations and audit institutions are more efficient in terms of planning, implementation, monitoring and evaluation of equitable development	
Output 2.1.1 <i>The statistical system is provided with institutional and human capacities for the production and dissemination of socioeconomic disaggregated statistical data to help developing and feeding the M&E national system</i>	Indicator a: Number of sectors using a system for collection, analysis and use of data disaggregated by sex, age and place of residence Baseline: 1 (2011) Target: 5 (2016)
	Indicator b: Statistical database (DevInfo e CensusInfo) for system monitoring and evaluation is available Baseline: Database not existing (2011) Target: Database covering at least 3 sectors (2016)
	Indicator c: Number of MDGs and CIPD indicators disaggregated by sex, age and region, which are integrated in existing information management systems Baseline: 2 (2011) Target: 4 (2016)
	Indicator d: # of statistical analyses produced and disseminated by INE and ODINES (disaggregated by sex, age and place and residence) as basis for surveys conducted and administrative data Baseline: 0 (2011) Target: 5 (2016)
	Indicator e: Health information system decentralized and operational (including live births and mortality, reproductive health and routine mandatory vaccination) Baseline: Not existing (2011) Target: Decentralized health information system is operational (2016)
	Indicator f: Number of indicators on decent labor shared and analyzed Baseline : 0 (2011) Target : At least 30 (2016)
Output 2.1.2 <i>Central and local institutions have increased institutional and human capacities for planning and resource affectation functions, in line with efficiency standards, including international standards</i>	Indicator a: Estimate of the budget-program based on integrated approach Baseline: C+ (PEFA rating) Target: B (PEFA rating)
	Indicator b: Sectoral Health Expenditure documents and respective annual budgets are human rights and gender-sensitive Baseline: QDS Ministry of Health Target: QDS Ministry of Health elaborated and integrate equity (human rights and gender) (2014)
Output 2.1.3 <i>Internal and external public finance audit institutions are strengthened to ensure transparency in public resources management, as part of the public finance reform program</i>	Indicator a: % of national accounts annually checked by the Court of Auditors Baseline: 36% Target: +50%
	Indicator b: # of MPs trained on budget analysis techniques Baseline: 0% (2011) Target: 100% of specialized commissions, 50% of elected representatives (2016)
	Indicator c: Conditional net transfer program implemented Baseline: Not existing (2011) Target: program implemented (2016)

Output 2.1.4 Administrations have adequate technical capacities for the elaboration, implementation and monitoring of strategies and sectoral programs	Indicator a: # of plans and other strategic sectoral documents available and elaborated Baseline: 5 (National plan for urban development and cities capacity building established and approved (2012-2016) State of the cities (2011) National Directive on territorial planning (2012) Urban profile of Cabo Verde municipalities (2013) National comparative urban profile (2013)) Target: + 5 (2016)
	Indicator b: M&E Platform integrated within the National Health Observatory Baseline: Platform integrated (2011) Target: M&E platform of the Observatory integrated and up and running
	Indicator c: Legal framework for birth registration revised Baseline: Current legal framework is not sufficient (2011) Target: New Family Status Framework (2016)
	Indicator d: Existence of articulation mechanisms for children's and juvenile justice implemented Baseline: No intersectoral aspect in the juvenile justice sub-system, no specific judicial regime for children aged 16 to 21 and very poor justice-protection articulation (2011) Target: intra and inter-institutional articulation mechanisms for children's and juvenile justice are implemented (2016)
	Indicator e: Quality standards in the education systems are elaborated and officially adopted Baseline: No framework for quality standards in the education system defined and officially adopted (2011) Target: Quality standards for the education system are officially designed and integrated at all levels of the EBI sub-system (2016)
	Indicator f: Educational census performed and indicators integrated in the database/education information system Baseline: No country-level educational census Target: Educational census performed (2016)
	Indicator g: # of strategic planning mechanisms focused on available results per sector Baseline: strategic planning system insufficient for the needs of the country (2011) Target: MBB tool introduced in health and education sector (2016)
Output 2.1.5 Key democratic institutions are reinforced to consolidate the democratic system, with particular emphasis	Indicator h: Number of measures set in the health, administration and judicial sectors to implement a GBV law Baseline: 0 (2011) Target: 2 measures per sector (policy options, institutional adaptation, capacity strengthening) and/or approaches and processes
	Indicator a: Existence of a participatory mechanism in the preparation of electoral processes for civil society Baseline: Not existing (2011) Target: Mechanism operational (2016)

<i>on Parliament reform, supporting electoral processes and promoting social dialogue</i>	Indicator b: Number of institutions trained on electoral management Baseline: 0 (2011) Target: 2 (DGAPE and CNE) (2016)
Output 2.1.6 National institutions for human rights and national actors are trained to promote, defend, protect human rights, including the submission of periodic M&E reports on the implementation of conventions and international treaties ratified by Cape Verde	<p>Indicador a: Mecanismo interinstitucional de coordenação e seguimento das convenções internacionais criado e operacional Baseline:Inexistente (2011) - Target: Mecanismo criado (2016)</p> <p>Indicador b: # de relatórios nacionais sobre as convenções internacionais (CEDAW, ICCPR, CRC, CRPD) elaborados e apresentados aos órgãos internacionais Baseline: 1 CEDAW (2010) – Target: 3 (2016)</p>
Outcome 2.2 - National institutions responsible for security and justice ensure increased security and citizen's rights, especially for the most vulnerable groups	
Output 2.2.1 The legal framework for drugs and crime reduction is revised and in line with international conventions	<p>Indicator a: The inter-institutional mechanism for the coordination and monitoring of international conventions is created and operational Baseline: Not existing (2011) Target: Mechanism created (2016)</p> <p>Indicator b: New national program against drugs and crime (2012-2016) elaborated Baseline: No program for this period (2011) Target: Program elaborated</p>
Output 2.2.2 The operational capacity of law enforcement agencies is strengthened for an effective prevention and fight against drug, organized crime, human and migrant trafficking, money laundering and terrorism	<p>Indicator a: # of agents disaggregated by sex and place and residence trained specifically around areas of prevention and fight against drug trafficking, organized crime, human and migrant trafficking, money laundering and terrorism Baseline: Not available (2011) Target: 100 per year (2016)</p> <p>Indicador b: # of joint teams to control illicit traffic in Ports and international Airports are operational Baseline: 1 (2011) Target: 7 (2016)</p>
Output 2.2.3 Government and civil society have the institutional capacities to contribute to effective drug and crime prevention	<p>Indicator a: # of families sensitized to drug and urban crime prevention Baseline: 40 (2011) Target: 200 (2016)</p> <p>Indicator b: # of OSCs and youth centres trained on drug and urban crime prevention Baseline: 0 (2011) Target: To be determined in 2013 (2016)</p> <p>Indicator c: Information on the prevalence of drug use among population and in schools is produced and made available Baseline: 2005 and 2007 studies Target: Information on the prevalence of drug use in the general population and in schools available (2016)</p>
Output 2.2.4 GBV institutions have enhanced capacity to judge in a fair, equitable and effective way	Indicator a: # Criminal justice operators with specialized training (disaggregated by sex and islands and / or municipalities) Baseline: Not available (2011) Target: 120 (2016)

	Indicator b: # of instruments and measures to protect victims, especially women and children approved Baseline: Not available (2011) Target: 4 (2016)
	Indicator 2.4.3: the Government ratified OPCAT Baseline: OPCAT not ratified (2011) Target: OPCAT ratified (2016)
Output 2.2.5 The Juvenile Justice system operates in accordance with international standards and national legal framework	Indicator a: # of magistrates with specialized training in the area of juvenile justice Baseline: Not available (2011) Target: 50 (2016)
	Indicator b: A system for collecting, analysis and production of data on Juvenile Justice is available Baseline: Not available (2011) Target: Available (2016)
	Indicator c: Number of legal, administrative and structural mechanisms for the protection of rights of the children who are in conflict with law Baseline: Juvenile Justice Evaluation Report in Cabo Verde (2011) Target: 8 (3 legal; 4 administrative and 2 structural) until 2016
Outcome 2.3 - The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed	
Output 2.3.1 The capacity of civil society and the media are reinforced for their participation in the electoral process and in key national development processes, including monitoring of MDGs progress, international commitments on human rights, implementation of the DECRP and the State-citizen engagement is strengthened to achieve responsive governance and accountability	Indicator a: # of central and local institutions strengthened for increased accountability and responsive governance Baseline: 0 (2011) Target: to be determined in 2012
	Indicator b: # of alternative reports on country development issues developed and shared by NGOs Baseline: 0 (2011) Target: 2 (2016)
	Indicator c: % of youth leaders trained, benefiting youth organizations Baseline: Low youth participation in formal development processes (2011) Target: 50% of leaders identified by DGJ (2016)
	Indicator d: Youth network for sustainable urban development is up and running Baseline : Not existing (2011) Target: Operational (2016)
	Indicator e: Existence of a Common Agenda on Gender priorities Baseline : Not existing (2011) Target: 2 Agendas elaborated (2016)
Output 2.3.2. Institutional capacities to ensure increased quality and citizens' participation are strengthened, contributing among other to the recognition, expansion and consolidation of the national volunteering	Indicator a: # of volunteers disaggregated by sex and place of residence supporting social services at community/local level. Baseline: 0 (2011) Target: to be determined (2016)
	Indicator b: Organizations mobilizing volunteers (or promoting volunteers as used by partner) that integrate the volunteering program (expanding and effective) Baseline: 0 em 2012 Target: 100% of organizations mobilizing volunteers (or promoting volunteerism) in Santiago, São Vicente, Santo Antao and Fogo participate in trainings are accredited by the National Volunteerism Plan

PILLAR 3	
Outcome 3.1 - National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies	
Output 3.1.1 Institutions' capacities are strengthened for qualitative and quantitative information production highlighting the nature, extent, importance and distribution of social disparities and inequalities, in order to elaborate adequate policies (health, HIV-AIDS, education, employment, protection, justice, habitat and informal settlements)	Indicator a: Number of reports with statistical information and disaggregated data on poverty and vulnerabilities as well as informal settlements available in Cabo Verde Baseline: 0 (2011) Target: 3 (2016) including approval of a study on informal settlements in Cabo Verde and establishment and approval of an urbanization strategy regarding informal settlements as well as intervention programs in pilot settlements (2016)
	Indicator b: Number of Municipal Plans explicitly dedicating resources for social disparities' reduction and to promote equality Baseline: 1 (2011) Target: 10 (2016)
	Indicator c: # of prospective analyses elaborated Baseline: 0 (2011) Target: 4 prospective analyses elaborated (2016)
Output 3.1.2 Key sectorial policies are reviewed to decrease inequalities, including gender inequalities, in compliance with Human Rights standards	Indicator a: Number of Programs/National strategies for quality health services focusing on specific needs of patients elaborated Baseline: 0 (2011) Target: National Program for Quality Health Services based on patients' needs (2016)
	Indicator b: Action plan against child labor revised and presented for approval Baseline: not existing (2011) Target: plan for action approved (2016)
	Indicator c: Number of policies and sectoral programs integrating a gender perspective Baseline: 0 (2011) Target: 4 (2016)
Outcome 3.2 - Centralized, decentralized and Local Institutions provide equitable and qualitative services	
Output 3.2.1 Institutional capacities are strengthened for quality services provision and promotion of intervention based on rights, in particular regarding health, education, justice and employment	Indicator a: Number of Programs for quality health services focusing on needs of patients elaborated Baseline: 0 (2011) Target: 1 National Program for Health Quality Services based on patients' needs (2016)
	Indicator b: % of children under 1 (by sex sexo) vaccinated - three DTP and Penta 3 doses Baseline: 2009: DTC3: 94%. Penta3: Not available Target: 2016: 95%
	Indicator c: Number of health professionals with specialized trained on dependencies Baseline: 57 (2011) Target: 250 (2016)
	Indicator d: Number of directives for mental health promotion and prevention of mental and behavioral disorders elaborated Baseline: 0 (2011) Target: 2 (Therapeutical protocols on mental and behavioral health) (2013)

	<p>Indicator e: Nº of structures/programs for UD treatment respecting international standards on dependencies and social reinsertion Baseline: 3 inter-institutional treatment protocols; Treatnet translation into Portuguese (2011) Target: 22 health structures implementing the Treatnet program (2016)</p>
	<p>Indicator f: Existence of mechanisms to monitor the application of inter-institutional protocols on treatment and social reinsertion of drug addicts Baseline: No mechanism in place (2011) Target: Mechanism implemented and fully operational (2016)</p>
<i>Output 3.2.2 Intersectoral response capacities are strengthened on rights to sexual and reproductive health, especially for women and young girls</i>	<p>Indicator a: % of contraception costs covered by the government Baseline: 0 (2012) Target: 40% (2014)</p>
	<p>Indicator b: % of young people with access to reproductive health youth centres, including NGO-managed centres Baseline: not available (2011) Target: 50% (2016)</p>
<i>Output 3.2.3 Institutional capacities of key actors are strengthened for a multisectoral response to STDs/HIV Aids, tuberculosis and drug abuse implemented, focusing on populations most at risk and vulnerable</i>	<p>Indicator a: % of sick and seropositive women have access to ARV treatments and PMTCT services. Baseline: 85% (2010) ; Target: 95% (2016)</p>
	<p>Indicator b: Number of communication programs on sexual behaviors and GBV implemented Baseline: 0 (2011) ; Target: 3 (2016)</p>
	<p>Indicator c: % of UD and partners, and inmates with access to HIV-AIDs prevention services, especially IEC, testing and voluntary advising, condoms, STDs prevention and treatment, ART Baseline: Not available Target: 60 % UD and partners and 80 % of inmates</p>
Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use quality service (shifted to 2.3.1)	

PILLAR 4	
Outcome 4.1 - Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level	
<i>Output 4.1.1 The legal and regulatory framework, which promotes sound governance and environmental management, is revised to include key principles of sustainability, inclusiveness, adaptation and mitigation to climate change, in line with international treaties</i>	<p>Indicator a: Legal and regulatory framework for the Autonomous Authority for Protected Areas Management elaborated in Cabo Verde Baseline: Not existing Target: Legal and regulatory framework available (2016)</p>
	<p>Indicator b: Legal environmental framework revised Baseline: Legal environmental framework 1993 (2011) Target: Legal environmental framework revised (2016) (Comment: Basic environmental law finally considered as sufficient as overall umbrella from which others regulations could be derived. Therefore, no pressing</p>

	need for its revision, according to the former government. Instead, other regulations and more specific laws were addressed, incl.: 1. Norms and regulations of all Pas; 2. Regulation on GHGs inventory; 3. Environmental impact assessment)
	Indicator c: # of new marine and land areas protected with management plans Baseline: 3 (2011) Target: 13 (2016)
	Indicator d: Number of plans and programs integrating mitigation and adaptation measures Baseline: 0 (2011) Target: 6 (PAGIRH, DECRP, Sanitation Plan, 3 PDM, National Program for Urban Development and Cities Capacity Building (PNDUCC) and National Directive on Territorial Planning DNOT (2012) (2016)
	Indicator e: # of protected areas with plans for gender integration Baseline: 0 (2011) Target: 3 (2016)
Output 4.1.2 Central and local capacities strengthened for the elaboration, implementation and M&E of plans and strategies for environmental management and DRR sensitive to specific gender, youth and children's needs	Indicator a: # of executives (disaggregated by sex) from civil protection trained on response and prevention of natural disasters Baseline: 0 (2011) Target: 70 (2016)
	Indicator b: Central and local contingency plans elaborated integrating the specific needs of women, men, boys and girls. Baseline: Contingency plan elaborated. In place but does not take specific groups' needs into account 22 cities with contingency plans elaborated (2011) Target: Central and local (22) plans implemented and integrated specific needs of women, men, boys and girls (2016)
	Indicator c: System of multi-risk early warning in place and operational Baseline: No system in place (2011) Target: Early warning system in place (2016)
	Indicator d: Mapeamento de susceptibilidade e de riscos elaborado Baseline: Inexistente (2011) Alvo: Disponível (2016)
	Indicator e: % of executives from public services at national and local level (disaggregated by sex and age) trained on planning and M&E of programs on sustainable resources management and DRR Baseline: 0% (2011) Target: 25% of Public Administration Executives (2016)
Output 4.1.3: Capacity strengthened for the development and implementation of green growth strategies based on renewable energies, energetic efficiency and efficient use of resources for a development based on low	Indicator a: Strategy to promote green buildings implemented (include local strategies for urban resilience and risk reduction) Baseline: No strategy (2011) Target: Strategy and pilot programs elaborated (2016)
	Indicator b: Number of strategic development promoting low carbon emissions and resilience to climate change elaborated Baseline: 0 (2011) Target: 2 – Plan and measures for the reduction of carbon emissions at national

carbon emissions and cleaner production	level (MAAEN) in 2012 and strategy for the development of low carbon emission systems and resilience to climate change in 2013 <i>(Comment: As discussions towards the Paris agreement progressed, the INDC took precedence over the NAMAs; first, all parties were required to present their Intended National contribution (INDC), then: ratification of the INDC to become NDC, to be followed by the sectoral NAMAs; CV is part of the agreement but has not yet ratified the Paris Agreement)</i>
	Indicador c: # of institutions and houses using renewable energies systems Baseline: Public institutions are connected to the electric network. 0 houses (2011) Target: 5 public institutions and 5 houses selected use renewable energy-based systems (2016) <i>Suggestion: include Communities in the Target, since further support was provided in that sense, which is not covered under the present target formulation</i>
	Indicador d: Number of centres promoting RECP established Baseline: 0 (2011) Target: 2 (2016)
	Indicador e: Number of SMEs adopting Systems for Quality Management (certified, for Environmental Management System; recognized by the centres, regarding the CP methodology) Baseline: 0 (2011) Target: 40 (2016)
Outcome 4.2 - Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth	
4.2.1. As instituições nacionais têm capacidades melhoradas para a concepção e implementação de estratégias e planos de acção para a preservação dos recursos naturais, da biodiversidade e reabilitação dos habitats e dos ecossistemas críticos	Indicator a: Number of programs and plans developed and implemented per national plans, aiming at implementing strategies and action plans to preserve natural resources, biodiversity and rehabilitation of habitats and threatened ecosystems
	Indicator b: # of national plans strengthened to monitor and evaluate programs for habitat and critical ecosystems' rehabilitation Baseline: 5 (2012) Target: 20 (2016) <i>(Comment: These are not national-level plans but rather, plans designed for specific individual islands; e.g., the Management Plan of Protected Areas of Boavista is an island-wide plan for 14 areas, there is another plan specifically for Sal for 11 distinct areas, the same for Santo Antão and Maio etc.; each plan targeting a number of critical respective island habitats and vulnerable and/or endangered ecosystems)</i>
	Indicator c: Number of protected areas created Baseline: 0 (2011) Target: 3 – in Maio, Sal and Boavista (2016)
Outcome 4.3: As comunidades locais e a sociedade civil têm uma maior capacidade de advocacia ambiental e formulam, implementam e avaliam projetos comunitários de gestão durável dos recursos naturais	
Output 4.3.1 Socioeconomic empowerment of vulnerable populations, especially women	Indicator a: % of forests targeted with innovative management practices Baseline: 0 (2011) Target: At least 15% of forests

<i>and young, is enhanced through the promotion of innovative practices aiming for sustainable management of natural resources</i>	Indicator b: Number of communities participating in the Participative Evaluation of Natural Vulnerabilities and integrating risk reduction and education to urban resilience into development planning Baseline: In 2011, baseline applied in 12 communities (2011) Target: Reevaluation of risk perception in 12 communities of intervention (2016)
	Indicator c: Number of communities prepared to emergencies Baseline: 12 (2012) Target: to be determined in 2012
<i>Output 4.3.2 Local communities are better prepared and more resilient to disasters and climate change impact</i>	Indicator a: Number of communities participating in the Participative Evaluation of Natural Vulnerabilities and integrating risk reduction and education to urban resilience into development planning Baseline: In 2011, baseline applied in 12 communities (2011) Target: Reevaluation of risk perception in 12 communities of intervention (2016)
	Indicator b: Number of communities prepared to emergencies Baseline: 12 (2012) Target: to be determined in 2012
<i>Output 4.3.3 Civil society's advocacy capacity is strengthened for a sustainable management of natural resources at community and national level</i>	Indicator a: # of journalists trained on climate change and sustainable development Baseline: 0 (2011) Target: 20 (2016)
	Indicator b: Number of organizations receiving a training on sustainable management of natural resources Baseline: 0 (2011) Target: At least 18 (2016)

b. Detailed traffic light analysis (including indicator values)

PILAR 1 : INCLUSIVE GROWTH AND POVERTY REDUCTION					
Results	Indicator	Means of Verification	Value of Indicator (2012; 2013; 2014; 2015)	Projection (2016 & 2017)	Comments
Outcome 1.1 - Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit					
<i>Output 1.1.1 The integration of Cabo Verde into the international trade system is</i>	Indicator a: % of projects under DTIS implemented. Baseline: 0% (2011) Target: 80% (2016)	Documentos de políticas, planos e estratégias	(no data)		

<i>strengthened, in compliance with international agreements and competitiveness strategies and policies</i>	Indicator b: Number of policies, plans and trade and competitiveness strategies formulated and implemented. Baseline: 0 (2011) Target: 3 policies, 1 plan, 1 strategy (2016)	Relatório do conselho dos Ministros e/ou boletim oficial	Yr2012 - Plan for the Trade Capacity reinforcement (Project document) Yr2013 - No funds mobilized for the implementation of the Plan for the Trade Capacity Yr2014 - No funds mobilized for the elaboration of the National Quality Strategy with UNIDO Yr2015 - UNIDO NA	Yr2016 - Elaborated the Matrix Action Plan and its budget for the implementation of the National Quality Policy	National Quality System upgrading: in line with efforts at ECOWAS level and in close cooperation with the National Quality Institute, technical assistance and support to develop a National Quality Policy and to strengthen the regulatory framework, to facilitate further integration of the economy into the multilateral trading system as well as to increase consumer protection in the country
	Indicator c: National Institute for Quality entirely operational Baseline: No National Institute for Quality(2011) Target: One National Institute for Quality (2016)	Relatório do conselho dos Ministros e/ou boletim oficial	Yr2012 - National Institute of Quality created	<i>not applicable/target already achieved</i>	

<p>Output 1.1.2 The capacity of key actors are strengthened in terms of designing and monitoring of evidence-based policies and strategies are achieved and followed through, including the enhancement of the regulatory and administrative relevant framework, to improve the industrial and economic performance and promote entrepreneurship and investment for an inclusive growth</p>	<p>Indicator a: Number of studies realized to enhance competitiveness of agriculture and fisheries Baseline: 0 (2011) Target: 2 for fisheries and 2 for agriculture (2016)</p>	<p>Relatório Anual do MDR</p>	<p>2012/FAO : i. Contribution à la conception d'une structure organisationnelle et des procédures pour le fonctionnement du Comité national du Codex alimentaire; ii. 2012 Réalisation d'une étude technique pour la mise en place d'un programme national pour l'insémination artificielle ; iii. 2012 Etude pour le développement de la mariculture au Cap Vert ; iv. Plan d'action pour le développement de l'aquaculture au Cap Vert; v. Etude pour l'utilisation des eaux de barrage ; vi. draft de la Stratégie de Recherche nationale agricole; vii. Une étude sur analyse de risque sur l'introduction de tilapia rouge au Cabo Verde; viii. Une lettre (charte) en faveur de la promotion de la croissance bleue approuvée par le gouvernement; - 2014/FAO : i. Révision de la stratégie nationale pour la sécurité alimentaire et nutritionnelle ; - 2015/FAO : i. Diagnostic pour les Stratégies nationales de Vulgarisation nationale d'extension rurale/vulgarisation agricole ; ii. Une</p>	<p>2016 : Plan d'action sur la sécurité alimentaire (2014-2016) ; 5 Technical Studies; FAO: projection = a. validation de la Strategie nationale de recherche agricole; b. finalisation et validation de la Strategie nationale d'extension rurale et de communication; c. Lancement d'un processus de reflexion sur l'approche caisse de resilience (atelier de démarrage etc.); aussi: Démarrage des activités d'elaboration d'un plan d'aménagement de requin (adoption: 2017!); 1 strategie pour la croissance bleue en elaboration</p>	
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			étude sur l'utilisation de l'eau de barrages ; -Yr2015: i. Technical Report on Fishery		
	Indicator b: Number of Protocol of Agreements signed with the private sector aiming at the implementation of investment initiatives in the agricultural sector. Baseline: 0 (2011) Target: 20 PA signed (2016)	Relatório Anual do MDR	Yr2012 - UNIDO NA Yr2013 - UNIDO NA Yr2014 - UNIDO NA Yr2015 - UNIDO NA	Yr2017 - 2 protocols of agreement with the private sector (for the development of the Goat Cheese Cluster)	
	Indicator c: Strategic plan for cultivation and development plan for creative and growing industries elaborated. Baseline: no strategic plan (2011) Target: 2 plans (2016)	Documento do plano estratégico para a cultura	2012-2013: continued support to development of creative sector: support regarding the submission of a proposal for Tier II funding within the Enhanced Integrated Framework (multi-donor programme, supporting countries accessing the global trading system by helping them tackle supply-side constraints to trade, thus promoting economic growth and sustainable development to lift people out of poverty) and with the view to promote the creative sector as a		Improving Business Environment for entrepreneurship development: Strengthen capacity of national and local economic institutions to implement and monitor business environment reform measures, in particular to perform regulatory and administrative functions and deliver quality services to private sector effectively,

			competitive trade sector. Consultancies supported by the UN were conducted on tourism development and on creative sector; supported organization of an international seminar on creative economy and youth employment with the participation of various Ministries and experts from the region. (N.B.: UN support to value chain development and entrepreneurship related to creative economy: Under the leadership of the UN an informal working session was held in Praia with several UN agencies, WB, ADB and MIREX, to better coordinate interventions and achieve results in this domain.)		efficiently and in transparent manner, with a view to better facilitate broad-based entrepreneurial activities in line with action plan for business environment reform.
	Indicator d: Number of institutions with action plans contributing to reform the business environment developed to execute quality functions Baseline: 0 (2011) Target: 5 (2016)	Relatório Anual da UCRE	Yr2012 - 7 Ministries with Projects Sheets for Business Environment: MIEM; MAHOT; MTIE; MJEDRH; MFP; MRE; and MJ - Change to Compete Government Plan (Action Plan Matrix Business Environment) Yr2013 - Technical support provided that contributed for the implementation Yr2014 - 2 institutions: DGIC		Investment Promotion: Capacity building of Investment Promotion Agency to support investor decision making, to contribute to policy design and to unify the investment promotion stakeholders around a common vision based on the empirical evidence.

			and Praia Notary (technical reports and factsheet) Yr2015 - 1 institutions: DNAP (technical report)		
	Indicator e: # of business proposals established and promoted for the creation of private sector associations Baseline: 0 (2011) Target:20 (2016)	Relatórios da ADEI e/ou Cabo Verde Investment os	Yr2012 - UNIDO NA Yr2013 - UNIDO NA Yr2014 - UNIDO NA Yr2015 - UNIDO NA	Yr2017 - 2 business proposals and creation of private sector associations (for the development of the Goat Cheese Cluster) - 1 business proposal and creation of a private sector association (Fishing Cluster)	Industrial Competitiveness : Support to enhance policy makers and relevant institutions' capacity in accessing and using data and information in evidence-based industrial policy formulation and development planning, promoting the establishment of a public-private sector dialogue through a committee and other joint activities.

	<p>There is no indicator reflecting new instruments, studies or institutions with capacity to designing and monitoring of evidence-based policies and strategies</p> <p>Proposal: Indicator f: # of studies / tools to designing and monitoring of evidence-based policies and strategies in the economic sector</p>		<p>Yr2012</p> <ul style="list-style-type: none"> - 1 tool: Investment Monitoring Platform - 1 Study: Cabo Verde Investor Survey <p>Yr2013</p> <ul style="list-style-type: none"> - 1 Study: Investment in Cabo Verde Report - 1 study and 1 tool: M&E System and 1st evaluation for Business Environment Reforms 	<p>Yr2017</p> <ul style="list-style-type: none"> - 1 Study: National Innovation System - 1 Study: Industrial Policy 	Cabo Verde national system of innovation survey (CVNSI)
<p>Output 1.1.3 Prospective and political analyses and evidence-based program options are completed and promote sustainable financing of the social sector and poverty/vulnerability reduction, with particular attention to women and children</p>	<p>Indicator a: Number of reports with statistical information disaggregated on poverty and vulnerabilities available in Cabo Verde Baseline: 0 (2011) Target: 3 (2016)</p>	Relatórios produzidos anualmente pelo INE e ODINEs	ODM report (2016), statistical yearbooks and sector reports, statistical brochure (2016)		
	<p>Indicator b: Number of indicators on decent labor shared and analyzed Baseline: 0 (2011) Target: No mínimo 30 (2016)</p>	Documentos sobre os indicadores de trabalho	<p>(same as OUTPUT 2.1.1 - Indicator f)</p> <p>OIT</p> <p>Yr2013: Decent Work Country Profile Draft version available (indicators produced and analysed)</p> <p>Yr2013/2014/2015: The Instituto Nacional de Estatística Cabo Verde (INECV) designed and implemented a specific module of labour force survey to measure questions on wage data, which enabled the country</p>	<p>Yr 2016: Publication of the Decent Work Country Profile (plus de 30 indicateurs statistiques et juridiques)</p>	

			(the Government, national statistical office, researchers, etc.) to monitor the effect of the current minimum wage. This will also inform future adjustments of the minimum wage level.		
	Indicator c: # % of prospective analyses completed Baseline: 0 (2011) Target: 4 prospective analyses completed (2016)	Documentos sobre análises prospectivas	2013: Study of Tourism value Chain; Profile of demographic dividend (UNDP, UNFPA); Yr2015 (OIT): "Study survey about the most conflicting situations in employment relationship" + 9 sessions in 5 islands to share the findings and to disseminate labour law + 32 radio sessions; "Manual de habilidades para criativos"; "Manual de Empregabilidade (3 volumes)"; "Conference on Green Jobs - report and recommendations"; "Transition from informal to formal - conference report and recommendations"	Yr2016 (OIT): "Estudos sobre serviços prestados e nível de satisfação dos clientes dos Centros de Emprego e Formação Profissional e Centros da Juventude"	
	Indicator d: Conditional net transfer program implemented Baseline: Not existing (2011) Target: program implemented (2016)	Documentos das políticas e opções do programa - Ministério da Juventude, Emprego e Recursos Humanos	CCT programme non-existent (2012); CCT programme designed and ramped up (2012/2013) CCT roll-out (2013-2015)		

Outcome 1.2 - The private sector, especially SMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor

Output 1.2.1 SMEs benefit from enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management	Indicator a: Number of SME projects receiving competitiveness enhancing support Baseline: 0 (2011) Target : 16 unidades hidropónicas pilotos e 4 unidades pilotos para o aquacultura/hidropónia (2016)	Documentos de projectos; Relatório de seguimento e avaliação dos projectos	FAO 1./ 2012-2013 - 16 unités pilote hidroponiques installées; 2./ Deux unités pilotes de aquaculture installées à S. Vicente (INDP et UNICV)	Yr2017 - 2 SME projects (for the development of the Goat Cheese Cluster)	Agency suggestion: Adapt target to include projects supporting SMEs and not only the agriculture sector
	Indicator b: Number of institutions able to assist SMEs on productiveness enhancing and collective auto-assistance. Baseline: 0 Target: 5 (e.g. ADEI, 2 Chambres of Commerce, 2 NGOs' platform members)	Relatório Anual ADEI	Yr2012 - Training provided in productiveness and auto-assistance to consultants and technical staff of several institutions including: 1 ADEI; 4 ONG's: OMCV, Associação Moniz, NGO Platform, ONDS; 3 Private Sector Associations: AJEC, CCISS, CCIASB (Training Report) - Feasibility study for the Venture capital fund (ADEI) - Accreditation System of Consultants and Management Information System for M&E (ADEI) - SPX Centre established and 15 consultants trained in Benchmarking (ADEI, AJEC, CI) Yr2013 - No funds mobilized for Business Development Providers technical assistance	Yr2016 (OIT): "Report - Mapeamento dos beneficiários GERME"; 4 Training on GERME; 2 Training of trainers on management for creatives; 1 Training "from glass recycling to beads" (GREEN JOBS); in total: 9 institutions	Investment / Enterprise Support Services - Strengthen capacity of business development support providers to ensure better quality and more advisory services on productivity improvements, upgrading enterprises, collective efficiency and networking, entrepreneurship development for creative industries to effectively and sustainably support growing numbers of entrepreneurs and businesses. A venture capital fund set up to support upgrading

			<p>Yr2014</p> <ul style="list-style-type: none"> - No funds mobilized for Business Development Providers technical assistance <p>Yr2015</p> <ul style="list-style-type: none"> - Manuals in productiveness and auto-assistance elaborated and printed (ADEI) - Training provided in Financial Analysis of Investment Project Scenarios (COMFAR III) to ADEI and ECREEE (Training Report) - Upgrading of the Feasibility study for the Venture Capital Fund (ADEI); Yr2015 (OIT): "10 GERME training sessions (Gerez Mieux Votre Entreprise) + coaching sessions; 2 Training of trainers on management for creatives; 55 sessions on REMPE divulgation (monotributo for SMEs); 1 WISE training (occupational safety and health) 		programmes of entrepreneurs
	<p>Indicator c:</p> <p>Number of youth and women trained on entrepreneurship who established a business plan (per sex, age and place of residence)</p> <p>Baseline: 100 (2011)</p> <p>Target: 500 (2015)</p>	<p>Documentos de projectos; Relatório de seguimento e avaliação dos projectos</p>	<p>Yr2012</p> <ul style="list-style-type: none"> - UNIDO NA <p>Yr2013</p> <ul style="list-style-type: none"> - UNIDO NA <p>Yr2014</p> <ul style="list-style-type: none"> - UNIDO NA <p>Yr2015</p> <ul style="list-style-type: none"> - 919 young students presented a business plan (Project Annual Report) 	<p>Yr2016</p> <ul style="list-style-type: none"> - 2.107 young students present a business plan 	

Output 1.2.2 <i>Private sector companies, especially SMEs, are in compliance with international standards for increased competitiveness and market access</i>	Indicator a: Number of entrepreneurs (by sex, age and place of residence), in particular: SME quality managers; trained on international quality standards Baseline: 0 (2012) Target: to be determined in 2012 (2016)	Relatórios de formação	Yr2012 : - 2 staff of pilote enterprises trained/trainers on food safety management system; - more than 50 employees from the food companies were trained on the GMP/ HACCP and some of them in ISO 22000. - Post-graduation course in Quality Management launched with the public university of Cape Verde. (29 participants); Yr2013: The West Africa Quality Program (WAQP) - 2nd phase ended in 2012 and the new 3rd phase was planned to start in 2013 but it didn't start... no activities were performed; Yr2014: WAQP 3rd phase didn't start: Yr2015: WAQP launched in Sal island on June 20th	Yr2016 / Yr2017 - 20 quality managers of the priority sectors trained - 15 resource persons sensitised and trained in FSMS ; - 7 resource persons certified on FSMS (Auditeurs);	Quality infrastructure upgrading - Provide technical assistance, training and support for national quality infrastructure development and to entrepreneurs, in particular for SMEs in order to development of a national standardization body and support to laboratories in the area of fish testing in particular (St Vicente), as well as food testing in general (Santiago) and to increase their understanding of international market requirements, and quality standards/technical regulations in general.
	Indicator b: Number of labs eligible to international accreditation/labels Baseline: 0 (2011) Target: To be determined in 2013 (2016)	Boletim Oficial	Yr2012 1 Lab eligible - Oficial Lab of Fishing Products (LOPP) : - Equipment delivered and installed; - Reagents, reference cultures and technical literature; - Quality and Technical manuals developed. Yr2013	Yr2016 / Yr2017 - 1 lab selected: LABCAL will be supported by the WAQSP to extend the calibration scope in the field of pressure, temperature and weight.	The food safety in Cape Verde: Improve public health and food safety conditions trough comprehensive approach on both policy and implement level for the fulfillment of commitments

			<ul style="list-style-type: none"> - WAQP 3rd phase didn't start... Yr2014 - WAQP 3rd phase didn't start.. Yr2015 - 3 labs assessed and eligible to international accreditation 		undertaken by Cape Verde to the WTO Agreement on sanitary and phytosanitary. (Joint Programme – FAO, UNIDO and WHO)
	<p>Indicator c: % of SMEs trained on food safety practices Baseline: 0% (2011) Target: 60% of existing food manufactures (2016)</p> <p>(Note: There is a need to identify the number of food manufactures in 2016 and check the % of coverage)</p>	Relatório de formação, relatório de seguimento e avaliação	<p>Yr2012</p> <ul style="list-style-type: none"> - 3 pilotes enterprises certified to HACCP. - 20 SMEs: More than 50 employees from the food companies were trained on the GMP/ HACCP and some of them in ISO 22000. <p>Yr2013</p> <ul style="list-style-type: none"> - WAQP 3rd phase didn't start... - Govt didn't mobilize funds for the implementation of the JP on Food Safety (FAO/UNIDO/WHO) <p>Yr2014</p> <ul style="list-style-type: none"> - WAQP 3rd phase didn't start.. - Govt didn't mobilize funds for the implementation of the JP on Food Safety (FAO/UNIDO/WHO) <p>Yr2015</p> <ul style="list-style-type: none"> - UNIDO NA 	Yr2016 / Yr2017	<ul style="list-style-type: none"> - 10 SMEs: 15 resource persons sensitised and trained in FSMS and 7 resource persons certified on FSMS (Auditeurs)

	Indicator d: Number of food safety norms elaborated Baseline: 0 (2011) Target: 1 (2012)	Relatório de formação, relatório de seguimento e avaliação	Yr2012 - UNIDO NA Yr2013 - WAQP 3rd phase didn't start... - No funds mobilized for the implementation of the JP on Food Safety (FAO/UNIDO/WHO) Yr2014 - WAQP 3rd phase didn't start.. - No funds mobilized for the implementation of the JP on Food Safety (FAO/UNIDO/WHO) Yr2015 - UNIDO NA	Yr2016 / Yr2017 - 4 food safety standards adopted from the ECOSHAM (Regional Standards); - 2 in stand by at the Council of Ministers for adoption.	
Output 1.2.3 Agribusiness value chains and production, market and commercialization best practices are introduced and applied to improve productivity and food safety	Indicator a: Number of production pilot units applying modern agribusiness practices in the areas of agriculture, livestock and fisheries, disaggregated by sex, age and place of residence Baseline: (2011) Agriculture: 4, in Fogo (3 in wine production and 1 in coffee transformation); Fisheries: 2 (in Mindelo and S. Nicolau) ; Livestock: 2 (1 in Fogo- meat conservation and packaging and 1 em Santo Antão - cheese) Target: Agriculture: 24; fisheries: 5; livestock: 4 (2016)	Relatório das actividades dos sectores da agricultura, pecuária e pescas	FAO 1./ 2012-2013 - 16 unités pilote hydroponiques installées; 2./ Deux unités pilotes de aquaculture installées à S. Vicente (INDP et UNICV); 3./ 2012-2013 Un Centre de transformation construit par le gouvernement sur l'île du Fogo; 4./ 2012 - Une etude sur analyse de risque sur l'introduction de tilapia rouge au Cabo Verde; 5./ 2012 un systeme de suivi des 110 DCP installé; 6./ 2012 un plan de formations pour les pecheurs et les plongeurs conçu et mis en place; 7./ 2015 formation de 62 vendeuses et 32 gardiens des marches Municipaux dans bonnes pratiques de hygiene alimentaire	Yr2017 ; un plan d'aménagement des requins doit etre finalisé et approuvé en 2017 - 2 production pilot units (for the development of the Goat Cheese Cluster)	Relevant institutions and priority private sector enterprises improve implementation of integrated value and supply chains development in agribusiness

			(BPH); 8./ 2013 Revision et publication des lois phytosanitaires et zoosanitaires en accord avec les principes SPS OMC; 9./ 2016 - Un projet "Relance des cultures frutières au Cabo Verde" élaboré et mis en oeuvre; 10./ 2015 - Une étude sur la chaîne de valeur du café élaborée; 11./ 2015 - Aménagement de 9,5 ha de parcelles irriguées pour la production horticole, beneficant 37 familles, des femmes, en majorité (zone sud de l'île du Fogo); 12./ (2015)- Une lettre (charte) en faveur de la promotion de la croissance bleue approuvée par le gouvernement; 13./ 2016 .Demarrage des activités d'elaboration d'un plan d'aménagement de requin; 14./ (2016) Une strategie pour la croissance bleue en elaboration		
	Indicator b: # of key actors (by sex, age and place of residence) from associations and relevant committees trained on agribusiness Baseline: 0 (2011) Target: To be determined in 2013 (2016)	Relatório de formação : relatório de seguimento e avaliação	Yr2012 - UNIDO NA Yr2013 - UNIDO NA Yr2014 - UNIDO NA Yr2015 - UNIDO NA	Yr2016 - 10 key actors (fishing cluster project: cluster development agents) - 10 key actors (agri-business studies: value chain analysis) Yr2017 - 10 key actors (Goat Cheese	Strengthening sustainable supplier development in the goat cheese value chain and fostering business linkages with the tourism industry in Cabo Verde

				Cluster project: Management, Production, Marketing)	
	Indicator c: # Processing centers established Baseline: 1 – Sto. Antão(2011) Target: To be determined in 2012(2016)	Boletim Oficial ; relatório de seguimento e avaliação	Yr2012 - UNIDO NA Yr2013 - UNIDO NA Yr2014 - UNIDO NA Yr2015 - UNIDO NA	Yr2017 - 2 Processing Centres upgraded (for the development of the Goat Cheese Cluster)	Value chain studies and strategy development for five value chains in Cabo Verde
		<i>Note explaining internal inter-connectedness and coherence of activities, as well as use of funds</i>	Yr2012 - Joint Programme Agribusiness (UNIDO, FAO, UN WOMEN) elaborated Yr2013 - No funds mobilized for the implementation of the JP Agribusiness Yr2014 - No funds mobilized for the value chain studies in fishing, agribusiness and the implementation of the JP Agribusiness Yr2015 - Fishing value chain study elaborated (reflected in the output 1.1.2.) - Five agri-business value chain studies initiated (reflected in the output 1.1.2.)		<i>Development of a Sea Cluster for the Cabo Verde fisheries value chain</i>
Outcome 1.3 - The most vulnerable populations , particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity					

<p>Output 1.3.1 <i>The government and national actors have strategies and operational tools at disposal in favor of children and women's integration into wage labor in urban and rural areas, including the implementation of investment programs for decent labor</i></p>	<p>Indicator a: Number of farmers (by sex and age) benefitting from the local agriculture promotion program to reinforce local canteens Baseline. 0 (2011) Target: 220 farmers (60 % men and 40 % women) (2015)</p>	<p>Relatório de seguimento e avaliação do programa</p>	<p>FAO - Yr2012 : Elaboration de 4 Projets pilote de capacitation de producteurs locaux s'activant dans le creneau de fournir l'alimentation scolaire ; Yr2013: 1. Realisation de 10 sessions de formation destines aux Producteurs/Fournisseurs en Alimentation scolaire sur les bonnes pratiques en chaines alimentaire ; 2. Sur 5 iles: Execution de projets pilots sur l'achat local; Yr2014: Elaboration d'une Etude sur la Chaine de Valeur du Café; Yr 2015: FAO: 1. Developpement d'un modele d'approvisionnement pour les cantines scolaires avec des produits locaux; 2. Formation de 35 techniciens (x hommes/y femmes???) du Ministere formes en techniques post-recolte et inspection/assurance-qualite de la production agricole (approche en cascade: 375 ? combien de femmes???) paysans formes de maniere continue/processus de formation a demarre - fin 2015); UNIDO: Developpement d'un</p>	<p>2016: 1. Etude Secteur viti- et vinicole; 2. Developpement de 4 Plans pour le Developpement de l'Agriculture urbaine et peri-urbaine (Praia, Mindelo, Porto Novo, Espargos); 3. Developpement de 4 Plans pour le Developpement de la Foresterie urbaine et peri-urbaine (Praia, Mindelo, Porto Novo, Espargos); 2017: 1. Relance de la Culture fruitiere sur les Iles de Santiago, Santo Antão, Fogo, São Nicolao; 2. Lancement d'un Programme national de Lutte contre la Desertification et Degradation des Terres</p>
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			<p>modele d'approvisionnement pour les cantines scolaires avec des produits locaux; 2. Formation de 35 techniciens (x hommes/y femmes???) du Ministere formes en techniques post-recolte et inspection/assurance-qualite de la production agricole (approche en cascade: 375 ? combien de femmes???) paysans formes de maniere continue/processus de formation a demarre - fin 2015)</p>		
	<p>Indicator b: Entrepreneurship development strategy implemented in sector and value chain with high potential for company creation. Baseline : No strategy (2011) Target: One strategy implemented (2016)</p>		<p>Yr2012 : Elaboration de 4 Projets pilote de capacitation de producteurs locaux s'activant dans le creneau de fournir l'alimentation scolaire ; Yr2013: 1. Realisation de 10 sessions de formation destines aux Producteurs/Fournisseurs en Alimentation scolaire sur les bonnes pratiques en chaines alimentaire ; 2. Sur 5 iles: Execution de projets pilots sur l'achat local; Yr2014: Elaboration d'une Etude sur la Chaine de Valeur du Café; Yr 2015: 1. Developpement d'un modele d'approvisionnement pour les cantines</p>	<p>2016: 1. Etude Secteur viti- et vinicole; 2. Developpement de 4 Plans pour le Developpement de l'Agriculture urbaine et peri-urbaine (Praia, Mindelo, Porto Novo, Espargos); 3. Developpement de 4 Plans pour le Developpement de la Foresterie urbaine et peri-urbaine (Praia, Mindelo, Porto Novo, Espargos); 2017: 1.</p>	

			scolaires avec des produits locaux; 2. Formation de 35 techniciens (x hommes/y femmes???) du Ministère formes en techniques post-recolte et inspection/assurance-qualite de la production agricole (approche en cascade: 375 ? combien de femmes???) paysans formes de maniere continue/processus de formation a demarre - fin 2015)	Relance de la Culture fruitiere sur les Iles de Santiago, Santo Antão, Fogo, São Nicolao; 2. Lancement d'un Programme national de Lutte contre la Desertification et Degradation des Terres	
Output 1.3.2 <i>Capacities for the elaboration and implementation entrepreneurship curricula are strengthened, at various education levels, with strong focus on women and children, for an entrepreneur society</i>	Indicator a: Entrepreneurship curricula implemented in secondary schools and vocational schools Baseline for secondary school: 0 (2011) Target: 10 schools, 50 education offices, 140 professors, 50 trainers and 8000 students trained (2016) Baseline for vocational schools: 0 (2011) Target : 2 training directors, 32 trainers and 1000 students trained (2016)	Relatórios dos Projectos do Ministério da Educação e Ministério do Emprego	Yr2012 - UNIDO NA Yr2013 - Entrepreneurship Curricula Programme (ECP) signed in November 2013, only office equipment was bought Yr2014 - Entrepreneurship teaching started in 12 schools, 6 islands. - 2.493 students enrolled, 54% of them female. - 91 teachers trained, 48% of them female. - 29 technicians which include school directors, pedagogical inspectors and central Ministry staff were trained (educations officers), 61% female. Yr2015 - 12 Schools, in six islands (the same as 2014). - 6.032 students are	Yr2016 (last year of the project) - 2.107 graduated and presented a business plan, 54% female. - 24 teachers/master er trainers trained , 41% female. - 9 education officers, 75% female. - 247 Teachers Trained. - ECP Extension to all public schools: 44 schools, 9 islands - School year 2016/2017. - 12.034 students are enrolled in 2016/2017.	Secondary and technical education, and University level (pre-service teachers training) - Support to introduce entrepreneurship curriculum in secondary general and technical education, including pre-service teacher training with a view to equip education system to prepare youth for an entrepreneurial society.

			enrolled, 54% of them female (including 2014). - 154 teachers, 53% of them female. (including 2014). - 73 education officers, 51% female (including 2014). - 1.297 students graduated and 919 presented a business plan.		
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PILLAR 2: CONSOLIDATION OF INSTITUTIONS, DEMOCRACY AND CITIZENSHIP				
Results	Indicator	Means of Verification	Value of Indicator (2012; 2013; 2014; 2015)	Projection (2016 & 2017)
Outcome 2.1 - National administrations and audit institutions are more efficient in terms of planning, implementation, monitoring and evaluation of equitable development				
Output 2.1.1 <i>The statistical system is provided with institutional and human capacities for the production and dissemination of socioeconomic disaggregated statistical data to help developing and feeding the M&E national system</i>	Indicator a: Number of sectors using a system for collection, analysis and use of data disaggregated by sex, age and place of residence Baseline: 1 (2011) Target: 5 (2016)	Relatório nacional do Conselho Nacional de Estatística	Le Ministère de la santé, de l'éducation, de l'agriculture, l'IEFP, INDP, /Direction Générale du Travail /IGT sont des organes délégués de l'INE. Toutes ces institutions ont des systèmes de collectes, d'analyse des données (même s'il ne sont pas parfaits), l'exception de la DGT. Les données sont désagrégées par sexe e groupe d'âge dans la mesure du possible , mais pas par milieu de résidence. Dans le cas du secteur de l'agriculture, la phase collecte de données n'a pas encore eu lieu, mais la méthodologie et les outils pour le recensement agricole ont été conçus et validés, suite à deux enquêtes de pilotage menées en 2015 avec l'appui de la FAO.	

	<p>Indicator b: Statistical database (DevInfo e CensusInfo) for system monitoring and evaluation is available Baseline: Database not existing (2011) Target: Database covering at least 3 sectors (2016)</p>	Relatório anual One UN	Le pays ne dispose de DevInfo; CensusInfo logé à l'INE avec les données du recensement 2010	
	<p>Indicator c: Number of MDGs and CIPD indicators disaggregated by sex, age and region, which are integrated in existing information management systems Baseline: 2 (2011) Target: 4 (2016)</p>	<p>Relatório dos sistemas de Informação sectorial; Cmnt: <i>Pendant la période 2012-2016, l'UNICEF et l'UNFPA ont appuyé les interventions de suivi des indicateurs des ODMs et CIPd liés à la santé et VIH (4,5 et 6) au travers des études suivantes: i) 1 étude nationale sur l'avortement au Cabo Verde; ii) 3 études socio-comportamental et de prevalence du VIH/SIDA au sein des populations- clés (Tavailleurs de sexe/Hommes ayant rapports sexuelles avec des Hommes/Usagers de Drogues)</i></p>	<p>Yr 2012 - 3 ODMs (4, 5 et 6) desagrégés dans le système information sanitaire Yr 2013 - 3 ODMs (4, 5 et 6) desagrégés dans le système information sanitaire Yr 2014 - 3 ODMs (4, 5 et 6) desagrégés dans le système information sanitaire Yr 2015 - 3 ODMs (4, 5 et 6) desagrégés dans le système information sanitaire</p>	

	<p>Indicator d: # of statistical analyses produced and disseminated by INE and ODINES (disaggregated by sex, age and place and residence) as basis for surveys conducted and administrative data</p> <p>Baseline: 0 (2011)</p> <p>Target: 5 (2016)</p>	Relatórios produzidos pelo INE e ODINES	>5 (Une revue minutieuse de la stratégie nationale de développement de la statistique permettrait de savoir le nº exact de produits statistiques par an divulgué par l'INE e les ODINE)	
	<p>Indicator e: Health information system decentralized and operational (including live births and mortality, reproductive health and routine mandatory vaccination)</p> <p>Baseline: Not existing (2011)</p> <p>Target: Decentralized health information system is operational (2016)</p>	Relatório Anual do Ministério da Saúde	<p>Yr2012- Processus de mise en oeuvre du système d'Information des produits santé de la reproduction (SR) et médicaments (CHANNEL) du MS mise en oeuvre , débuté avec l'adéquation de système aux contexte pays et des techniciens du Ministère de la Santé (MS) des tous les districts formés avec l'appui technique de l'UNFPA; Système d'Information Sanitaire (SIS) du MS renforcé avec la revision des outils de collecte de données avec le NOSI; Système de collecte de données du Programme Elargie de Vaccination (PEV) préparée pour le suivi de la mise en oeuvre de la campagne nationale de vaccination contre Rougeole/Rubéole</p> <p>-Yr 2013 - Project pilote pour l'introduction du système CHANNEL dans les structures de santé de la municipalité de Praia (capital du pays) réalisé;</p> <p>-Yr2013- Système d'Information Sanitaire (SIS) revue en vue du suivi des indicateurs des ODMs santé encadré dans le processus d'accélération des OMDs 4,5 et 6; Données statistiques (y compris rapports suivi OMDs) diffusés, analysés et</p>	<p>Yr 2016-2017: Plan Pluriannuel de Vaccination Complet (PPAc) élaboré en intégrant des indicateurs désagrégés</p> <p>Yr 2016-2017: Systeme CHANNEL révu pour son expansion au niveau national</p>

			<p>appropriés au niveau décentralisé pour la prise des décisions</p> <p>-Yr 2014 - Project pilote pour l'introduction du Système CHANNEL introduit dans les structures de santé de la municipalité de São Vicente réalisé;</p> <p>-Yr 2015 - Système d'Information des produits santé de la reproduction (SR) et médicaments (CHANNEL) évalué pour son expansion et prise en compte la gestion des Médicaments du niveau central au niveau décentralisé;</p> <p>-Yr 2014 - 2015: Système d'Information des produits santé de la reproduction (SR) et médicaments (CHANNEL) du MS mise en oeuvre et élargie pour la prise en compte la gestion des Médicaments du niveau central au niveau décentralisé</p> <p>-Yr 2015 - Système de gestion de données administratifs de vaccination de routine avec l'introduction de l'outil planification et gestion des données (DVD-MT) mise en oeuvre avec des point d'entrée pour le renforcement du système identifié</p>	
	<p>Indicator f: Number of indicators on decent labor shared and analyzed Baseline : 0 (2011) Target : At least 30 (2016)</p>	Documentos sobre os indicadores de trabalho	<p>OIT</p> <p>Yr2013: Decent Work Country Profile Draft version available (indicators produced and analysed)</p> <p>Yr2013/2014/2015: The Instituto Nacional de Estatística Cabo Verde (INECV) designed and implemented a specific module of labour force survey to measure questions on wage data, which enabled the country (the Government, national statistical office, researchers, etc.) to monitor the effect of</p>	<p>Yr 2016: Publication of the Decent Work Country Profile (plus de 30 indicateurs statistiques et juridiques)</p>

			the current minimum wage. This will also inform future adjustments of the minimum wage level.	
Output 2.1.2 <i>Central and local institutions have increased institutional and human capacities for planning and resource affectation functions, in line with efficiency standards, including international standards</i>	Indicator a: Estimate of the budget-program based on integrated approach Baseline: C+ (PEFA rating) Target: B (PEFA rating)	Relatório PEFA; N.B.: The PEFA (Public Expenditure and Financial Accountability) indicators established by European Union were assumed for measuring the UNDAF performance in the support of UN to the Government. The European Union did the PEMFAR(Public Expenditure Management and Financial Accountability Review) using PEFA indicators in 2008 which was	La previsibilité dans la planification budgétaire a été classifiée comme passant de "C+" a "B". Le PNUD a appuyé la planification et de la budgétisation dans la logique programmatique et de résultats pluriannuelle. (Indicateur (bis): L'audit externe des comptes publiques de l'État au niveau central et au niveau municipal passa de D a C. Le PNUD a eu des interventions importantes dans le renforcement de capacités de la Cour des comptes pour jugés les comptes de l'Etat et des municipalités et pour produire les rapports sur les comptes	

		<p>published and in 2015 a new evaluation was done to be approved by the Ministry of Finance. It was not a good idea to take all PEFA indicators but those that are in conformity of the UN interventions. By UNDP program 2 indicators can be referred:1- The good previsibility of the budget and the external audit of public accounts. Taking in account the indicators UNDP has contributed to the amelioration of the country financial management performance. Considering that the measurement of the country's performance by those indicators are out of control of UNDP</p>	de l'Etat et les envoyer au Parlement)	
	<p>Indicator b: Sectoral Health Expenditure documents and respective annual budgets are human rights and gender-sensitive Baseline: QDS Ministry of Health Target: QDS Ministry of Health elaborated and integrate equity (human rights and gender) (2014)</p>	Documento do Quadro de Despesa sectorial a Médio Prazo (QDS)	(no data)	

Output 2.1.3 <i>Internal and external public finance audit institutions are strengthened to ensure transparency in public resources management, as part of the public finance reform program</i>	Indicator a: % of national accounts annually checked by the Court of Auditors Baseline: 36% Target: +50%	Relatório anual das contas apresentadas pelo Tribunal de Contas e Relatório Anual do Tribunal das Contas e o Relatório anual do Parlamento	Contas Gerências submetidas em 2012 : 117 julgadas: 50 e 1 PCGE de 2009 e 12 auditorias realizadas Contas Gerências submetidas em 2013 : 116 julgadas: 68 e 1 PCGE de 2010 e 8 auditorias realizadas	
	Indicator b: # of MPs trained on budget analysis techniques Baseline: 0% (2011) Target: 100% of specialized commissions, 50% of elected representatives (2016)		Formação na análise do orçamento sensível ao género, Formação no Orçamento Programático e por Resultados, realização da 1ª Audição Pública Multipartidária aos Sector da Justiça e financiamento de diversas visitas de estudos às ilhas no âmbito de execução orçamental descentralizada a nível das Comarcas	
	Indicator c: # of prospective analyses conducted Baseline: 0 (2011) Target: 4 prospective analyses conducted (2016)		2013: Study on value chain of Tourism; Study of Tourism value Chain; Profile of demographic dividend (UNDP, UNFPA); Yr2015 (OIT): "Study survey about the most conflicting situations in employment relationship" + 9 sessions in 5 islands to share the findings and to disseminate labour law + 32 radio sessions; "Manual de habilidades para criativos"; "Manual de Empregabilidade (3 volumes)"; "Conference on Green Jobs - report and recommendations"; "Transition from informal to formal - conference report and recommendations"; 2015/2016: Profile of the population of Cabo Verde; Yr2016 (OIT): "Estudos sobre serviços prestados e nível de satisfação dos clientes dos Centros de Emprego e Formação Profissional e Centros da Juventude"	

	Indicator d: Conditional net transfer program implemented Baseline: Not existing (2011) Target: program implemented (2016)		CCT programme designed and ramped up (2012/2013) CCT roll-out (2013-2015)	Programme implemented and operational (2016)
Output 2.1.4 Administrations have adequate technical capacities for the elaboration, implementation and monitoring of strategies and sectoral programs	Indicator a: # of plans and other strategic sectoral documents available and elaborated Baseline: 5 (National plan for urban development and cities capacity building established and approved (2012-2016) State of the cities (2011) National Directive on territorial planning (2012) Urban profile of Cabo Verde municipalities (2013) National comparative urban profile (2013)) Target: + 5 (2016)	Relatório anual da Direcção de S&A da Direcção Nacional do Plano; Memorandum of Understanding signed with the Government – Ministry of Housing	Yr2012 Governo de Cabo Verde beneficiado de Formação Internacional sobre o Programa PSUP, (Participatory Slum Upgrading Programme), organizado pela ONUHABITAT, tendo beneficiado 9 especialistas urbanos nacionais, provenientes do governo central, Ordem dos Engenheiros, Autarcias locais e ONGs. Yr2013 Cabo Verde beneficia da segunda fase do referido Programa tendo aprovado o seu Memorando de entendimento e o plano de trabalho 2013-2014 na referida reunião Yr2014 IOM: 1 Strategy ("National Strategy for Emigration and Development - ENED") ;UN-Habitat: O Governo beneficiado pela segunda fase do Programa Global da ONUHABITAT PSUP (Participatory Slum Upgrading Programme) e assim identificados os projectos	(FAO) Elaboração de uma lei sobre o direito humano a alimentação adequada (2016). Validação da lei (2017)

		<p>prioritários e documentos de projectos elaborados e aprovados de forma participativa. 2. Revisto e avaliado o quadro jurídico e alterações necessárias, para um quadro regulamentar aplicado aos assentamentos informais. 3.Elaborada e socializada a estratégia de mobilização de recursos para a melhoria dos assentamentos informais em Cabo Verde. Yr2015 Cabo Verde beneficia da Análise sobre a situação dos assentamentos informais, tendo em conta as 5 privações: água potável; saneamento básico; habitação sustentável; espaço adequado e segurança de posse, realizado, socializado com os parceiros e aprovado; 2. Estratégia para a mobilização de recursos do Programa Participativo de Melhoria dos Assentamentos Informais SUP, elaborada, socializado e aprovada.</p>	
<p>Indicator b: M&E Platform integrated within the National Health Observatory Baseline: Platform integrated (2011) Target: M&E platform of the Observatory integrated and up and running</p>	<p>Relatório Anual Ministério da Saúde</p>	<p>Year 2012 à 2014: Assistance technique d'un spécialiste en système d'information (mise en place d'un système sanitaire informatisé dans l'île de Santo Antão) Year 2014: Assistance technique et financière au Ministère de la Santé pour la réalisation en collaboration avec l'Institut National de Statistiques (INE) et le Registre Civil, d'un atelier national sur le système national d'information sanitaire pour renforcer la collecte, flux, qualité et analyse des données statistiques essentielles. Suite à cet atelier, la promptitude et complétude des produits suivants a amélioré : bulletin épidémiologique</p>	

			<p>hebdomadaire ; Rapport statistique trimestriel ; Notification hebdomadaire des données de la surveillance épidémiologique. Outre, un accord a été signé entre le Ministère de la Santé et l'INS, et le Registre d'Etat Civil visant l'actualisation des données statistiques de la population.</p> <p>Year 2015: Assistance technique internationale pour l'évaluation pour la mise en oeuvre du Règlement Sanitaire International 2005 et élaboration d'un plan d'action de renforcement des capacités nationales;</p> <p>Year 2015: Recrutement de 2 statisticiens nationaux pour la DNS/MS</p>	
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	<p>Indicator c: Legal framework for birth registration revised</p> <p>Baseline: Current legal framework is not sufficient (2011)</p> <p>Target: New Family Status Framework (2016)</p>	<p>Relatório Anual do Projecto de Registro ao nascimento; Boletim Oficial; Cet indicateur a permis d'augmenter le pourcentage d'enfants enregistrés à l'Etat Civil, notamment: en enlevant la présomption de la paternité; en permettant l'enregistrement à la naissance, à l'hôpital. Également il y a des retombées positives, comme une meilleure planification des programmes de vaccination, un meilleur accès au préscolaire et à l'enseignement de base. Finalement ce Code a permis de respecter les droits humains des enfants.</p>	<p>2012: des lacunes identifiées dans le Code de l'Etat Civil.</p> <p>2013: révision du Code de l'Etat Civil acceptés par le Ministère de la Justice.</p> <p>2014: Code de l'Etat Civil revu, approuvé et publié au journal officiel.</p> <p>2015: le Code de l'Etat Civil a été revu en 2014.</p>	NA
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	<p>Indicator d: Existence of articulation mechanisms for children's and juvenile justice implemented Baseline: No intersectoral aspect in the juvenile justice sub-system, no specific judicial regime for children aged 16 to 21 and very poor justice-protection articulation (2011) Target: intra and inter-institutional articulation mechanisms for children's and juvenile justice are implemented (2016)</p>	<p>Relatório anual One UN; Relatório Anual do ICCA; Des activités-clés ont été réalisés pour permettre l'articulation intersectorielle, comme: des ateliers de formation en matière de directives pour l'accueil et la posture à observer tout le long du circuit de la justice; la participation de la contrepartie nationale (justice et protection) au Congrès International tenu à Genève, en janvier 2015, sur la justice juvénile; la réalisation d'une Conférence à Praia, en novembre 2015 sur la Justice pour les Enfants, avec un accent très fort sur la justice restaurative; la participation des partenaires, de la Justice, Education et Protection à une formation au Brésil en justice restaurative.</p>	<p>2012: Construction d'un consensus et intégration du concept et approche "Justice pour Enfant" dans l'agenda du gouvernement et en intégrant le système de Justice pour enfants dans le pays (assise sur un outils - Concept Note pour dialogue avec le Gouvernement) 2013: plaidoyer auprès du Gouvernement pour l'établissement de mécanismes d'articulation inter-institutionnelle appuyer par des ateliers de sensibilisation/formations en justice pour les enfants réalisés. Diagnostic des systèmes d'information existants en matière de justice. 2014: renforcement de la plateforme informatique de la Police Judiciaires (SIIC) pour l'inclusion d'un module sur les enfants et adolescents. 2015: plaidoyer en vu de l'Introduction d'un nouveau paradigme de justice (la justice restaurative) comme un système alternatif de justice pour les enfants.</p>	<p>2016: créer un groupe de travail pour l'analyse de la situation et élaboration du Plan Opérationnel pour la mise en place de la justice restaurative au Cap Vert 2017: adapter le cadre légal en vue de son adéquation à l'intégration de la justice restaurative dans le système de justice pour enfant/justice juvenile</p>
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	<p>Indicator e: Quality standards in the education systems are elaborated and officially adopted</p> <p>Baseline: No framework for quality standards in the education system defined and officially adopted (2011)</p> <p>Target: Quality standards for the education system are officially designed and integrated at all levels of the EBI sub-system (2016)</p>	<p>Relatórios anual do Ministério da Educação; Documentos Aprovados de Estudos e avaliações, de Diagnostico e de Política Educativa;</p> <p>To measure the quality standards of education it was necessary before of all to identify the level of integration currently and to define ways to integrate it in all the system of education, in all levels. We started in the preschool, in the context of the elaboration of Early Child Development Programme (0 - 6 years). For the entire system it has to be considered in the more large perspective of the evaluation of the education strategic plan 2003-2013, and the elaboration of the new sector plan of education, conceived on a life cycle approach, from the early child education to higher education and including the TVET program.</p> <p>The target is larger than established in the first moment: It was linked only to the Basic education system but the evolution of the target defined by the government was from the early childhood system to the higher education.</p>	<p>2012 - Quality standards of preschool assessment realized (Avaliação das Competências das crianças à entrada do Ensino Básico) and in</p> <p>2013 - Quality standards of preschool assessment analysed; Parental education behaviours for 0-6 years old children assessed; Evaluation of the old education strategic plan 2003-2013;</p> <p>2014 - Beginning of the process of the analysis of the education system situation with the approach of life cycle integrated;</p> <p>2015 - i) Finalization and technical validation of this process of the education systems general situation analysis (Elementos de Análise Sectorial da Educação em Cabo Verde) with education standards identified; ii) Integrated program of early child development, developed with the integration of the quality standards requirement; iii) all the instruments for the integration of the quality standards for education, validated by the technical team and by the LEG - Local Education Group of Partners</p>	<p>2016: New Official Education Policy, integrating the quality standard for education and fixing time-bound target for implementation, finalized and officially approved;</p> <p>- 3 Plans of Actions elaborated integrating the standards official defined for each one of the 3 sub-sectors of the Education sector (general education; TVET, Higher Education)</p> <p>2017: The programme for Education Reinforcement system with standards of education system adopted at different levels of the system</p>
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	<p>Indicator f: Educational census performed and indicators integrated in the database/education information system Baseline: No country-level educational census Target: Educational census performed (2016)</p>	<p>N.B.: In fact there are two target in one only indicator, not very clear. One is to perform the education census and another is to have the indicators integrated into the education database/information system. While the database/information system is not finalized and validated, it is not possible to achieve the second phase of the target, the integration of indicators in the education information system. So, we will measure the education census evolution and process.</p>	<p>2012 - Education Census realized in the field 2013- General organizations of data from the education census integrated in the database for analysis and analysis of education census performed 2014- Thematic analysis started in 2014 but not finalized, the education system not prepared to integrate indicators 2015- Thematic analyses continued process</p>	<p>2016 - Thematic analyses continued process</p>
	<p>Indicator g: # of strategic planning mechanisms focused on available results per sector Baseline: strategic planning system insufficient for the needs of the country (2011) Target: MBB tool introduced in health and education sector (2016)</p>	<p>Relatórios anuais do Ministério da Educação e do Ministério da Saúde; N.B.: Pendant la période du Programme 2012-2016, les outils de planification et budjetisation programmatique, tel que MBB ont été revus. Dans ce cas, les plans stratégiques de la santé et nutrition ont été élaborés avec l'outil ONE Health avec l'appui de l'UNICEF et de l'OMS. Documents de plans publiés et BO</p>	<p>Yr2012 - Plan d'Action National de la Sécurité Routière 2012-2020 Yr2012 - Plan National Développement Sanitaire 2012-2016 élaboré et budjetisé avec l'outil ONE Health (WHO, JO, UNWOMEN) Yr2013 - n.a. Yr2014 - Food and Nutrition National Plan élaboré et budjetisé avec l'outil ONE Health Yr2014 - Plan multisectoriel de prévention et contrôle des maladies non-transmissibles 2015-2020 Yr2014 - Plan stratégique national de pré-élimination du paludisme au Cabo Verde 2014-2016 Yr2015 - Listes Nationale de Médicaments et de Médicaments Essentiels; Commission Nationale de Médicaments</p>	<p>Yr 2016: Régulation du secteur privé Yr2016: Finalisation de l'élaboration de la Politique Nationale Pharmaceutique Yr 2017: Plan National de Développement Sanitaire 2017 Yr 2017: Plan de suivi et évaluation du PNDS</p>

			Yr2015 - Plan national de combat de l'alcoolisme Yr2015 - Plan National de développement des ressources humaines de santé 2015-2020	
	<p>Indicator h: Number of measures set in the health, administration and judicial sectors to implement a GBV law Baseline: 0 (2011) Target: 2 measures per sector (policy options, institutional adaptation, capacity strengthening) and/or approaches and processes</p>	Relatórios anuais do ICIEG	<p>Support to drafting regulatory framework for the GBV law, enabling key new services to be enacted and implemented. Also support was provided to draft procedures manual for the National Police, to harmonize response to GBV cases, and to set up a free GBV telephone line, operated 24 hours a day by the National Police. With a view to the establishment of the National Rehabilitation Programme for GBV offenders, a core technical team was trained with the support of a Brazilian NGO, who runs such programs under the “Maria da Penha law” in Brazil. Also, the Ministry of Justice (Prisons and Social Reintegration Directorate) is piloting two groups, with offenders that have suspended prison sentences (applied to first time offenders with small time sentences). Over 50 magistrates, lawyers and national police from all municipalities gathered for 2 regional one-day workshops on the application of the GBV</p>	

			law, to promote the coherent application of the law. At local level 229 stakeholders from local authorities, NGOs, community associations and local services, participated in 9 workshops on the GBV law, creating an enabling environment at local level. Year 2015: Guidelines on prevention and treatment of GBV survivors for health sector professionals elaborated	
Output 2.1.5 Key democratic institutions are reinforced to consolidate the democratic system, with particular emphasis on Parliament reform, supporting electoral processes and promoting social dialogue	Indicator a: Existence of a participatory mechanism in the preparation of electoral processes for civil society Baseline: Not existing (2011) Target: Mechanism operational (2016)	Relatório anual One UN	2013: Formation et support aux ONGs et autres acteurs de la société civile pour l'élaboration du plan stratégique pour l'éducation civique électorale et pour l'observation électorale par la société civile; in support of the election's organization NOSI's (Operational Cell for Information System) capacities were enhanced to manage the electoral data base by improving the security of the audit system. In addition a General Directorate of Electoral Logistics Strategic Plan and Strategic Plan to NGOs platform was elaborated to ensure transparent elections and promote participation of civil society	
	Indicator b: Number of institutions trained on electoral management Baseline: 0 (2011) Target: 2 (DGAPE and CNE) (2016)	Relatórios anuais DGAPE e CNE	2013: L'Administration Electorale DGAPE fournie avec un plan strategique electoral, élaboré avec le support du PNUD visant la preparation des elections 2016; Renforcement du systeme national de l'identification et authentification civile comme syteme de base electoral en certification de l'assurance et la securité du reseau technologique; étude sur la participation électorale dans	

			<p>la perspective de genre pour appuyer l'éducation civique électorale élaborée;</p> <p>Renforcement de capacité des femmes parlementaires en leadership; promotion de la coopération Sud Sud (échanges d'expériences et dialogues sur les grandes thématiques électorales notamment la justice électorale entre autres avec la participation des femmes parlementaires, les organes de gestion électorales et le Tribunal Constitutionnel) 2013 et 2014 formation des facilitateurs pour la multiplication des formations en matière électorale utilisant la méthodologie BRIDGE;</p> <p>2015: Base de données électorales réajustée pour garantir des élections justes et transparentes</p>	
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<p>Output 2.1.6 National institutions for human rights and national actors are trained to promote, defend, protect human rights, including the submission of periodic M&E reports on the implementation of conventions and international treaties ratified by Cape Verde</p>	<p>Indicador a: Mecanismo interinstitucional de coordenação e seguimento das convenções internacionais criado e operacional Baseline: Inexistente (2011) - Target: Mecanismo criado (2016)</p>		<p>2012: The UN supported national authorities involved in monitoring and reporting to treaty bodies: draft reports on Covenant on Civil and Political Rights & Convention on the Rights of Children prepared, coordinated by MinJustice and Human Rights Commission (CNDHC). 2014: 2nd National Human Rights Plan providing framework for coordination and monitoring of the implementation of national and international human rights commitments. Commission's municipal focal points trained in the protection and promotion of human rights. - Sector example: Review of Implementation of the UN Convention against Corruption: self-evaluation completed by national authorities; harmonization of national laws in compliance with international commitments (anti-terrorism law); draft law against migrant smuggling prepared and validated by nat'l authorities Yr2013 Within framework of UN Convention against Corruption implementation, and as part of Nat'l Anti-Corruption Action Plan, an anti-corruption management tool (Plan of Integrity) launched by MoI targeting MoI and Nat'l Police (PN) aiming at identifying and mitigating corruption risks. This pioneer initiative is meant to be replicated to other Government sectors. Yr2014 A roadmap was established in view of finalizing Cabo Verde's UNCAC review process covering the period from mid-December</p>	
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			<p>2014 to May 2015, when the country visit is expected to be paid. UNODC continues to support ongoing work of a national technical group reviewing this national strategy and develop a new one building upon previous achievements and adjusting as necessary, including incorporating recommendations arising from the Review Mechanism to the United Nations Convention against Corruption (UNCAC Review Mechanism).</p> <p>Yr2015 As part of the implementation by Cabo Verde of the UNCAC Review Mechanism, and pursuant to Cabo Verde's self-evaluation completed in 2012, UNODC supported the country in starting the peer review process with the country visit held from 06 to 09 October 2015. In this sense, a delegation composed of experts from Malawi and Costa Rica, as well as from the UNODC, in its capacity as secretariat, engaged in working sessions with relevant national authorities led by the Ministry of Justice. A Press conference was held on the last day, with the participation of the Minister of Justice, Mr. José Carlos Correia. An executive summary, including experts' recommendations to fully implement UNCAC is expected during Q1 of 2016. These recommendations will contribute to strengthen the drafting of a national action plan against corruption; National legal framework to counter overall crime and organized crime in particular has been enhanced with the</p>	
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			<p>approval by the parliament of the revised penal code late May, which came into effect on 10 December 2015. The new penal code criminalizes human trafficking and maritime piracy and raises maximum prison sentence from 25 to 35 years. These changes counted on UNODC's technical advice and intense advocacy; National capacity to prevent and counter money-laundering has been strengthened as result of a national training on anti-money laundering and countering the financing of terrorism delivered to around 30 staff from the registry and public notary, from 8-10 July. The training event was promoted by MinJustice (FIU & Registry and Notary Services) in partnership with UNODC; Upon request from GoCV, UNODC provided its technical advice and inputs to the ongoing review of law on anti-money laundering and countering the financing of terrorism. The revised law was approved by the Council of Ministers) on June 2015 and submitted to parliament for the required enactment</p>	
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	<p>Indicador b: # de relatórios nacionais sobre as convenções internacionais (CEDAW, ICCPR, CRC, CRPD) elaborados e apresentados aos órgãos internacionais</p> <p>Baseline: 1 CEDAW (2010) - Target: 3 (2016)</p>		<ul style="list-style-type: none"> · Cabo Verde's combined seventh and eighth CEDAW report was elaborated and examined by the UN Committee on the Elimination of All Forms of Discrimination against Women (CEDAW) on 16 July 2013; · Cabo Verde elaborated and submitted its report on Beijing+20 in 2014. 	
Outcome 2.2 - National institutions responsible for security and justice ensure increased security and citizen's rights, especially for the most vulnerable groups				
<p>Output 2.2.1 <i>The legal framework for drugs and crime reduction is revised and in line with international conventions</i></p>	<p>Indicator a: The inter-institutional mechanism for the coordination and monitoring of international conventions is created and operational</p> <p>Baseline: Not existing (2011) Target: Mechanism created (2016)</p>	Relatórios da avaliação sobre os mecanismos de CCC	Cf. 2.1.6/a.	
	<p>Indicator b: New national program against drugs and crime (2012-2016) elaborated</p> <p>Baseline: No program for this period (2011) Target: Program elaborated</p>	Documento do PNI e Relatórios de seguimento e avaliação	Yr2012 New National integrated programme on drugs and Crime-PNI (2012-2016) elaborated and approved Yr2012-2015 Implementation of the National Integrated programme on Drugs and Crime	Revisão do PNI (2012-2016) em 2016 e elaboração de um novo PNI (2017-2020)

<p>Output 2.2.2 <i>The operational capacity of law enforcement agencies is strengthened for an effective prevention and fight against drug, organized crime, human and migrant trafficking, money laundering and terrorism</i></p>	<p>Indicator a: # of agents disaggregated by sex and place and residence trained specifically around areas of prevention and fight against drug trafficking, organized crime, human and migrant trafficking, money laundering and terrorism Baseline: Not available (2011) Target: 100 per year (2016)</p>	<p>Relatórios Estatísticas da PJ; Relatórios do Ministério da Administração Interna</p>	<p>Yr 2012: 30 law enforcement officers trained on prevention and measures against money-laundering and financing of terrorism and financial economic crime; 60 law enforcement officers trained on the neighborhood policing, team Leader Investigations model, Forensics, including toxicological and biological analysis, as well as crime scene analysis. 10 national law enforcement officers "Countering Terrorism: Issues and Opportunities in Africa and the Middle East". Yr2013 National capacity of the judiciary on criminal and oversight matters was strengthened thanks to two training events held in Lisbon, involving the participation of 9 magistrates; 120 police officers trained using CBT modules; 90 law enforcement officers trained on the neighborhood policing, team Leader Investigations model and Forensic areas Yr2014 127 officers, including 120 cadets aspiring to be national police officers and all 7 staff from Financial Intelligence Unit benefitted from this e-learning programme in areas such as border interdiction and Anti-Money-Laundering (AML). 35 judges from almost all jurisdiction of the country trained in procedural management and strategic planning; 33 criminal justice practitioners and 13 representatives of the civil society organizations trained on the prevention and combating the Trafficking in Persons (TIP) ; 50 participants included 32 magistrates (15</p>	
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			<p>judges and 17 prosecutors), 10 investigators (6 from the judicial police, 2 from the FIU and 2 from the national police), 2 lawyers and representatives from other institutions, including the Ministry of Justice, the Superior Council of the Judiciary, the Superior Council of Prosecutor and the representatives from the US Embassy and UNODC were trained in area of money-laundering and financing of terrorism; 50 participants attended the training on cybercrime including magistrates, private sector representatives as well as the judicial and national polices</p> <p>Yr2015 A Conference on Ethics and Human Rights in the Police Activity – a one day activity targeted to a larger audience of around 40 participants, including police officers and officials, magistrates, staff from the National Human Rights Commission, the military, and other relevant government and civil society stakeholders; and a Training of Trainers (ToT) on Human Rights for Law Enforcement – a four-day training session, including the substantive and pedagogical components, facilitated by two experts from the Brazilian Federal Police and attended by 28 participants, including 16 officials and officers from national police, and 3 from the judicial police beside prosecutors (2), one judge, 2 staff from the Human Rights Commission and other staff from the Ministry of Justice; 80 agents and stakeholders of the criminal justice trained in</p>	
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			the area of Social Reintegration in the Justice Sector	
	<p>Indicador b: # of joint teams to control illicit traffic in Ports and international Airports are operational Baseline: 1 (2011) Target: 7 (2016)</p>	Ministério da Administração Interna	<p>Yr2012 the capacity of the Joint Airport Interdiction Task Force (JAITF) in Praia was strengthened thanks to a mentorship training on X-Ray equipment operation delivered to the 16 members of the JAITF . The UNODC-supported training was promoted by the Judicial Police, in cooperation with the National Civil Aviation Agency. An assessment mission aiming at extending the JAITF concept to other international airports was held on the islands of Sal, S. Vicente and Boa Vista .</p> <p>Yr2013 Searching seizing capability of the Joint Airport Interdiction Task Force based at the International Airport of Praia was further enhanced with the acquisition of an X-ray scanner delivered to the Customs; Within the framework of UNODC-WCO Container Control Programme , and in view of assuring the full and effective operation of Cape Verdean Joint Port Control Units Standard Operating Procedures have</p>	

			<p>been developed. In view of strengthening the operational capacity of the Joint Airport Interdiction Task Force at the international airport of Praia, UNODC supported the acquisition of an X-ray machine, which has been operational with immediate and concrete results in terms of seizure of illicit good.</p> <p>Yr2014 The capacity of the JAITF/CAAT- Célula Aeroportuária Anti-Tráfico based at the International Airport of Praia was further enhanced through training and mentorship delivered. In this context, 2 CAAT members participated in a joint operation in Brazil ;</p> <p>Yr2015 The operational capacity of the Joint Airport Interdiction Task Force (JAITF) based at the International Airport of Praia was further enhanced as the team was strengthened with a canine (K9) unit, composed of two dogs and respective trainers, as a result of the tripartite cooperation involving the GoCV (the Judicial Police), Italy (Guardia di Finanzia) and UNODC (CPVS28 project). The K9 unit, trained in Italy arrived in Praia in January and since has been contributing for drug trafficking interdiction in the international airport Nelson Mandela of Praia</p>	
Output 2.2.3 Government and civil society have the institutional capacities to contribute to effective drug and crime prevention	Indicator a: # of families sensitized to drug and urban crime prevention Baseline: 40 (2011) Target: 200 (2016)	Relatórios das actividades de prevenção	Yr2012 a. Family capacity in drug use prevention was strengthened thanks to a training on “the role of family in drug use prevention” delivered to around 115 heads of households, mainly women, in five islands of Cape Verde, notably: Sal (20), S. Nicolau (6) Boa Vista (19), Fogo (14) and	

			Santiago (58); plus b. 32 youth (17 young men, 15 young women) trained as master trainers asked to spread the message at community level; a. (115) + b. (32) = 147, i.e. 13 short of the target of 160 additional families trained (200-40 = 160); through the master trainer mechanism, the target can be expected to safely have been surpassed, in 2012/2013	
	Indicator b: # of OSCs and youth centres trained on drug and urban crime prevention Baseline: 0 (2011) Target: To be determined in 2013 (2016)	Relatórios das actividades de prevenção	Yr2012 Yr2013 community leaders and students, in Mindelo, S. Vicente trained on drug and crime prevention interventions . Around 32 youth (17 young men and 15 young women) participated in the training, and were advised to replicate and multiply the knowledge and skills acquired at their community level Yr2014 Yr2015	
	Indicator c: Information on the prevalence of drug use among population and in schools is produced and made available Baseline: 2005 and 2007 studies Target: Information on the prevalence of drug use in the general population and in schools available (2016)	Relatório do Estudo sobre a prevalência do consumo de drogas	Yr2012 Launch of the first National Survey on Drug Use Prevalence in the General Population and School Settings at national level (in all Cabo Verde Islands); to update evidence based data on drug use and inform anti-drug policies, programmes and projects, including a new National Integrated Programme. Yr2013 First National Survey on Drug Use Prevalence in the General Population and School Settings / data analysis finalized and information disseminated - Preliminary data found that around 7.6% of Cape Verdeans aged between 15-64 have used an illicit substance sometime in their lifetime, while alcohol seems to be most used	

			psychoactive substance among secondary school children, with a lifetime prevalence around of 45.4%	
Output 2.2.4 GBV institutions have enhanced capacity to judge in a fair, equitable and effective way	Indicator a: # Criminal justice operators with specialized training (disaggregated by sex and islands and / or municipalities) Baseline: Not available (2011) Target: 120 (2016)	Relatório inicial Central Administrativo Tribunal Central (CAT); N.B.: The output is direct related with Gender based violence but UNDP has trained Judges and Prosecutors for justice in general which benefit GBV justice, too	Justice sector with more capacity to deal with lawsuits as results of specialized trainings of new Judges and prosecutors (8 in 2013 and 15 in 2015) ; 2014/2015: all justice officials trained in court management (UNDP)	
	Indicator b: # of instruments and measures to protect victims, especially women and children approved Baseline: Not available (2011) Target: 4 (2016)	Relatório ICCPR (direitos Cívicos e Políticos)	2012: GBV Law, procedures manual for the National Police harmonizing police response to GBV cases, free GBV telephone line operated 24 hours a day by the National Police, National Rehabilitation Programme for GBV offenders. Over 50 magistrates, lawyers and national police from all municipalities gathered for 2 regional one-day workshops on the application of the GBV law, to promote the coherent application of the law. At local level, 229 stakeholders from local authorities, NGOs, community associations and local services, participated in 9 workshops on the GBV law, creating an enabling environment at local level. 2013: Integration of Human	

			<p>Rights and gender standards on the Second National action plan against Gender Based Violence (NAP); and on the dissemination of CEDAW recommendations combined report (7th and 8th). GBV and GBV Law trainings conducted in 8 islands and 14 municipalities, involving the participation local authorities, NGOs, community associations, decentralized sectors (education, health, etc.). The GBV Law was regulated. An inter-sectorial committee for implementing the Law was established. A protocol of procedures as well as a guide for assisting victims of GBV for the National Police (PN) were finalized and launched. As a response to issues related to child justice, a UN joint programme on justice for children started in the second half of 2013 with the aim of i- developing an integrated information system; ii- capacity building of relevant institutions dealing with justice for children; and iii - review of the legal framework. 2014: 2014: Programme on GBV Law funded by the UN Trust Fund To End Violence Against Women and with technical assistance from UN Women: i) successive media campaigns and involvement of community leaders; ii) creation of the Monitoring Committee of GBV Law and capacity building of 30 non-governmental organizations and 35 media professionals and; iii) advocacy and policy dialogue with the justice sector for resource mobilization to enable the</p>	
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			effective implementation of the law. As a result, the coverage of the care network for victims increased to 18 (of 22) municipalities. Furthermore, the Men Rehabilitation Program was evaluated, and a guide for facilitators of the Reflection Groups on men accused of GBV was finalized and edited. Media campaign "A Real Man Doesn't Hit a Woman" created a broad social space for debate on the situation of GBV in the country and the need for its disposal. "16 Days of Activism" national campaign mobilized public opinion around GBV and drew attention to existing gender inequality situations, mainly in economic and political spheres.	
	Indicator 2.4.3: the Government ratified OPCAT Baseline: OPCAT not ratified (2011) Target: OPCAT ratified (2016)	Boletim oficial	2016: OPCAT still not ratified	
Output 2.2.5 <i>The Juvenile Justice system operates in accordance with international standards and national legal framework</i>	Indicator a: # of magistrates with specialized training in the area of juvenile justice Baseline: Not available (2011) Target: 50 (2016)	Relatórios do sistema de justiça juvenil	Yr2012 39 magistrates received specialized training Yr2014 22 magistrates received specialized training	Yr2013 22 magistrates received specialized training Forecasting training workshops for judges, social technicians and polices (national and judicial) and study visits in a country that already applies restorative justice.
	Indicator b: A system for collecting, analysis and production of data on Juvenile Justice is available		Yr2013 Deux ateliers ont été organisés (octobre et décembre) sur le développement d'un système d'information intégré en matière de justice pour les	Police.Forecasting the introduction of modules on children, in SIIC-Computerized Criminal

	Baseline: Not available (2011) Target: Available (2016)		<p>enfants au Cap Vert, avec l'objectif d'améliorer le flux d'information entre les secteurs et les institutions qui s'occupent des enfants dans tout le continuum de leurs parcours . Deux modèles de systèmes d'informations ont été présentés.</p> <p>Yr2014 The SIIC- Computerized Criminal Information System of Judicial Police is expected to collect data on children in contact with the law and the future Justice for Children Information System, in line with the recommendation to capitalize on existing information systems which was formulated by the government and UNODC/UNICEF in the context of their assessment on the implementation of a justice for children information system. UNODC supported the judicial police in re-launching a “quick-fixed” version of its Criminal Investigation System (SIIC), as a result of the implementation of one of the recommendations from an information security audit conducted in 2011 with UNODC. The SIIC will be upgraded in the following years within the framework of the judicial police’s overall technological development project, which the UN is committed to support. The country’s capacity to detect criminal activity has been reinforced through consistent capacity building of law enforcement officers through computer based training (CBT), including border interdiction and money-</p>	Information System of Judicial Police
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			laundering. As a result, an additional 127 staff were trained bringing the total number of law enforcement personnel trained since the start of CBT implementation in 2012 to 430.	
	<p>Indicator c: Number of legal, administrative and structural mechanisms for the protection of rights of the children who are in conflict with law Baseline: Juvenile Justice Evaluation Report in Cabo Verde (2011) Target: 8 (3 legal; 4 administrative and 2 structural) until 2016</p>		<p>Yr2012 Following a UNODC mission aimed to assess technical assistance needs held in 2011, the Minister of Justice requested UNODC assistance in developing an integrated reform programme in the area of juvenile justice. In this context, and as a result of the discussions held at regional and national levels, UNODC and UNICEF are working together in developing a joint programme on juvenile justice in Cape Verde</p> <p>Yr2013 Within the framework of the Juvenile Justice Reform a UNODC/UNICEF joint programme on justice for children started in the second half of 2013 with the aim of i- developing an integrated information system; ii- capacity building of relevant institutions dealing with justice for children; and iii review of the legal framework.</p> <p>Yr2015 National dialogue and public consultation on juvenile justice was strengthened as result of a conference promoted by the Ministry of Justice, through prison management and social reintegration services, with the technical assistance from the United Nations System, through UNICEF and UNODC and the international NGO Terre de Hommes. The event attended by around 50 participants was held on 26 and 27 November with a</p>	<p>it is expected to implement an Action Plan for the execution of the recommendations issued by the Conference held on november 2015 on restorative justice.</p>

			particular focus on restorative justice. The conference produced conclusions and recommendations, which are intended to feed future policies and programmes on juvenile justice in general and restorative justice in particular.	
Outcome 2.3 - The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed				
Output 2.3.1 <i>The capacity of civil society and the media are reinforced for their participation in the electoral process and in key national development processes, including monitoring of MDGs progress, international commitments on human rights, implementation of the DECRP and the State-citizen engagement is strengthened to achieve responsive governance and accountability</i>	Indicator a: # of central and local institutions strengthened for increased accountability and responsive governance Baseline. 0 (2011) Target: to be determined in 2012	Relatórios anuais Tribunal de Contas	Appui fourni envers ANMCV et DGDAL; appui au MAHOT dans l'organisation de l'atelier "Mobilidade Urbana em Cabo Verde" (groupes cibles: experts urbanistes, soc. civile, activistes etc.); sensibilisation des medias, assistants sociaux, professionnels urbains etc. sur le concept de la citoyenneté territoriale et urbaine (modules de la campagne "I'm a City Manager"). N.B.: Le processus de consolidation de la gouvernance locale en cours est dynamique du aux : dialogue social qui favorise la construction de consensus national sur la décentralisation et la régionalisation se basant sur l'étude sur la cette thématique financé par le PNUD; renforcement institutionnel au niveau central et local pour la meilleure gestion municipales ; élus locaux capacités pour l'exercice de leurs fonctions politiques. "Participatory Slum Upgrading Programme": film (vidéo) sur les droits des habitants réalisé et divulgué au niveau des quartiers défavorisés (bidonvilles); mini projetos "bairros criativos"; (UN-HABITAT)	

	Indicator b: # of alternative reports on country development issues developed and shared by NGOs Baseline : 0 (2011) Target: 2 (2016)	Documentos dos Relatórios produzidos	Alternative report on civic and politic rights elaborated by Association of women lawyers with UNDP support Yr2012 Yr2013 Yr2014 Yr2015	Further reports in the pipeline.
	Indicator c: % of youth leaders trained, benefiting youth organizations Baseline. Low youth participation in formal development processes (2011) Target: 50% of leaders identified by DGJ (2016)	Relatórios anuais da Direcção Geral da Juventude	(no data)	
	Indicator d: Youth network for sustainable urban development is up and running Baseline : Not existing (2011) Target: Operational (2016)	Relatórios anuais One UN	(no data)	
	Indicator e: Existence of a Common Agenda on Gender priorities Baseline : Not existing (2011) Target: Agenda elaborated through a consultative process at various levels	Relatórios anuais ICIEG	The country has a Gender Equality Agenda, PNIG, elaborated through a consultative process at various levels and approved by the Council of Minister.	

Output 2.3.2. Institutional capacities to ensure increased quality and citizens' participation are strengthened, contributing among other to the recognition, expansion and consolidation of the national volunteering	Indicator a: # of volunteers disaggregated by sex and place of residence supporting social services at community/local level. Baseline: 0 (2011) Target: to be determined (2016)	Relatórios anuais CNV/Corpo Nacional de Voluntarios (Ministério da Juventude)	Some 1,200 volunteers mobilized per year (CNV has deficiencies regarding their M&E mechanism hence not in a position to provide viable disaggregated data by gender, location etc.)	
	Indicator b: Organizations mobilizing volunteers (or promoting volunteers as used by partner) that integrate the volunteering program (expanding and effective) Baseline: 0 em 2012 Target: 100% of organizations mobilizing volunteers (or promoting volunteerism) in Santiago, São Vicente, Santo Antao and Fogo participate in trainings are accredited by the National Volunteerism Plan	Relatório anual sobre o voluntariado	Number of organizations promoting volunteerism having received training in view of accreditation, by island: 13 S. Antao, 21 S. Vicente, 12 Sal, 18 Santiago Sul, 18 Santiago Norte, total 82 (w. altogether 129 staff/members trained). While some organizations qualify for the accreditation process ("passport"), others don't. However, the accreditation process as such is currently stagnating for technical reasons.	

PILLAR 3: REDUCTION OF DISPARITIES AND INEQUALITIES				
Results	Indicator	Comments re Indicator	Value of Indicator (2012; 2013; 2014; 2015)	Projection (2016 & 2017)
Outcome 3.1 - National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies				
Output 3.1.1 <i>Institutions' capacities are strengthened for qualitative and quantitative information production highlighting the nature, extent, importance and distribution of social disparities and inequalities, in order to elaborate adequate policies (health, HIV-AIDS, education, employment, protection, justice, habitat and informal settlements)</i>	Indicator a: Number of reports with statistical information and disaggregated data on poverty and vulnerabilities as well as informal settlements available in Cabo Verde Baseline: 0 (2011) Target: 3 (2016) including approval of a study on informal settlements in Cabo Verde and establishment and approval of an urbanization strategy regarding informal settlements as well as intervention programs in pilot settlements (2016)	L'élément "informal settlements" avait du être couvert par l'UN-Habitat qui ensuite s'est réorienté vers d'autres effets/produits.	BIT / Yr2012: 3 ("La Couverture de l'INPS au Cap Vert - Analyse et Recommendations"; "Diagnostic du Centre national de Pensions Sociales" & "Protection Sociale au Cap Vert - Situation et Defis (ILO); Yr2013: Etude sur le financement du secteur Sante (ILO/WHO); Yr2014: OIT Yr2012: 3 ("La Couverture de l'INPS au Cap Vert - Analyse et Recommendations"; "Diagnostic du Centre national de Pensions Sociales" & "Protection Sociale au Cap Vert - Situation et Defis (ILO); Yr2013: Etude sur le financement du secteur Sante (ILO/WHO); Yr2014: Social Protection Single registry proposal Yr2015	n.a. (cible finale atteinte/dépassée en 2013)
	Indicator b: Number of Municipal Plans explicitly dedicating resources for social disparities' reduction and to promote equality Baseline: 1 (2011) Target: 10 (2016)	L'appui/la valeur projetée vise le niveau régional. Le nombre de municipalités touchées par le plan régional au sein des 4 régions (couvertes) s'élèvera à 15	Yr2012: n.a.; Yr2013: n.a.; Yr2014 : n.a.; Yr2015: n.a.	TdR en train d'être rédigés sur le plan de dev. Sanitaire (pour 4 régions); Fin 2016/Dbt. 2017: 5 Plans sanitaires (3 régions sanitaires et 2 îles)

	Indicator c: # of prospective analyses elaborated Baseline: 0 (2011) Target: 4 prospective analyses elaborated (2016)	Nombre de textes législatifs élaborés	OIT Yr2012: 3 textes législatifs validés par l'INPS; Yr 2013: 1 texte (des 3 validés par l'INPS en 2012) approuvé par l'Assemblée Nationale & 1 Rapport pour le compte du CNPS ("Révision des Processus de Sélection des Bénéficiaires de Pensions Sociales au Cap Vert"); Yr2014: n.a.; Yr2015: n.a.	2016: Appui en planification stratégique (élaboration du plan 2017-2020 de l'INPS); Elaboration de la Stratégie Nationale de Financement de la Santé finalisée; le Plan INPS 2017-2020 sera finalisé en déc.. 2016; possiblement, il y en aura de nouveaux éléments d'appui; 2017: Comptes Nationaux de la Santé produits et rapport publié.
Output 3.1.2 Key sectorial policies are reviewed to decrease inequalities, including gender inequalities, in compliance with Human Rights standards	Indicator a: Number of Programs/National strategies for quality health services focusing on specific needs of patients elaborated Baseline: 0 (2011) Target: National Program for Quality Health Services based on patients' needs (2016)		2012- 2013 Governo de Cabo Verde beneficiado com a implementação do Programa Nacional de Desenvolvimento Urbano e Capacitação das Cidades (PNDUCC). Quadro institucional e plano de ação pormenorizado para a execução do Programa Nacional de Desenvolvimento Urbano e Capacitação das Cidades	Yr 2016: Finalisation de la définition et validation des paquets de services essentiels de santé; Yr2017: Appui au plan de suivi dans la mise en oeuvre de paquets de services essentiels de santé

			<p>(PNDUCC) elaborado e aprovado. 2014 Estratégia de Mobilização de recursos e de advocacy do PNDUCC preparada e aprovada. Desenvolvimento de capacidades e ferramentas técnicas elaboradas e as subsequentes atividades de capacitação realizadas para facilitar a implementação do PNDUCC. Os termos de referência para a assistência técnica da ONUHABITAT elaborados bem como a identificação do papel de cada actor de intervenção serão determinados visando a elaboras 2015 Quadro institucional e plano de desenvolvimento de capacidades para a execução do Programa Nacional de Desenvolvimento Urbano e Capacitação das Cidades (PNDUCC) elaborado e aprovado;</p> <p>Estratégia de Mobilização de recursos e de advocacy do PNDUCC aprovada;</p> <p>Comissão nacional Habitat III - Resolução para a criação elaborada e em fase de aprovação em Conselho de Ministros;</p> <p>Relatório draft do HABITAT III elaborado tendo em conta a participação de Cabo Verde à Conferência Habitat/Nova Agenda Urbana –Elaborada a versão zero, versão draft das Linhas Directrizes Internacionais para a Descentralização e Acesso aos Serviços Urbanos de Base para Todos visando preencher os gaps</p>	
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		existentes na inclusão da população urbana pobre adaptadas ao contexto do país; Yr 2015: Ateliers au niveau décentralisé réalisés et collecte des données pour la définition des paquets de services essentiels de santé	
Indicator b: Action plan against child labor revised and presented for approval Baseline: not existing (2011) Target: plan for action approved (2016)		Yr2014: Plan national de lutte contre le travail des enfants (TDE) validé et publié dans le Boletim Oficial; Enquête nationale sur le TDE raport et analyse. Yr2015-2016: Liste des travaux dangereux pour les enfants validé et publié dans le Boletim Oficial.	
Indicator c: Number of policies and sectoral programs integrating a gender perspective Baseline: 0 (2011) Target: 4 (2016)	Relatórios Anuais ICCA	(no data; target likely to have been achieved/exceeded, though: education, health, justice, social protection)	

Outcome 3.2 - Centralized, decentralized and Local Institutions provide equitable and qualitative services				
Output 3.2.1 Institutional capacities are strengthened for quality services provision and promotion of intervention based on rights, in particular regarding health, education, justice and employment	Indicator a: Number of Programs for quality health services focusing on needs of patients elaborated Baseline: 0 (2011) Target: 1 National Program for Health Quality Services based on patients' needs (2016)	(same as 3.1.2/a.)	2016: Nat'l Program for Health Quality Services still not in place. However, WHO is supporting MOH to define the essential health packages for all levels of the national health services. This product will be concluded in 2016.	
	<i>Note: Le processus de consolidation de la gouvernance locale en cours est dynamique du a. au dialogue social qui favorise la construction de consensus national sur la décentralisation et la régionalisation se basant sur l'étude sur la cette thématique financé par le PNUD; b. au renforcement institutionnel au niveau central et local pour la meilleure gestion municipales ; c. aux élus locaux capacités pour l'exercice de leurs fonctions politiques.</i>			
	Indicator b: % of children under 1 (by sex sexo) vaccinated - three DTP and Penta 3 doses Baseline: 2009: DTC3: 94%. Penta3: Not available Target: 2016: 95%	Pendant la période 2012-2016, le Programme Elargie de Vaccination (PEV) a été appuyé techniquement est devenu plus performant en matière de Gestion et en Gestion Efficace de Vaccins (GEV)/capacité et qualité de la Chaîne de froid (CdF). Des défis persistent en matière de collecte et gestion des données administratifs aux différents niveaux. Malgré des efforts consentis, le taux de couverture vaccinale n'as pas atteint le taget de 95% des causes liés à: i) taux de couverture calculer sur la base des projections démographiques basées sur le Censur de 2010 pour la population de moins d'un an; ii) la qualité de l'enregistrement de l'acte de vaccination au	Yr2012 - DTC3/Penta3: 94,4% Yr2013 - DTC3/Penta3: 93,1% Yr2014 - DTC3/Penta3: 92,4% Yr2015 - DTC3/Penta3: 93.3%	Yr2016 - DTC3/Penta3: 95%

		niveau des structures de santé; iii) Mobilité interne (dans le pays) des enfants de moins d'un an. Des efforts sont en cours pour surmonter ces défis.		
	Indicator c: Number of health professionals with specialized trained on dependencies Baseline: 57 (2011) Target: 250 (2016)		95 health professionals trained from all Cabo Verde Islands trained in drug dependency treatment and rehabilitation – TREATNET Package 31 health professionals have been trained in using Substance abuse Screening Test and Brief Intervention (ASSIST/BI) at Emergency Service in Central Hospital in Cabo Verde and referral the drug addicts to specialized treatments The technical Team of the ERID One Stop Shop Centre (6 members) was successfully trained in 2015 on Volume B of the Treanet package as well as in using the screening instruments	
	Indicator d: Number of directives for mental health promotion and prevention of mental and behavioral disorders elaborated Baseline: 0 (2011) Target: 2 (Therapeutical protocols on mental and behavioral health) (2013)		1 national protocol on mental health and behavior disorders has been elaborated and validated in the beginning of 2016	

	<p>Indicator e: Nº of structures/programs for UD treatment respecting international standards on dependencies and social reinsertion Baseline: 3 inter-institutional treatment protocols; Treatnet translation into Portuguese (2011) Target: 22 health structures implementing the Treatnet program (2016)</p>		<p>Operation since 2015 of the pilot initiative One-Stop-Center with the Portuguese named ERID- «Espaço de Respostas Integradas às Dependências» (The Space of Integrated Responses for Drug Users). Since its opening, there has been a strong increase in demand from UD and their families for treatment services at ERID; 2 treatment units (a psychosocial support space and the drug-free unit) have been established at the Central Prison in Praia and initiated its operation</p>	<p>Y2016 - 5 structures/programs for UD treatment respecting international standards on dependencies and social reinsertion</p>
	<p>Indicator f: Existence of mechanisms to monitor the application of inter-institutional protocols on treatment and social reinsertion of drug addicts Baseline: Mecanismo inexistente (2011) Target: Mecanismo implementado e operacional (2016)</p>		<p>Y2014 - Coordination and decision making mechanisms agreed at the country level- A Partner Council established. The council is composed of 13 members (CCCD, UNODC, as well as health, education, employment, and community services i.a.) Meetings with the national partners of the health sector have been held, aiming at the official application of the treatment Protocol and the clinical management tools of ERID (One Stop Shop Center in Praia) by relevant health services in the country</p>	<p>Y2016- The treatment Protocol and the clinical management tools validated</p>

Output 3.2.2 Intersectoral response capacities are strengthened on rights to sexual and reproductive health, especially for women and young girls	Indicator a: % of contraception costs covered by the government Baseline: 0 (2012) Target: 40% (2014)	Comme résultat d'un plaidoyer de l'UNFPA, le gouvernement a respecté l'Accord singé entre le MS et l'UNFPA pour l'acquisition graduelle des contraceptives durant la période 2012-2016	Yr2012: Contraceptives acquisition integrated on the Ministry ofHealth budget Yr 2013: 25% contraception costs covered by the government Yr 2014: 40% contraception costs covered by the government Yr 2015: 55% contraception costs covered by the government	2016: 80% contraception costs covered by the government ; Yr 2017: Government will assume 100% of contraceptives costs; Family Planning (FP) programme will be technical supported trough procurement process and monitored to guarantee the FP performance
	Indicator b: % of young people with access to reproductive health youth centres, including NGO-managed centres Baseline: not available (2011) Target: 50% (2016)	<i>Indicateur possible d'être mesurer avec l'EDS III prévue pour être réalisé en 2013/2015</i>	Yr2012: Plan d'action de l'ONG Verdefam appuyé pour la mise en oeuvre des actions de paires éducateurs en SR et VIH pour la préévnction au sein des jeunes adolescents au niveau communautaire; Yr 2013: Programme National de la Santé de la reproduction (PNSR) évalué vers l'attention aux besoins spécifiques des adolescents/jeunes; Capacités techniques des prestataires SR au niveau national renforcé avec un partenariat avec l'association BEMFAM du BRésil; Services spécifiques adolescents des centres de Santé de S. Vicente, Praia, Santa Cruz et Assomada renforcés Yr 2014: Dialogue Nationale des adolescents/jeunes réalisé et recommandations mis en oeuvre; Réseau des Paires Éducateurs crée et opérationale avec des interventions mis en place; Yr2015: Accord signé entre le Ministère de la Santé et l'ONG VERDEFAM pour la	Yr2016: Accord signé entre le Ministère de la Santé et l'ONG VERDEFAM pour la mise en oeuvre du plan d'action SR adolescents/jeunes dans une approche de complémentarité dans le cadre du PTA 2016 (= target achieved ; Cf. <i>Evaluation of Youth Centers Report</i>)

			mise en oeuvre du plan d'action SR adolescents/jeunes dans une approche de complémentarité dans le cadre du PTA 2015	
Output 3.2.3 <i>Institutional capacities of key actors are strengthened for a multisectoral response to STDs/HIV Aids, tuberculosis and drug abuse implemented, focusing on populations most at risk and vulnerable</i>	Indicator a: % of sick and seropositive women have access to ARV treatments and PMTCT services. Baseline: 85% (2010) Target: 95% (2016)		% of pregnant women seropositive with access to PMTCT services: Yr 2012: 72% Yr 2013: 74% Yr 2014: 89% Yr 2015: 97% Yr: 2016: 2016 report underway % of HIV-positive women with criteria for treatment (CD4 > 350) with access to ARV : Yr 2012: 100% Yr 2013: 100% Yr 2014: 100% Yr 2015: 100% Yr: 2016: 2016 report underway	Year 2016: Trois professionnels du Ministère de la Santé et de l'OMS ont participé à l'atelier de l'OMS sur les nouvelles directives techniques sur le VIH/SIDA et hépatites. Il est prévu l'assistance technique de l'OMS pour la mise en place de ces directives au niveau national; Year 2016: Assistance technique à l'élaboration du plan stratégique de lutte contre le VIH/SIDA, en particulier le plan de suivi et évaluation.
	Indicator b: Number of communication programs on sexual behaviors and GBV implemented Baseline: 0 (2011) Target: 3 (2016)		4 campaigns (2014-2016) HeforShe campaign (2015), UNITE campaign (2014), ORANGE campaign (2014), linked to the 16 days of activism against women's discrimination. In addition, in December 2015 the UNFE campaign was launched in Praia by the UN and national partners)	
	Indicator c: % of UD and partners, and inmates with access to HIV-AIDs		2013: Launch of project "Strengthening of treatment and social rehabilitation services for	

	prevention services, especially IEC, testing and voluntary advising, condoms, STDs prevention and treatment, ART Baseline: Not available Target: 60 % UD and partners and 80 % of inmates		drug dependent and inmates in Cabo Verde”: strengthen the capacities of state institutions to improve the provision of drug dependence treatments and HIV-AIDS prevention care services to drug users/dependents, incl. inmates, through an innovative “one-stop-shop” service; 2014: One-Stop-Shop center- («Espaço de Respostas Integradas») based at the health center of Achadinha (Praia) fully operational; 2015: Drug-free unit at the central prison of São Martinho in Praia (pilot projects to be replicated at national level to increase drug dependency care possibilities!)	
Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use quality service (shifted to 2.3.1)				
Output 3.3.1 <i>Communities’ capacities, especially of the most vulnerable, are enhanced around the adoption of essential practices promoting inclusive social development, participation and social ownership, and increase</i>	Indicator a: 1 % of families adopting at least 2 essential practices Baseline: 20% (2011) Baseline. 0 (2011) Target: to be determined in 2012		no data / related activities were referred to Output 2.3.1 (at least in the case of UN-Habitat)	
	Indicator b: Number of programs for education of parents/family members elaborated implemented and evaluated. Baseline : to be determined Target: to be determined in 2013		no data / related activities were referred to Output 2.3.1 (at least in the case of UN-Habitat)	

demand for essential social services	Indicator c: % of women and men aged 15-49 agreeing that men are allowed to use violence against spouse, for specific reasons (urban / rural, per island and poverty rate) Baseline : 17% women, 16% men (2005) Target: to be determined during IDSR III year		no data / related activities were referred to Output 2.3.1 (at least in the case of UN-Habitat)	
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PILLAR 4: ENVIRONMENTAL SUSTAINABILITY AND ADAPTATION TO CLIMATE CHANGE				
Results	Indicator	Data Source	Value of Indicator (2012; 2013; 2014; 2015)	Projection (2016 & 2017)
Outcome 4.1 - Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level				
Output 4.1.1 The legal and regulatory framework, which promotes sound governance and environmental management, is revised to include key principles of sustainability, inclusiveness, adaptation and mitigation to climate change, in line with international treaties	Indicator a: Legal and regulatory framework for the Autonomous Authority for Protected Areas Management elaborated in Cabo Verde Baseline: Not existing Target: Legal and regulatory framework available (2016)		YR 2012: (UNDP) - The economic and financial feasibility studies for the Autonomous Authority of the Protected Areas (AAPA) is finalized. AAPA's legal and institutional framework elaborated YR 2013: (UNDP) - Cadre légal et réglementaire ainsi que l'étude de viabilité financière et économique de l'Autorité Autonome approuvés au niveau du comité de pilotage YR 2014: (UNDP) - Legal Framework of the Autonomous Authority for the Protected Areas submitted to the council of ministers YR 2015: (UNDP) - Decision to create the AAPA delayed	

	<p>Indicator b: Legal environmental framework revised</p> <p>Baseline: Legal environmental framework 1993 (2011)</p> <p>Target: Legal environmental framework revised (2016)</p>		<p>YR 2012:</p> <p>YR 2013: (UNDP) - Initiated the discussion to revise the DL 86/IV/1993 - the fundamental law of environmental protection</p> <p>YR 2014: (UNDP) -</p> <p>YR 2015: (UNDP) -</p>	
	<p>Indicator c: # of new marine and land areas protected with management plans</p> <p>Baseline: 3 (2011)</p> <p>Target: 13 (2016)</p>	<p>Documento quadro legal e/ou Relatório Anual DGA</p>	<p>YR 2012: (UNDP) -</p> <p>YR 2013: (UNDP) -</p> <p>YR 2014: (UNDP) - 53,829 ha of Protected Areas (50% of total declared) have their boundary and 7 management plans and normative approved by the technical and steering committees</p> <p>YR 2015: (UNDP) - Joint Ordinance Nº 67,68,69,70,71,72,73 of 22 December, gazetted (Ministry of Environment and Ministry of Tourism). The project has contributed to the legal definition of the boundaries of 31 Protected Areas (94.569,24 ha.)</p>	<p>Relatório relativo a qualidade do ambiente</p>

	<p>Indicator d: Number of plans and programs integrating mitigation and adaptation measures Baseline: 0 (2011) Target: 6 (PAGIRH, DECRP, Sanitation Plan, 3 PDM, National Program for Urban Development and Cities Capacity Building (PNDUCC) and National Directive on Territorial Planning DNOT (2012) (2016)</p>	Documentos de Plano e programas	<p>Yr 2012: Cadre opérationnel pour l'adaptation de la santé publique aux changements climatiques au Cabo Verde ; (UNDP) - Two (2) Municipal Development Plans screened Yr 2013: Campagnes nationales et suivi de la situation ; (UNDP) - Two (2) Municipal Development Plans are screened to mainstream climate change risks and opportunities (Porto Novo and Ribeira Grande) Yr 2014: Campagnes nationales et suivi de la situation ; (UNDP) - Two (2) Municipal Development Plans are screened to mainstream climate change risks and opportunities (Maio and Sao Lourenço dos Orgaos); UNIDO: POPs (Persistent Organic Pollutants) Project being prepared Yr 2015 (WHO/OMS) Campagnes nationales et suivi de la situation ; (UNDP) - nothing to be declared; UNIDO: POPs project started, no specific results to be reported against indicator, yet</p>	<p>Yr2016 - (UNIDO) 1 Plan: National Implementation Plan (NIP) for the Stockholm Convention elaborated. Yr2017 - (UNIDO) 1 Plan: Inventory and National Profile for the Minamata Convention elaborated</p> <p><i>(Comment: 1. PAGIRH no longer exist, it was replaced with a comprehensive reform of Water and Sanitation sector, PENAS which integrated this concerned allow not funded by UN; 2. PDM (Sao Lourenço, Porto Novo, Ribeira Grande, Tarrafal, and Santa Cruz, Maio); 3.DECRP- was screened to mainstream adaptation measures; 4. DNOT and PNDUC; Food Security Plan and Agriculture Plan)</i></p>
	<p>Indicator e: # of protected áreas with plans for gender integration Baseline: 0 (2011) Target: 3 (2016)</p>		<p>YR 2012: (UNDP) - Comprehensive study on Mainstreaming Gender in biodiversity conservation elaborated. YR 2013: (UNDP) - YR 2014: (UNDP) - All Protected areas management plans fully integrated gender issues YR 2015: (UNDP) -</p>	<p>Minamata Convention Initial Assessment in Cabo Verde and Sao Tome and Principe</p>

<p>Output 4.1.2 Central and local capacities strengthened for the elaboration, implementation and M&E of plans and strategies for environmental management and DRR sensitive to specific gender, youth and children's needs</p>	<p>Indicator a: # of executives (desagregated by sex) from civil protection trained on response and prevention of natural disasters Baseline: 0 (2011) Target: 70 (2016)</p>	<p>Relatório anual dos serviços da protecção civil</p>	<p>UNHABITAT Missões técnica da ONUHABITAT efectuada a Cabo Verde tendo como resultado a produção de dois concept papers para na área da Resiliência Urbana e do Desenvolvimento Local; Assistência ao Governo (MAHOT) na realização da Conferência “Mobilidade Urbana em Cabo Verde”, alusiva ao dia Mundial do Habitat 2013, destinada aos Urbanistas, Académicos, planeadores urbanos, autarquias locais e sociedade civil organizada; 2014 Realizadas sessões de sensibilização em cidadania territorial e urbana junto dos media, assistentes sociais e profissionais urbanos e adaptados os módulos da campanha I´am a City Changer.; 2015 - Guia e manuais de boas e más práticas sobre a construção, particularmente nos assentamentos informais produzido e divulgado; Revisão da política urbana e habitacional e o quadro regulamentar elaborado e aprovado; Projecto Regional Redução dos Riscos Urbanos e Resiliência nos países Africanos lusófonos - Estratégia de implementação aprovada junto dos parceiros, especialistas recrutados e instrumentos elaborados. Módulo regional de formação de formadores em redução de riscos e resiliência nos planos e estratégias urbanos; YR 2015: (UNDP/UNFPA/UNICEF) - A total of 74 civil servants (23</p>	
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			women) from 22 municipalities were trained on PDNA and concepts of preparedness for recovery. In addition, 20 national civil servants , who had already been trained on PDNA, received additional training on preparedness for recovery. / YR 2015: (UNDP/UNFPA/UNICEF) - A total of 74 civil servants (23 women) from 22 municipalities were trained on PDNA and concepts of preparedness for recovery. In addition, 20 national civil servants , who had already been trained on PDNA, received additional training on preparedness for recovery.	
	<p>Indicator b: Central and local contingency plans elaborated integrating the specific needs of women, men, boys and girls. Baseline: Contingency plan elaborated. In place but does take specific groups' needs into account 22 cities with contingency plans elaborated (2011) Target: Central and local (22) plans implemented and integrated specific needs of women, men, boys and girls (2016)</p>	<p>Documento dos planos de contingência ; relatório anual dos serviços de protecção civil e relatório anual One UN e</p>	<p>YR 2012: (UNDP) - YR 2013: (UNDP) - YR 2014: (UNDP) - YR 2015: (UNDP) - In process of elaboration the National Strategy for Disaster Risk Reduction. The revision of the Contingency Plan and 22 emergency plans is planned for 2016 and 2017</p>	

	<p>Indicator c: System of multi-risk early warning in place and operational</p> <p>Baseline: No system in place (2011)</p> <p>Target: Early warning system in place (2016)</p>	<p>Relatório anual dos serviços da protecção civil e um Relatório Anual One UN</p>	<p>YR 2012: (UNDP) -</p> <p>YR 2013: (UNDP) -</p> <p>YR 2014: (UNDP) - Strengthen the national sismological network to enhance monitoring of the vulcano.</p> <p>YR 2015: (UNDP) - Concept of multi-hazard risk early warning system designed.</p>	
	<p>Indicator d:</p> <p>Mapeamento de susceptibilidade e de riscos elaborado</p> <p>Baseline:</p> <p>Inexistente (2011)</p> <p>Alvo: Disponível (2016)</p>	<p>Documento do mapeamento</p>	<p>YR 2012: (UNDP) -</p> <p>YR 2013: (UNDP) -</p> <p>YR 2014: (UNDP) -</p> <p>YR 2015:</p> <p>(UNDP/UNFPA/UNICEF) - The hazard mapping of Cabo Verde elaborated and validated. 8 natural hazards mapped and the data integrated in a Geographical information system (GIS).</p> <p>YR 2016:</p> <p>(UNDP/UNFPA/UNICEF) - The detailed urban assessment of the 3 selected cities (Praia, Mosteiros, Ribeira Brava) will be finalized which includes the susceptibilites maps and all associated risks.</p>	
	<p>Indicator e: % of executives from public services at national and local level (disaggregated by sex and age) trained on planning and M&E of programs on sustainable resources management and DRR</p> <p>Baseline: 0% (2011)</p> <p>Target: 25% of Public Administration Executives (2016)</p>	<p>Relatórios de formações</p>	<p>YR 2012: (UNDP) -</p> <p>YR 2013: (UNDP) -</p> <p>YR 2014: (UNDP) -</p> <p>YR 2015: (UNDP) - 30 national civil servants (5 women), who had already been trained on PDNA, received additional training on preparedness for recovery.</p>	

Output 4.1.3: Capacity strengthened for the development and implementation of green growth strategies based on renewable energies, energetic efficiency and efficient use of resources for a development based on low carbon emissions and cleaner production	Indicador a: Strategy to promote green building implemented (include local strategies for urban resilience and risk reduction) Baseline: No strategy (2011) Target: Strategy and pilot programs elaborated (2016)		YR 2012: (UNDP/UNIDO: N/A) YR 2013: (UNDP/UNIDO: N/A) YR 2014: (UNDP/UNIDO: N/A) YR 2015: (UNDP) - Supported the organization of fair of national artifacts by organizing a series of clinics, workshop promoting green jobs; UN-Habitat: Elaboration et distribution du guide et manuel sur les bonnes pratiques de la construction, surtout dans les zones d'habitats informels (bidonvilles)	National capacity enhanced to implement effective waste management strategies, resource efficient and cleaner production methodologies including support for the creation of the Centres in Mindelo and Praia and carbon management through CDM and other mechanisms
	Indicador b: Number of strategic development promoting low carbon emissions and resilience to climate change elaborated Baseline: 0 (2011) Target: 2 – Plan and measures for the reduction of carbon emissions at national level (MAAEN) in 2012 and strategy for the development of low carbon emission systems and resilience to climate change in 2013 UNIDO: Suggestion to change the target to include other studies		Yr2012 - UNIDO NA Yr2013 - Project implementation of Renewable Energy (GEF 4) didn't start in 2013 as planned Yr2014 - 1 Plan: Strategy and Action Plan for the development of small and medium scale renewable energy technologies developed - 1 Plan: Decentralized Renewable Energy Systems Study - Assessment of the sites without access to energy grid and identification of RE solutions, feasibility studies. - 2 Plans: SE4ALL Action Agendas were developed for Cabo Verde, including the National Renewable Energy and Energy Efficient Action Plans Yr2015 - 1 Plan: Strategy document for 100% RE in Brava island elaborated	The utilization of renewable energy systems at household and institutional levels is promoted
	Indicador c: # of institutions and houses using		Yr2012 - 1 Community: Solar photovoltaic lighting system	YR 2016: (UNDP) - The achievement of this result is expected in 2017

	<p>renewable energies systems Baseline: Public institutions are connected to the electric network. 0 houses (2011) Target: 5 public institutions and 5 houses selected use renewable energy-based systems (2016)</p> <p><i>Suggestion: include Communities in the Target, since further support was provided in that sense, which is not covered under the present target formulation</i></p>		<p>was installed in the community of Chã Gonçalves, municipality of Cidade Velha</p> <ul style="list-style-type: none"> - 1 House: Solar photovoltaic system in the UN House in Cabo Verde - 25 KW PV grid connected system (without batteries) Yr2013 - Project implementation of Renewable Energy (GEF 4) didn't start in 2013 as planned Yr2014 - Project GEF 4 started but no results related to the indicators Yr2015 (UNDP) - The project aim at removing the barriers to energy efficiency, was effectively launch in late 2015. Energy audits were conducted in several public buildings to support the selection process of the pilot buildings to be retrofitted. <p>UNIDO: - 15 Communities: Philips Community Solar Light Centers were installed in 6 islands of Cabo Verde (5 in Santiago; 2 in Fogo; 2 in S. Vicente; 3 in Santo Antão; 1 in S. Nicolau and 1 in Sal). In parallel, a Philips Football Lighting Solar System was set up in Praia.</p> <ul style="list-style-type: none"> - 1 Public Institution: Photovoltaic (PV) system in a ice factory in Brava; - 1 Public Institution: PV system for water pumping in Praia Branca, S. Nicolau; - 1 Community: Hybrid Minigrid system (PV + Diesel + Batteries) in Carriçal, S. Nicolau 	
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	Indicador d: Number of centres promoting RECP established Baseline: 0 (2011) Target: 2 (2016)		Yr2012 - 2 Centres RECP established in the Chambers of Commerce (Barlavento and Sotavento)	
	Indicador e: Number of SMEs adopting Systems for Quality Management (certified, for Environmental Management System; recognized by the centres, regarding the CP methodology) Baseline: 0 (2011) Target: 40 (2016)		Yr2012 - 8 SMEs adopt RECP methodologies (no certification) Yr2013 - Govt didn't mobilize funds for the implementation Yr2014 - Govt didn't mobilize funds for the implementation Yr2015 - UNIDO NA	YR 2016: (UNDP) - The project was approved in 2015, the inception workshop was held earlier this year. Although we expect the project to significantly contributed to strengthened the capacity of local institution and promote green and low carbon emission the results on this output will probably only be achieved in late 2017
Outcome 4.2 - Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth				
4.2.1. As instituições nacionais têm capacidades melhoradas para a concepção e implementação de estratégias e planos de acção para a preservação dos recursos naturais, da biodiversidade e reabilitação dos habitats e dos ecossistemas críticos	Indicator a: Number of programs and plans developed and implemented per national plans, aiming at implementing strategies and action plans to preserve natural resources, biodiversity and rehabilitation of habitats and threatened ecosystems	Documentos de programas, relatório de seguimento e avaliação (Relatório relativo a qualidade do ambiente etc.)	YR-2012-2016-implementation of the Montreal Protocol (UNEP)	
	Indicator b: # of national plans strengthened to monitor and evaluate programs for habitat and critical ecosystems' rehabilitation Baseline: 5 (2012) Target: 20 (2016)	Relatório do Min. Do turismo e da energia	YR 2014: (UNDP) - 8 ecological and monitoring plans developed for the islands of Fogo, Santo Antao, São Vicente, Sal, Boavista	

	Indicator c: Number of protected areas created Baseline: 0 (2011) Target: 3 – in Maio, Sal and Boavista (2016)	Relatório do conselho dos Ministros, boletim oficial, relatórios de seguimento do PANA / relatório relativo a qualidade do ambiente	YR 2015 (UNDP) - 17 new Protected Areas were operationalized and 31 new in total gazetted (see output 4.1.1 - indicator c)	
Outcome 4.3: As comunidades locais e a sociedade civil têm uma maior capacidade de advocacia ambiental e formulam, implementam e avaliam projetos comunitários de gestão durável dos recursos naturais				
Output 4.3.1 <i>Socioeconomic empowerment of vulnerable populations, especially women and youth, is enhanced through the promotion of innovative</i>	Indicator a: % of forests targeted with innovative management practices Baseline: 0 (2011) Target: At least 15% of forests	Relatório anual MDR Relatório de seguimento e avaliação dos projectos de gestão participativa	No precise data available! However: 2012: Awareness campaign re forest conservation ('One Tree per Family') implemented on Santiago, São Vicente and Brava. Students planted and cared for more than 8,300 plants (fruit, medicinal, aromatic, ornamental and forest) around schools and	

<i>practices aiming for sustainable management of natural resources</i>			houses involved in “telefood” projects, as well as in the protected forestry areas of Serra Malagueta, São Jorge and Curralinho. 2013: endemic plants reforestation and threatened species conservation measures were supported within protected areas to support community engagement on biodiversity conservation efforts. 2014: As part of the Small Grant Program (financed by GEF), 25 civil society organizations and NGOs benefited from direct capacity building assistance in order to actively take part in conservation activities and environmental management, with an increased understanding of the importance of sustainable management and its contribution to social development and poverty reduction. 15 of these community-based organizations received small grants for the establishment of nurseries for endemic species (forestation and reforestation), removal of invasive species, and productive activities in link with ecotourism development. Communities from 14 Protected Areas targeted by the project benefited from capacity building initiatives (183 beneficiaries) in areas such as associative management, sustainable entrepreneurship, negotiations and conflict management, sustainable natural resources	
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			management, project formulation and participative planning.	
	<p>Indicator b: Number of communities participating in the Participative Evaluation of Natural Vulnerabilities and integrating risk reduction and education to urban resilience into development planning Baseline: In 2011, baseline applied in 12 communities (2011) Target: Reevaluation of risk perception in 12 communities of intervention (2016)</p>	Relatórios dos projectos		<p>YR 2016: (UNDP/UNFPA/UNICEF) - A detailed urban assessment of the 3 selected cities (Praia, Mosteiros, Ribeira Brava) will be finalized which includes the susceptibilities maps and all associated risks.</p>

	<p>Indicator c: Number of communities prepared to emergencies Baseline: 12 (2012) Target: to be determined in 2012</p>	Relatórios dos projectos	<p>2015: Post-Disaster Needs Assessment (PDNA) of Fogo Volcano Eruption was conducted jointly by GoCV, UN, WB, EU. The PDNA methodology was adopted by the country and a pool of 117 civil servants from line ministries, agencies and institutes covering sectors including infrastructure, agriculture, health, land planning, education and emergency response and representatives from local government institutions was created and trained on PDNA and Preparedness for recovery methodologies. In addition, the Regional Project of Urban Resilience and Risks Reduction in Portuguese-speaking African countries was launched, its implementation strategy approved with partners of each country, experts recruited and all the implementing tools and instruments were elaborated. National resilience capacities have also been strengthened through the elaboration of Modules for training of trainers (TOT) in risk reduction and resilience in urban plans and strategies.</p>	
<p>Output 4.3.2 <i>Local communities are better prepared and more resilient to disasters and climate change impact</i></p>	<p>Indicator a: Number of communities participating in the Participative Evaluation of Natural Vulnerabilities and integrating risk reduction and education to urban resilience into</p>	Relatórios dos projectos	<p>2013: National hazard profile conducted by National Civil Protection Service (SNPCB) and Ministry of Environment, housing and Land use planning (MAHOT). To undertake the national hazard assessment and mapping; technical capacities were reinforced on data collection, analysis and management on 8 different hazards (droughts, floods, mass movements, coastal erosion, volcanic eruptions, seismic activity, earthquakes, bush fires and epidemics). Technical staff from 14 institutions, w. responsibilities on land use planning, urban development, civil protection, infrastructures planning and management, rural engineering, water resources management, meteorology</p>	

	<p>development planning</p> <p>Baseline: In 2011, baseline applied in 12 communities (2011)</p> <p>Target: Reevaluation of risk perception in 12 communities of intervention (2016)</p>		<p>and geophysics, public health, coastal management received training on hazard modeling methodologies and tools; and participated in data collection and analysis process. Hazard and risk profiles to be basis for a National Risk Information system (NRIS) as decision-support tool for disaster risk reduction policies and plans prioritization and will be the basis for the national strategy on disaster risk reduction</p> <p>2014: With UN support, the public University of Cabo Verde (Uni-CV) completed an historical disaster inventory to identify and characterize disaster events in the country since 1900 to feed into the National Disaster database to serve for trends analysis by the National Disaster Observatory (to be hosted by the National Civil Protection Service supporting the National Disaster prevention strategy providing essential information to calibrate hazard models, predict hazard scenarios and develop hazard-specific contingency plans)</p> <p>Responding to the Volcano Eruption in Fogo at the end of November 2014, the UN played a critical role in accompanying the response and recovery work, as well as in the coordination of international assistance. In order to ensure the UN's coordinated response, an inter-agency UN emergency response group was established (UN RC, WHO, FAO, UNDP, UNICEF) and which also was included in the government Crises Cabinet Cell.</p>
	<p>Indicator b:</p> <p>Number of communities prepared for emergencies</p> <p>Baseline: 12 (2012)</p> <p>Target: to be determined in 2012</p>		<p>-A common framework for vulnerability assessment and resilience building developed and disaster risk reduction and emergency response capacities at national and local actors strengthened; incl. the Samoa Pathway, the hazard mapping exercise concluded in 2014, as well as lessons learned from the Fogo volcano eruption.</p>
<p>Output 4.3.3 Civil society's advocacy capacity is strengthened for a sustainable management of natural resources at community and national level</p>	<p>Indicator a: # of journalists trained on climate change and sustainable development</p> <p>Baseline: 0 (2011)</p> <p>Target: 20 (2016)</p>	<p>Relatório de formação dos jornalistas</p>	<p>2012: training with participation of officials from municipalities, local delegations of the Ministry of Rural Development, Meteorological Institute, Ministry of Health and Ministry of Education; Training for officials of the Ministry of Health; National Conference on Climate Change with participation of General Directors, Presidents of Institutes, and Members of Parliament</p> <p>2013: Trainings in cooperation with the National Meteorological Institute for farmers and extension workers, several locations across the country; development of guidelines on mainstreaming climate change into water sector plans and policies; development of draft national directive on mainstreaming climate</p>

			change into water sector plans and policies; training for journalists and pupils; study on municipal capacities to manage climate change risks
	Indicator b: Number of organizations receiving a training on sustainable management of natural resources Baseline: 0 (2011) Target: At least 18 (2016)	Relatórios do Projecto	YR 2014: (UNDP) - Training sessions were conducted at the community level on preparing projects of income generating activities. By Island the number of participants were: Fogo 23 (14 M/9W); Boa Vista: 17 participants (4 M./13 W); Sal: 29 (12 M/17 W); Santo Antão: 32 participants (11 M/21 W), S. Vicente (18 participants (11 M/7 W). Santo Antão Island saw capacity building under SGP/GEF in nursery plant preparation w. participants 54 (31 M/23 W). Communication, information, education and awareness actions conducted with local communities on environmental issues. (Fogo island: 923 participants; Boa Vista: 978; Sal: 1487; Santo Antão: 1514, S. Vincent: 745). Awareness materials prepared and disseminated.

Annex 9 – Detailed narrative Analysis of Results at Output Level

Pillar 1 – INCLUSIVE GROWTH AND POVERTY REDUCTION

-At the level of impact indicators for Pillar 1, such as poverty measures, the data required to discuss overall national development trends (and the One Programme's contribution to such trends) will only become available in November 2016. (Most recent data which is from 2007 was deemed outdated and is hence not provided, here.)

- Overall, pillar 1 achieved quite good marks across the board. Among its 3 outcomes, the first two outcomes score an "orange" in looking at the performance against output level indicators by August 2016, meaning they are likely to achieve respective final targets of outputs but in general haven't quite reached them, yet (the first outcome of the pillar has already fully delivered two of its three outputs with one indicator being in the "red" meaning it will not reach its final target, whereas the second is yet to reach final targets for two of its three outputs). Among Outcome 3 outputs, 5 have already reached their respective targets whereas 3 are on track. Overall, of the 25 output indicators, 18 have been achieved including 8/18 cases of over-achievers (N.B.: marked in bold red font against green background!); with 5 indicators still not having reached the target and being pursued, and 1 unlikely to meet its target.

-The outputs under **Outcome 1.1 (Policies and national programs for poverty reduction and economic development promote a sustainable development model from which the most vulnerable populations can benefit)** are: *Output 1.1.1 The integration of Cabo Verde into the international trade system is strengthened, in compliance with international agreements and competitiveness strategies and policies; Output 1.1.2 The capacity of key actors are strengthened in terms of designing and monitoring of evidence-based policies and strategies are achieved and followed through, including the enhancement of the regulatory and administrative relevant framework, to improve the industrial and economic performance and promote entrepreneurship and investment for an inclusive growth; Output 1.1.3 Prospective and political analyses and evidence-based program options are completed and promote sustainable financing of the social sector and poverty/vulnerability reduction, with particular attention to women and children.*

-Coherence with national policies and priorities and the overall relevance of the outcome can be assessed as high. There is alignment with the national priorities "Economic regulation and dynamic integration into the world economy" and "Internationalization of services and competitiveness" which led to policies and national programmes designed to result in developmental effects and poverty reduction. This included fostering competitiveness on international markets for goods and services and supporting sustainable economic development in favour of vulnerable populations.

-Other than being aligned with national priorities mirrored in the DCRP and other strategic planning documents, government programmes and sectorial policies and plans, international conventions etc., activities under this outcome also provided support to formulating national strategic documents through preparatory in-depth studies in specific fields (e.g., in the agricultural sector and in the field of nutrition).

-In the case of this pillar, and in particular under this outcome, the co-leadership approach (which was introduced mid-way through the implementation of the UNDAF across all pillars) resulted in a particularly strong sense of national ownership on the part of national stakeholders.

-A highlight of this outcome was that through its first two outputs, it conceived an implemented mechanism and a forum of sectorial governance which enhanced inclusiveness in that it allowed the integration of novel actors (NGOs, CSOs, and the private sector) to become part of major, high-level decision making processes and thus have their specific concerns be listed to and addressed.

-The reinforcement of institutional capacities in terms of planning and monitoring of employment policies marks an important achievement which is directly attributable to multi-agency UN support.

-Outcome 1.2 (*The private sector, especially MSMEs in urban areas, have better access to markets, technical and financial assistance services, and improved competitiveness and contribution to growth and decent labor*) comprised of the following three outputs: *Output 1.2.1 SMEs benefit from enhanced support services, with special focus on women and youth, for a strengthened contribution to growth, social and environmental investment and decent labor management; Output 1.2.2 Private sector companies, especially SMEs, are in compliance with international standards for increased competitiveness and market access; Output 1.2.3 Agribusiness value chains and production, market and commercialization best practices are introduced and applied to improve productivity and food safety.*

-The relevance of this outcome is strong since designed to facilitate and strengthen the private sector's access to markets in providing technical and financial assistance services, thus increasing its competitiveness and overall contribution to economic growth; as well as expanding the general knowledge about the "decent work" concept and the actual number of jobs in conformity with it. The related national priority to which this outcome shows alignment is "Internationalization of services and competitiveness".

-The outcome specifically contributed to allowing MSMEs in urban and rural areas to gain access to external markets. At the level of this output, policies to enhance the accessibility of technical and financial support to MSMEs which were designed under the 1st output were actually implemented under output 2, through setting up actual projects and value chains (goat milk/cheese, aquaculture/fish farming etc.).

-In terms of sustainability, importantly, thanks to UN support a national quality control system was established and a national Quality Institute was founded.

-Activities and outputs under this outcome had a positive impact on economic growth by way of knowledge and technology transfers, institutional strengthening and capacity building which also had beneficial effects in the sense of ensuring sustainability.

-The outcome contributed to creating necessary conditions allowing for products manufactured in Cabo Verde to be certified in terms of quality control so they could subsequently be sold domestically or exported without running the risk of harming the brand name "Made in Cape Verde" through products of potentially inferior quality. This positively impacted on the quality of workmanship incl. newly introduced products, by raising the bar in the various sectors of semi-industrial and industrial-scale production, with likely ripple effects on productivity since manufacturing processes needed to be revised and improved on to ensure compliance with the newly introduced quality requirements.

-Outcome 1.3 (*The most vulnerable populations, particularly young people and women in rural and urban areas have better access to decent employment and programs promoting production and sustainable productivity*) had the outputs: *Output 1.3.1 The government and national actors have strategies and operational tools at disposal in favor of children and women's integration into wage labor in urban and rural areas, including the implementation of investment programs for decent labor; and Output 1.3.2 Capacities for the elaboration and implementation entrepreneurship curricula are strengthened, at various education levels, with strong focus on women and children, for an entrepreneurial society.*

-The relevance of this outcome becomes clear when looking at the national priorities to which it neatly aligns, namely: "integrated rural development" and "sustainable fight against food insecurity and malnutrition". It also contributes to

the priorities of “strengthening public institutional framework for the coordination and implementation of social protection policies”.

-Among the important contributions under this outcome one must name the development and institutionalization of a study on entrepreneurship through a related program in secondary education. This was but one example of an empirical study that put forward analyses that effectively benefitted the design and/or review of national and sectoral policies.

-Other relevant contributions included the promotion of urban and peri-urban agriculture as a strategy for self-employment; support to the reform of the school feeding programme; the analysis of relevant strategies for the development of employment promotion policies and employability with a focus on the informal sector which plays a significant role in Cabo Verde’s economy and enormously contributes to the national GDP ; vocational training-related interventions ; i.a.

-Specifically in view of the One Programme interventions’ sustainability under this outcome, the University Institute of Education was enabled to replicate and multiply training sessions and programmes for secondary school teachers. Furthermore, entrepreneurship was added as a specific educational module to the regular curriculum.

-Further, implemented strategies such as training, piloting, setting up coordination committees, training for local production, etc. were all interventions taking into account the gender balance (78% of trained beneficiaries were women).

-18,000 students attended the entrepreneurship courses and 3,404 (of which 54% girls) concluded the training for potential entrepreneurs. The UN’s support resulted in increased productivity and reduced costs for some produce including fruits and vegetables, thus contributing to food security and nutrition. Another direct impact was the increase in the number of economically autonomous women in some municipalities of the island of Fogo.

-Food producing value chains were strengthened by linking them to the revised school feeding programme, by introducing the practice of local purchases to supply school canteens resulting in increased incomes of food producing families, in addition to fostering food security and improving the quality and nutritional value of school meals through the introduction of fruits and vegetables in the school menu. Such integrated programming deserves to be recognized as a best practice.

-The country now has formalized legislation and education professional profiles in the areas of hotel business, catering and tourism. Moreover, 217 micro-entrepreneurs were trained and hundreds of kits were distributed to implement business ideas thus creating jobs and new sources of income for families.

-Through activities under this outcome, new themes and issues were introduced into the public debate. These topics included employment promotion, creative industries, entrepreneurship, social protection, the green economy, job sharing etc.

Pillar 2 – CONSOLIDATION OF INSTITUTIONS, DEMOCRACY AND CITIZENSHIP

-The second UNDAF pillar has a convincing performance profile in that one of its outcomes has by and large been delivered with the two others promising to reach most of its outputs. Overall, 9/13 outputs have been delivered with four others being largely on track. Three of five outputs under the second outcome and one among two outputs under the third outcome have not yet been fully delivered. Among the output indicators, 80% (33 of 41) have reached the respective target (incl. 5 over-achievers), with seven others not fully delivered and one not having advanced at all.

-Outcome 2.1 (“National administrations and audit institutions are more efficient in terms of planning, implementation, monitoring and evaluation of equitable development”) had six outputs, namely: Output 2.1.1 The statistical system is provided with institutional and human capacities for the production and dissemination of socioeconomic disaggregated statistical data to help developing and feeding the M&E national system; Output 2.1.2 Central and local institutions have increased institutional and human capacities for planning and resource affectation functions, in line with efficiency standards, including international standards; Output 2.1.3 Internal and external public finance audit institutions are strengthened to ensure transparency in public resources management, as part of the public finance reform program; Output 2.1.4 Administrations have adequate technical capacities for the elaboration, implementation and monitoring of strategies and sectoral programs; Output 2.1.5 Key democratic institutions are reinforced to consolidate the democratic system, with particular emphasis on Parliament reform, supporting electoral processes and promoting social dialogue; Output 2.1.6 National institutions for human rights and national actors are trained to promote, defend, protect human rights, including the submission of periodic M&E reports on the implementation of conventions and international treaties ratified by Cape Verde.

-The above-mentioned outputs contribute to results chains of the following national priorities: i. Strengthening state authority, democratic institutions, citizenship and participation in the dynamics of development of the country; ii. Management quality enhancement of services and sustainable human resources development; iii. Transformation into a modern knowledge society, technological innovation and integrated governance; iv. Modernization of public administration and improving the business climate.

-However, it should be noted here that overall, the scope of this outcome proved by far too broad which rendered it unwieldy in terms of ensuring coherence and even keeping track of its manifold activities. Designing less complex and “loose” outcomes, putting a premium on stringency and focus by way of prioritization as well as ensuring a relative equilibrium in terms of strategic weight and financial volume of clusters would be advisable. This would optimize the mobilization of corporate capacities and facilitate UNDAF-pillar related governance processes by keeping the scope and quantity of activities under every single pillar manageable.

-Relevant actions implemented under this outcome comprise researches and respective Action Plans on the ESAs; the approbation of a committee in support of children and adolescents; the review of CP and CPP and establishment of a hot line/call center for VBG cases; the educational Guide to spot/identify, prevent and fight Violence and Sexual Abuse against Children and Adolescents; strengthening the capacity of 3 already existing Children's Emergency Centres in terms of human resources and management tools integrating a children's rights approach and efficiency-related aspects in view of enhancing the quality of services delivered; several campaigns, especially by NGOs, that resulted in deeper knowledge and preventative action against sexual abuse and exploitation and which concerned institutions to act in a more coordinated manner, thus providing an added value to combat this scourge.

-Capacity building activities were carried out in various sectors with structural changes recorded at the level of policies, strategies and programs. In the field of early childhood development and education policy and programmes empirical evidence was gathered and analyzed to produce evidence-based policy papers to achieve universal enrolment in basic education grades. Another study focussed on family-based practices around learning and family care, which significantly guided national authorities in designing a program built around the notion of early childhood development, recognizing the significant impact that learning in the age bracket of 0-6 years plays in the development of the individual in all other phases of life. Yet another study assessed early learning among children entering primary education.

-Further, in the field of the health sector reform, a number of crucial capacity building interventions provided support in the areas of general management techniques and skills, planning and auditing, across various departments or directorates of the Ministry of Health. The National Health Development plan was for the first time ever budgeted

with ONEHEALTH, the standard electronic planning tool designed to ensure i) equity and transparency in resource allocation, and ii) adequate gender mainstreaming. Also, the UN provided help in evidence-based planning to develop the Food and Nutrition Plan (2016-2020), thus ensuring that Cabo Verde finally managed to replace the completely outdated plan designed in 1994.

-The full-scale program that was thereafter developed based on findings from empirical research and related recommendations laid the basis for integrating preschool education for 4-5 year olds into basic education at the same time that interventions for 0-3 year olds will become part of the care system. These decisions can be considered as immensely strategic since early childhood education will very likely enhance the quality of the nation's human capital base including related societal mid- to long-term benefits in the areas of health, nutrition, overall quality of education and indirect effects such as positive impacts on gender relations, gender equality etc.⁵

-The One Programme also provided important systemic support to national budget management. The public administration, particularly the Ministry of Finance (MoF) and the sectoral ministries, benefitted from various training interventions and technical assistance to build leadership and planning capacity. The UN trained over 250 senior management executives of the Public Administration Management in results-based programming and provided technical assistance for the development of logical programming frameworks for a number of Ministries including MoF.⁶

-Indeed, the introduction of the new program budget approach and results based on a medium-term perspective has a very positive impact in the financial and program management of the state budget and planning system. The new planning law already allows coaching differ from the state budget that will certainly thorough with the approval of the new law part of the state budget by Parliament, allowing for final multi-year budgeting, supervising programs.

-Internal and external audit institutions such as the Auditing Court, Parliament and General Finance Inspections benefitted from various courses and study trips allowing them to share experiences with similar institutions in other countries within the CPLP. This resulted in numerous positive effects, including: a higher productivity including an increased number of judgments on revised accounts by the Court of Auditors, more internal inspections by the General Financial Inspection Service; heightened levels of political control by the Parliament of public spending; enhanced degrees of regulation and control of public procurement by public services (esp. the country's postal services) and the administration, by the State Agency for regulating public procurement, PFRA.

-UN support also contributed to fighting corruption through ushering in transparency in the management of state revenue and expenditures, allowing the country to enhance its positioning on the domestic Corruption Perception Index and the international WB corruption index.

-The impact of UN interventions in institutional strengthening of internal and external audit bodies is visible in the improvement of financial controls by the Court of Audit, the Inspectorate General of Finance, and Parliament. Transparency in the financial management of the state has a very important impact for the development of the

⁵It is expected that there will not only be positive long-term effects but also immediate effects that affecting the livelihoods of mothers' of young children, overall, since they will have more time for productive purposes (and leisure), overall better positioning them on the labor market and enabling them to participate more in national life, including the political sphere. In the long term and way beyond the life cycle of the UNDAF, the early childhood scheme, if properly sustained and implemented nation-wide, will not only positively impact on overall economic growth but likely also have other positive macro-effects such as crime reduction etc.

⁶In this context, it is important to highlight the South-South Cooperation with Brazil which greatly enhanced the intervention's sustainability due to the adapted nature of the technical inputs provided. Continuous support in this field is of the essence so the public administration can fully assimilate sound financial management practices, planning and results-based budgeting, across the board. State-of-the-art budgeting techniques adopted by the Public Administration are very important for the sustainability of sound financial management and the development of the country.

country's economy since, along with rule-of-law, security of investments and political stability it is one of the key issues influencing international perception of Cabo Verde as a credible destination for investment and doing business, overall. Indeed, the introduction of the program budgeting paradigm will have positive medium-term results in the sense of positively impacting on the financial management of the State's administrative entities, and national programmes in general.

-The situation analysis of the state of education in the country which was carried out by the UN, helped identify the weaknesses of the education system in need of restructuring and/or improvement. A financial model allowed for simulating various scenarios, ultimately informing the drafting of a new Integrated Education policy from the vantage point of a life cycle approach. Besides the undeniable significance to the quality of education, the greater relevance is the fact of fostering real integration of educational phases and related institutional segments, with early childhood education at the initial stage and vocational training being integrated at the rear end of the education cycle, i.e. from the child's entry into the system until exiting onto the labor market, thus building human capital and positively impacting on the quality of life and the economy of the country.

-Further results in the field of legal and institutional reform could be registered in the field of childhood and adolescence which saw the introduction of a key policy instrument in the form of the "Statute of Children and Adolescents" (ECA), which is a document that enshrines the rights and entitlements of children as a top priority and guarantees and establishes a tailor-made dedicated protection system for children and adolescents. The implementation of the ECA translated into a coherent and systematic policy and concrete related measures and policy responses in different areas, including health, education, sports, culture, leisure, social protection; as well as the promotion of and respect for the State's related commitments pursuant to the ratification of main international treaties and conventions in view of promoting and protecting children's rights.

-The approval of the National Action Plan on Sexual Violence against Children and Adolescents (2016-2019) by the Council of Ministers and its subsequent publication is a recognition of the joint efforts of various institutions to prevent and combat this social evil. The plan spells out sets of activities in five areas with a focus on human rights, viz.: i) participation of children and adolescents, ii) prevention, iii) mobilization iv) care, v) sensitization and enhanced responsibilities. Furthermore, it enshrines the following principles: rights of children and adolescents to integral development and full personal autonomy as young citizens; emphasizing equity in order to reduce inequalities between girls and boys in promoting equality of opportunity and non-discrimination; promoting the participation of children and adolescents, and consideration of their legitimate interests, with priority in each line of action of the Plan; responsibilities at family and community level involving the duties of families, neighbourhoods and communities to promote, protect and restore the fundamental rights of children and adolescents; transversal and integrated intervention implying the mobilization and articulation of key public authorities and social partners in an integrated and decentralized fashion.

-Interventions under this outcome included targeted support to strengthen the national statistical system through standardization and harmonization of control mechanisms, planning, monitoring and evaluation based on evidence. Related examples comprise the production of disaggregated statistics and the implementation of the National Gender Observatory (information system and monitoring of gender indicators in Cabo Verde).⁷

⁷Noteworthy results in this field include, inter alia, i. the availability of comprehensive yearly employment statistics collected on a regular basis since 2012; ii. that towards the end of 2016 a detailed set of household level data will become available; iii. that the use of handheld PDA devices for data collection purposes was noticed as a best practice among regional peer institutions; and iv. that the National Institute of Statistics (INE) was elected to host and spearhead the development of indicators for SDG16 through the "Praia Group" process. Furthermore, it should be noted here that thanks to UN support in this field, the country is about to soon possess a comprehensive body of national statistical household data disaggregated by region, by location, age, and gender. In building on the results of the statistical exercises, surveys and in-depth large-scale technical research studies supported by the UN and which together with evidence captured

-UN One Programme support provided to the electoral system and process was crucial for the country to conduct peaceful elections that were widely considered as fair and transparent which is a hallmark of any properly functioning democracy. As such, the absence of violence in the general electoral arena made a huge impact on the country by ensuring peace and lasting social cohesion. The importance of the well-managed peaceful elections with the long-standing leading party handing over power in complete peace and tranquility to its political rival(s) from among the political opposition who ended up emerging victorious from the elections, cannot be overstated.

-In terms of sustainable and early/high impact results, the support provided in the field of electoral support qualifies as a prime sample, including i.a.: the design of Voter Identification and Civil authentication systems to serve as electoral database, the computerization of registration lists and the production of voter lists and organizing the logistics and technical aspects of transmitting results etc.⁸

-Outcome 2.2 (**“National institutions responsible for security and justice ensure increased security and citizen’s rights, especially for the most vulnerable groups”**) is aligned with the national priority of “Improvement of regulation, supervision, quality and efficiency of justice, legal certainty and economic transactions”. Contributing outputs are Output 2.2.1 The legal framework for drugs and crime reduction is revised and in line with international conventions; Output 2.2.2 The operational capacity of law enforcement agencies is strengthened for an effective prevention and fight against drug, organized crime, human and migrant trafficking, money laundering and terrorism; Output 2.2.3 Government and civil society have the institutional capacities to contribute to effective drug and crime prevention; Output 2.2.4 GBV institutions have enhanced capacity to judge in a fair, equitable and effective way; and Output 2.2.5 The Juvenile Justice system operates in accordance with international standards and national legal framework.

-This outcome shows great internal coherence and interfaces with components covered by the first pillar outcome. Examples would be the revision of the penal code and the criminal procedures code, the training of judges and the police, and work related to the GBV law. Many agencies with thematically related activities provided their inputs through the other outcome, while this outcome can be considered the domain of UNODC

-Key results include better prepared institutions for the dissemination of information related to, and observance of, citizens’ rights and liberties thanks to the UN’s support regarding training on human rights and systematization of data, crime prevention etc.; and the strengthening of institutional capacity for preventing and combating crime (examples: safe school project (Manuel Cabral/PN); Joint border control teams in the ports and airports of the country incl. a dedicated anti-trafficking cell, the Joint Airport Interdiction Task Force (JAITF) located in Praia International Airport; Law on Foreigners; revision of the money laundering law; criminal investigation; specialized trainings for police and magistrates incl. judicial staff and public prosecutors in matters such as community policing, ethics, human rights, criminal, investigation, including forensics money laundering, international judicial cooperation, human trafficking and cyber crime).

by specialized research produced thanks to additional support by UN agencies, evidence-based targeted policies can now be designed in a variety of thematic fields and sectors including nutrition, employment, vocation training and transformation of the informal sector, education and training, etc.

⁸Electoral management bodies are now able to autonomously organize elections at any time thanks to institutional UN support including training, exchange of experiences and document production, the exchange of experiences through organizing international fora on the topic in the context of the South South cooperation between African Countries of Portuguese Expressions including East Timor (PALOP and CPLP countries). In terms of the interventions sustainability the country is now also able to train cadres of current and future stakeholders in the electoral process: There are already a number of facilitators trained in BRIDGE who obtained their accreditation which ensures that future elections will also be free and transparent. This guarantees the capacity for electoral management bodies to remain high, and that elections for the position of Constitutional Court Justice will be held in line with international minimum requirements and standards for a democratic election.

-The capacity and competencies in the field of juvenile justice of public institutions and institutions of civil society (including CSOs, school staff and households) was enhanced through sensitization and training interventions on preventing drug abuse, addictive practices and crime.

-Key outputs under this outcome include the creation of 10 care centers for victims (CAV), providing training to enhance the skills set of police, justice sector staff of legal aid centres, and health care professionals to cater to the needs of victims, and inter-institutional coordination of instruments and mechanisms including emergency alert hotlines etc. The CAVs are integrated into the “Casas de Direito”, which capitalizes on existing resources and ensures continuity since the structure and services are physically embedded within the same compound, whereas related specific regulations were incorporated into the related overall legal framework which was revised, accordingly.

-In view of the activities’ early impact as well as sustainability, an example to be quoted is the National Police Academy which integrated a module on Gender and GBV in its curriculum and also now boasts a pool of 35 master trainers, or trainers of trainers for training cascades.

-In regards to legal plans and policies, a legal framework for the harmonization of policies and strategies on issues such as corruption, smuggling of migrants, money laundering and terrorist financing was supported through technical expertise allowing to introduce adequate legal instruments based on best international practices. Examples would be relevant strategies and integrated programs to combat drugs and crime; the National Plan to Combat Corruption, Money Laundering and Organized Crime; the Draft law on smuggling of migrants; the Act on money laundering and terrorist financing; the legal criminalization of trafficking and maritime piracy; the revision of the penal code and the criminal procedural code; training of judges and police; the introduction of the law on GBV etc. Support to anti-terrorism measures incl. the development of related legal instruments is also being provided following a specific request received from the Government.

-Forensic capacity of the Police was supported through major material support providing cutting edge laboratory equipment and technology in the fields of toxicology, ballistics, fingerprint technology and telephone interception which enable the Police to collect irrefutable evidence leading to the identification, apprehension and sentencing of criminal acts and elements. The Scientific Police Laboratory of Cape Verde (LPC-CV) has thus been able to embark on a process of gradually raising the quality of its toxicological analyses of substances, and is now approaching international standards as evidenced by the results of recent rounds of the UNODC International Collaborative Exercise (ICE) carried out in 2014 and 2015. This improvement indicates the positive impact of the LPC-CV’s sustained, regular participation in UNODC’s ICE as well as related investments made over the past few years to strengthen the brand’s capability through training and mentorship of dedicated staff and upgrading of the Gas Chromatograph equipment.

-Cabo Verde has up-to-date data on drug use prevalence in the general population and in secondary school settings thanks to the completion of two pioneer studies, viz.: 1) the Survey on the Prevalence of Psychoactive Substance Use in the General Population; and 2) the Survey on the Prevalence of Psychoactive Substance Use among secondary school settings. Preliminary data found that around 7.6% of Cape Verdeans aged between 15-64 have used an illicit substance at least once in their lifetime while alcohol (which is a licit drug in Cape Verde) seems to be the most used psychoactive substance among secondary school children, with a lifetime prevalence around 45.4%.

-Cabo Verde is making progress in implementing the provisions of the UN Convention against Corruption. In this sense, and within the scope of implementing the National Anti-Corruption Action Plan, the Ministry of Interior developed and launched its Plan of Integrity, the first of its kind at government level, with technical assistance by UNODC. The Plan, dedicated to the Ministry’s internal services and department, in particular the national police, will serve as management tool based on the principles of efficiency, effectiveness and accountability aimed at improving

organizational control and oversight and promoting an institutional culture based on ethics and integrity reflected in a zero tolerance approach vis-à-vis corruption.

-The UN-supported computer-based training programme (CBT) provided a sustainable self-guided learning solution for law enforcement capacity building in areas such as border control and Anti-Money-Laundering (AML). In 2014, an additional 127 officers, including 120 cadets aspiring to be national police officers and all 7 staff from Financial Intelligence Unit benefitted from this e-learning programme, increasing the total figure of beneficiaries to around 430, since the starting of its implementation in 2012. Another strategic intervention was support for the planning, implementation, monitoring and evaluation of an anti-TIP (trafficking in persons) project. The support started with an assessment mission in March 2014 on the criminal justice response to trafficking in persons and the smuggling of migrants. The assessment allowed to identify the ignorance of the offence of trafficking in persons among stakeholders who would be in a position of first responders to identify trafficked victims. Hence, related sensitization campaigns were identified as an entry point to address the issue.

-Through the implementation of the UNODC/UNICEF Joint Programme on Justice for Children started in 2013, substantial support was provided in the areas of i- establishing an integrated information system; ii- capacity building for stakeholders within the justice for children system; and iii.- the review of the existing legal framework.

-In support of the current National Integrated Programme (NIP) 2012-2016 and within the framework of international and regional policies defined by the UN and ECOWAS Conventions as well as bilateral cooperation agreements in force, a comprehensive legal and policy reform aiming at consolidating gains and filling gaps at all levels was launched with UN support. Major results of the mentioned reform were the criminalization of trafficking in persons, financing of terrorism and maritime piracy, within the scope of the latest revision of the country's criminal law (penal code) in effect since December 2015. In addition, a number of relevant laws are under revision and development, including the "drug law", and the organizational law of the Coordinating Commission against Drugs (CCCD); within the scope of juvenile justice reform, the gang law and the development process for a special regime criminal law applicable to youth aged between 16 and 21 years was also launched.

-UN efforts towards a comprehensive reform of the criminal justice system continue. Following a related request from the GoCV, the UN provided technical assistance in view of the social reintegration of adult inmates and former inmates as well as children in conflict with law, through the development of a policy and strategical framework on social reintegration in criminal matters.

-The UN supported the revision of the national legal framework to counter overall crime, and organized crime in particular, through intense advocacy work and technical assistance. These efforts were crowned by the successful revision of the penal code which came into effect in late 2015, with the new penal code criminalizing human trafficking and maritime piracy and raising the maximum prison sentence from 25 to 35 years.

-In the past years, the Cabo Verdean criminal justice system has shown capacity to prevent, detect, investigate, prosecute and sentence illicit trafficking and serious organized crime cases. Further to major drug seizures, the State managed to successfully prosecute and sentence a number of people for drug trafficking, criminal association, money-laundering and corruption. In addition, millions of Euros in cash and properties were recovered in favor of the State.⁹

⁹The seizure of 1.5 tons of cocaine in October 2011 and the apprehension of a network of individuals including their subsequent conviction, as well as the seizure of 518 Kg of cocaine by the judicial police in 2014, exemplifies the country's enhanced capacity to detect, investigate and sentence organized crime, including drug trafficking and, money-laundering and criminal association. Assets and proceeds of crime including real estate, bank accounts, company shares and vehicles were confiscated for the benefit of the State, including subsequent redistribution. A Fund for the Victims of Crimes, created in 2015 based on UN support providing the concept, redistributes financial

-In the meantime, recent developments suggest that organized crime networks and actors are trying to reverse the dynamics by attempting an unprecedented backlash in the form of unleashing a strategy of acts of vengeance and reprisal directed at the agents and institutions upholding the rule of law. While the government reaffirmed its commitment to fight organized crime, it has also been calling for the support from its development partners, including national stakeholders and the international community in order to provide an effective response to this national security threat.¹⁰

-Relevant studies and researches were produced by or through support of the UN, including a study on crime at urban beaches (2012 and 2013); a pioneering study into the prevalence of Psychoactive Substance Usage in the General Population and in Schools (2013); analyses and assessments of terrorism threats, how to reduce the demand and abuse of drugs, and prospective studies looking into the issue of how to enhance the coordination and institutional cooperation linking national development strategies and programmes to regional or international programs.

-In conclusion, the investments made in terms of training resulted in strengthening the criminal justice system and the capacity of the criminal justice system actors in the detection, investigation, prosecution and adjudication of serious organized and transnational crime, including drug trafficking, corruption, money laundering and terrorist financing; and the capacity of Cape Verdean law enforcement agencies to uphold human rights was enhanced as a result of an awareness-raising and capacity building intervention promoted by the Ministry of Interior in cooperation with the Ministry of Justice, with the technical assistance of UNODC in partnership with OHCHR.

-The creation of the JAITF at the International Airport of Praia and the specialization of the law enforcement agencies resulted in improved control of illicit traffic of drugs in the country, with airports producing significant seizures of drugs including so-called “mules” or couriers who, as one particularly dangerous method of concealing drugs, swallow them and transport them in their intestines.

-Outcome 2.3 (“The dialogue and participation of different social actors and citizens in the development process, particularly young people and women, are guaranteed”) consists of Output 2.3.1 “The capacity of civil society and the media are reinforced for their participation in the electoral process and in key national development processes, including monitoring of MDGs progress, international commitments on human rights, implementation of the DECRP and the State-citizen engagement is strengthened to achieve responsive governance and accountability”; and Output 2.3.2. “Institutional capacities to ensure increased quality and citizens’ participation are strengthened, contributing among other to the recognition, expansion and consolidation of the national volunteering”.

-The outcome is aligned with and thus contributes to the national priorities “ensuring sustainable territorial development, inclusive and promoting fairness, and competitiveness and inter-generational solidarity. Activities under the outcome’s outputs included resulted in strengthening the skills of organizations that promote volunteering; capacity building training of civil society to participate more actively in the electoral process, including electoral observance and electoral civic education; participation of citizens and of civil society in the reporting on human rights and gender equality.

resources such as seized money, or revenue generated by the sale of seized movable property, or other goods and assets confiscated in favour of the State.

¹⁰Of strategic importance in this respect is the control of air space and the (maritime) borders, which can only be enforced through investments in hardware (border control by military vessels and/or speed boats that could match the hardware deployed by the traffickers), technology and related human resources. This is an area that has a huge interface with the protection of the environmental habitat and coastlines, fighting the trafficking of persons, maritime control to counter illegal fishing, and disaster preparedness and rapid response capacities. Also, given the required funding involved and in view of comparative advantages, this might be an area to be considered for a future joint initiative or programme, with donors (EU, US etc.) providing the hardware and the UN coming in with legal and capacity building support.

-In terms of gender specific activities under this outcome, the One Programme provided crucial support to strengthen women's participation in political capacities by means of special gender agendas, the establishment of a Women's coalition in policy, and strengthening of women's parliamentary capacity in planning, monitoring and evaluation of gender-sensitive budgets. It helped in creating a monitoring system of gender sensitive budgets (under ProPALOP); reflection events, dialogue and awareness creation with regard to calendar dates that mark the human rights of women. Moreover, participate youth capacities were also strengthened.

-The Cape Verdean democracy is characterized by poor citizen participation and low levels of political education, despite having a reasonable level of electoral participation. This is why the UN supported civic education to improve citizen participation in various areas including electoral, environmental, building governance decisions at the local level. For the elections the formation of civil society organizations was of great importance in order for them to be enabled to play their role in dispensing electoral civic education and fully participate in civic electoral observation. This enhanced the capacity of organized civil society to play its role of social control on the one hand and on the other to actively involve citizens, whether organized in CSOs or individually, in the development process. Last but not least, a plan of action for the elections was developed for civil society.

-Under this outcome, the UN supported the Government in reporting to the Human Rights Convention which effectively were used as self-assessment opportunities by and for the Government in terms of gauging the extent to which the country was complying with human rights standards in the penal corrections system, and respective measures and actions to be taken by the country to fully implement the human rights approach. Examples of reports produced by Government departments are the report on civil and political rights, the report on the economic, social and cultural rights, the report on the right of children etc., while further reports were already in the pipelines.

-The consolidation of the electoral system will have a great impact on the future of the nation both in the sense of sustained peace and social cohesion, fostering democracy and strengthening the country's development in the medium and long term.

Pillar 3 - REDUCTION OF DISPARITIES AND INEQUALITIES

-Overall, progress against stipulated output level deliverables is largely on track in that two outputs have been achieved with three still not having reached their respective targets. However, compared to the first two pillars, this one is slightly lagging behind in terms of degree of advancement: The two outcomes have both not yet fully been achieved while the third one was shifted to another pillar and has thus not been informed. Among the output indicators, nine have reached their target with five among them having even surpassed them in terms of progress and/or the time foreseen to reach them; and another seven not (yet) having reached the projected target but being mostly on track.

-Outcome 3.1 - *National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies* aligns with the government's national development priorities of: i. Modernization of the educational system, for higher quality and equity of development; ii. Improvement of conditions and labor relations; iii. Improving the coverage of the social protection system; iv. Housing, land management and urban regeneration; v. Reorganization of the National Health Service guaranteeing sustainability; vi. Ensuring the training of young people and decent work.

-The outcome has two outputs, namely: Output 3.1.1 Institutions' capacities are strengthened for qualitative and quantitative information production highlighting the nature, extent, importance and distribution of social disparities and inequalities, in order to elaborate adequate policies (health, HIV-AIDS, education, employment, protection,

justice, habitat and informal settlements); and Output 3.1.2 Key sectorial policies are reviewed to decrease inequalities, including gender inequalities, in compliance with Human Rights standards.

-Outcome 3.1 is relevant to the extent that according to the constitution of the republic every citizen is entitled to social security cover. It is a right that must be guaranteed to all. While giant strides have been realized thanks to One Programme support, there remain challenges in this department. This state of affairs requires that over the coming years (and thus, the next UNDAF cycle) the UN follow through with additional support to the Government to consolidate the undertaking by completing and complementing the steps that were started under the current UNDAF cycle

-In terms of sustainability, both political and regulatory frameworks were strengthened namely through interventions under output 1, with the design of appropriate legislation having been supported through technical research and other expert inputs, all aiming at the general reduction of socio-economical disparities among the country's population, and a related leveling of the general rural-urban divide and any differences between the different islands. Upcoming poverty data that should be available around the end of 2016 will allow to properly gauge the extent to which such action has been fruitful, and to what extent related challenges still remain to be addressed.

-Further, the universal vaccination programme was provided with a dedicated state budget line, which cements its status and ensures adequate funding for years to come. The UN provided technical support in the conceptualization and design phase of this initiative.

-Similarly, an on-going process of gradual integration into the state budget has been triggered in other sectors than the health sector, which can also be linked to social disparities. An example would be the area of social protection where relevant institutions were strengthened in identifying gaps and defining political measures for the reduction of disparities through studies aiming at identifying existing gaps and challenges, underlying patterns and dynamics etc. that will allow to design appropriate and pertinent social protection mechanisms that would then become funded through stable and secure funding support thanks to dedicated budget lines.

-A significant (at least indirect) effect or early impact of UN actions is the increase in the percentage of social pensioners who are now benefitting from a more transparent and reliable system of allocating social pensions. Furthermore, UN interventions resulted in garnering strong commitment as well as political, legal and institutional engagement for eliminating hazardous child labor, culminating in the ratification of pertinent conventions and treaties and their integration into the national legal canon. For instance, a national plan to combat child labor was adopted by the Council of Ministers and a related list of what kind of activities constitute hazardous child labor that need to be eradicated since henceforth officially banned, was validated and ratified by the National Assembly.

-Outcome 3.2 - *Centralized, decentralized and local Institutions provide equitable and qualitative services* consists of three outputs, namely: Output 3.2.1 Institutional capacities are strengthened for quality services provision and promotion of interventions based on rights, in particular regarding health, education, justice and employment; Output 3.2.2 Intersectoral response capacities are strengthened on rights to sexual and reproductive health, especially for women and young girls; and Output 3.2.3 Institutional capacities of key actors are strengthened for a multisectoral response to STDs/HIV-Aids, tuberculosis and drug abuse implemented, focusing on populations most at risk and vulnerable.

-This outcome has a strong focus on the well-being of people afflicted by severe illnesses acutely or latently affecting their quality of life, and, in the worst cases, their very survival. It focuses, i.a., on ensuring the survival of children and the reduction of the transmission or spread of epidemics and preventable diseases through vaccination campaigns and/or services. An important related example is the program for the elimination of the vertical mother-to-child transmission of HIV-Aids.

-There is a national consensus to improve the living conditions of populations. This includes a reduction of infant morbidity and mortality; vaccination campaigns (against poliomyelitis and other dangerous mass diseases) as part of the respective global strategies to globally eradicate those diseases; universal access to health services guaranteed to all children without discrimination by gender or socio-economic conditions; immunization of the population under five years to prevent communicable diseases; the Expanded Programme on Immunization (EPI); the gradual integration of sustained procurement of contraceptives (to be handed out for free among target groups) into the Ministry of Health's budget; the goal of achieving universal coverage of HIV-free children of HIV-positive mothers; the intended signing of a National Health Pact among institutional and other stakeholders.

-Under this outcome, the skills and knowledge of 122 health professionals (73 women and 49 men) on all islands were improved to ensure the provision of appropriate responses to GBV victims. Further trainings of health care specialists were carried out in the following fields: i) Obstetrics and neo-natal urgent care targeting maternal and neo-natal mortality ; ii) primary health care targeting the specific needs of adolescents and youth ; iii) vaccinations and quality assurance of vaccines; iv) logistical management (transport, handling, storage etc.) of medical drugs and health care products; etc.

-Progress made in regard to community-based integrated response and treatment centers for drug users (ERID - «Espaço de Respostas Integradas às Dependências») which were introduced in 2015 demonstrates the importance of improving capacity related to, as well as increasing access to, cost-effective drug dependency treatment services within the country.

-Furthermore, two treatment Units (a psychosocial support space and the drug-free Unit) were established and became operational, at the Central Prison in Praia. The Drug Free Unit received 14 drug user inmates (all male) who were directed towards a residential treatment programme. The psychosocial Unit (outpatient service) received 78 DU inmates (77 men and 1 woman). In addition, in the screening phase were 20 inmates DU participating in awareness groups.

-Since the opening of a pilot center a strong increase in demand for treatment services was registered by drug users and their families. During 2015, the ERID center received around 194 patients (including 171 male and 23 female drug users). 16.6% of those cases have been referred to the therapeutic community.

-Nation-wide, 45 health professionals including physicians, nurses, psychologists, and social assistants benefited from a training on the treatment of drug dependencies based on evidence highlighting the importance of an integrated community-based approach. The technical Teams of the ERID One Stop Centre and Prison Units were successfully trained on Volume B of the Treanet package as well as on the application of related screening instruments. Clinical management tools (a draft treatment structure and protocol; and draft clinical governance guidelines and recommendations) for the One Stop Center were developed and introduced. Further, a series of training sessions on Drug Community-Based Treatment and Care Services for Drug Users and on the One Stop Shop approach took place for around 70 NGOs and CBOs representatives, in view of fostering the sustainability and chances for an (early) impact of the intervention.

-Thanks to the specialized training, the ERID and Prison technical teams are now better prepared in applying the screening tools as well in the basic strategies and techniques of drug dependence treatment counseling.

-Trainings of community leaders and members of the anti-drug coalitions, allowed for creating more awareness among civil society about the importance of a comprehensive drug dependence treatment, and better understanding of the relevance of an integrated approach at community level, which shows the interface with related crime fighting and drug abuse-related activities under the second pillar. Also, a consolidated programme of care and treatment was

established in the Capital's central prison with the opening and functioning of the Drug-free Unit including a psycho-social support space.

-The development of Community-based services for drug users will need to be expanded based on local priorities relevant to the Cabo Verdean context. The implementation of this programme should be guided by the UNODC-WHO Principles of Drug Dependence Treatment. In the near future, an articulated and integrated program between the different structures will need to be introduced by implementing the treatment protocol and the clinical management tool.

Outcome 3.3 - The most vulnerable populations, particular youth and women, request and use quality service aligns with the following national development priorities: Modernization of the educational system, for higher quality and equity of development; Improvement of conditions and labor relations; Ensuring the training of young people and decent work; Improving the coverage of the social protection system; Reorganization of the National Health Service guaranteeing sustainability; Housing, land management and urban regeneration.

-Its only output (Output 3.3.1 Communities' capacities, especially of the most vulnerable, are enhanced around the adoption of essential practices promoting inclusive social development, participation and social ownership, and increased demand for essential social services) and thus, the entire outcome, were basically shifted to the third outcome of pillar 2, and merged into its first output, after it became clear that the activities needed to be jointly conducted with interventions under the other pillar. This of course further increased the relative volume and bulk of the second pillar, in this case at the detriment of pillar 3.

-Related key activities included the sensitization about the GBV law targeting communities in all the municipalities of Cabo Verde, with a total of 126 IEC sessions on SR Rights, IG and GBV; the dissemination of Support for Victims Services, which involved 2428 young people (53% male and 47% female); and the launch of three international campaigns in Cape Verde to promote human and gender rights ("UNITE", "HeforShe UN" and "Free & Equal" campaign).

Pillar 4 – ENVIRONMENTAL SUSTAINABILITY AND ADAPTATION TO CLIMATE CHANGE

-One of the three outcomes of pillar 4 has achieved its targets whereas the two others haven't done so, yet. Four of the seven outputs have not yet been achieved, showing various degrees of advancement. Among the 25 output indicators, so far, 20 have achieved the final target (with three "over or early achievers") while the remaining five have not yet reached the projected target. While it is not impossible that at the end of the implementation cycle most outputs will finally have been by and large delivered in comparison to the other One Programme pillars, together with pillar 3 this is the pillar in which the most work still remains to be done.

-Outcome 4.1/"Institutions strengthen environmental governance and application of principles of sustainable development, climate change and disaster risk reduction in policies and development plans at central and local level" is aligned with national development priorities "Environmental integration strengthening the sectoral policies and regional and local development"; "Strengthening the development policy of the rural economy as an instrument for the settlement of populations within the country"; and "Orientation of urban policy to the issues of environmental sustainability and spatial integration".

-Related outputs comprise Output 4.1.1/The legal and regulatory framework, which promotes sound governance and environmental management, is revised to include key principles of sustainability, inclusiveness, adaptation and mitigation to climate change, in line with international treaties; Output 4.1.2/ Central and local capacities strengthened for the elaboration, implementation and M&E of plans and strategies for environmental management

and DRR sensitive to specific gender, youth and children's needs; and Output 4.1.3/Capacity strengthened for the development and implementation of green growth strategies based on renewable energies, energetic efficiency and efficient use of resources for a development based on low carbon emissions and cleaner production.

-In terms of its outcomes' relevance the pillar shows good alignment with the strategic and environmental policies (PRSP-III, PENS, PANA, PEDDA), the integration of climate change in the PRSP-III (PRSP-II evaluation in the environmental field), and vis-à-vis international initiatives or fora such as UNCBD, UNCCD, UNFCCC etc . Regarding MDPs (Maio, PN, Tarrafal, Rib. Grande, SA, Santa Cruz), among other interventions, the mapping of natural hazards (8 hazards identified in the contingency plan) contributing to the national Disaster Risk Management information system, a Post-Disaster Needs Assessment (Fogo), the on-going effort in view of elaborating the Third National Communication to UNFCCC, the sectoral inventory of Green House Gas emissions, and the alignment with the National Strategy for 100% Renewable Energy including the promotion of Small and Medium-scale renewable energy systems. The DRR-specific UNDAF component was designed to support delivery of the national DRR strategy and thus encompasses the legal framework, the capacity assessment and action plan.

-In terms of sustainability, as an example, it can be noted that relevant national institutions were trained to implement targeted policies to promote sustainable management of natural resources and protected areas. The effects of this support had repercussions well beyond the national boundaries given the global relevance of Cabo Verde biodiversity. In line with the pursued ecosystem based intervention paradigm, other modes of enhancing sustainability going beyond short trainings were pursued, e.g. the transfer of knowledge and technologies through a combination of training and institutional strengthening of the Directorate General for Energy, the multi-layered strategic approach to build resilience and adaptive capacity in the water sector (through the GEF and CIDA funded program of over 7 million USD during the UNDAF period), etc. Through capacity building initiatives, the GoCV was in a better position to engage vis-à-vis, and implement international environmental treaties and multilateral agreements such as the Montreal Convention, Stockholm Convention, UNFCCC, Minamata Convention, thus contributing to internationally coordinated environmental prevention and mitigation efforts.

-The development of a related legal framework and improved natural resource management including protected areas and species; more than 20 pilot projects of renewable energy of small and medium-scale dimensions implemented across 9 inhabited islands and the possibility of replicating them in other locations all have a bearing in the sense of a positive early, if not immediate, impact, since not only opening up avenues for future transformative change but also potentially already acting on the public's sensitivity and practices in terms of environmental protection and the role and function of renewable energies.

-Outcome 4.2 (Public and private organizations adopt a holistic approach of conservation and protection of threatened habitats and biodiversity, and sustainably manage natural resources for inclusive growth) aligns with the national development strategy "Promoting sustainable management of natural resources, ensuring the appreciation of nature and territory, the protection of biodiversity and landscape". Its sole output (4.2.1.) is "National institutions' capacities enhanced to design and implement strategies and action plans for the conservation of natural resources and biodiversity, and the rehabilitation of habitats and critical eco-systems".

-Considerable results achieved under this outcome include the consolidation of protected areas thus supporting Cape Verde's natural eco-system; the legal regularization and registration and subsequent operationalization of 26 new national Protected Areas (demarcation, management plan, ecotourism planning and business rules); sustainable conservation of marine and terrestrial biodiversity; national ownership and locally integrated management of protected areas; the elimination of invasive species; mitigating conflict between tourism development and the protection of critical habitats and biodiversity.

-The obvious immediate impact of demarcating protected natural areas is the reduction in, or even elimination of, the pressure and stress on the flora and fauna exerted by co-habitation with, or un-protectedness from, the human factor which might intentionally or inadvertently affect, harm or diminish the extant natural resources (by, wood-cutting, destroying, polluting etc.). While demarcation is mandatory and important for cadastral purpose, as the legal boundaries are gazetted, demarcation alone is clearly not sufficient. Rather, it is the social, economic and ecosystem inventory conducted on every island which are the most relevant for understanding the root cause of the environmental degradation and helping to establish clear norms and legal framework to govern the conservation of the natural environment while providing the opportunity for the resources to be sustainability exploited by local communities.

-The long-term impact of this outcome would be the safe guarding of the natural wealth of the archipelago, which is the strategic value and asset the island is already putting to economic use in the form of tourism. With the advent of the era of eco-tourism looming, the island will sooner or later resolutely also embrace this more sustainable variant of the tourism industry. The challenge will consist in finding a compromise between unbridled mass tourism and a light-foot print version of tourism that has a lighter carbon foot-print and reduces the pressure on limited natural resources including the islands' flora and fauna and natural habitats, sheer physical space, water, and energy. This might be an area where the UN (UNESCO, UNEP, UNDP etc.) could dramatically ramp up their country presence, in such areas as developing concepts for integrated cultural/natural tourism, a step change in accelerating the introduction of renewable energies from the current portfolio (mainly limited to solar, wind) to other energy sources such as tidal, potentially geo-thermic (the volcano of Fogo!), also biomass using fatty kitchen waste, fisheries waste, agro-industrial waste etc.

-Outcome 4.3 - Local communities and civil society have increased environmental advocacy capacity and develop, implement and evaluate community-based projects for sustainable management of natural resources shows alignment with the national priorities of "Enhanced information and environmental training".

-The outcome has the following three outputs: Output 4.3.1 Socio-economic empowerment of vulnerable populations, especially women and young, is enhanced through the promotion of innovative practices aiming for sustainable management of natural resources; Output 4.3.2 Local communities are better prepared and more resilient to deal with natural disasters and the effects of climate change; Output 4.3.3 Civil society's advocacy capacity is strengthened for a sustainable management of natural resources at community and national level.

-Relevant results achieved under the outcome include the increased articulation of communities in the appropriation and disclosure of environmental issues; the empowerment of civil society organizations in environmental management; the establishment of a small grants financing window for community associations; capacity building of NGOs dispensing environmental education; and the implementation of conservation projects.

-In terms of the sustainability of interventions under this outcome, one must refer to the model of the local advisory council. Through this consultative forum, local stakeholders agree on a sustainable management approach of the habitat. Other than this participatory approach to managing natural resources one can also mention capacity development in resource mobilization for measures and projects designed to protect the environment, and the development of public policies aimed at mobilizing the participation of local communities.¹¹

¹¹ However, others arrangements exist under the Directorate of Environment and its representation on each island for an overall environmental conservation policy: Demonstration projects targeting rural infrastructure (i.e. reservoirs, dams, water pipes, wells, spring source improvements, etc.) are conducted with direct involvement of community associations, farmer's associations or NGOs, following guidelines of the Ministry of Rural Development. The UN has developed its own complementary set of criteria taking into account the project objectives and existing official guidelines. Hence, this approach is to be clearly separated from the Small Grants Program.

-A positive early impact of this outcome is the effective and dynamic involvement of communities in the practical, on-the-ground management of natural resources and related strategic decision-making.

-Together with the second outcome, this outcome in many ways represents the seed for the future generation of integrated economic planning, combining elements of economic development and growth with the notion of sustainability in the sense of protecting productive factors of the industrial production of goods and services, with the emphasis steadily shifting towards the latter due to the ever-growing economic importance of tourism for the nation's economy.

-The UN system would be well placed to help the national tourism agency to develop a novel formula of integrated tourism, linking creative industries with modules of "green-blue discovery, (active) exploration/adventure and cultural learning" (crioulo cultura and language, the heritage of buccaneers/corsairs, the cultural link with the Caribbean and Brazil etc.), traditional beach vacations and ecological learning.¹²

¹²Different modules would span across the areas of innovative economic pilot farms in the rural economy (aquaculture etc.), renewable energies, history and culture of the islands etc. Especially on the main island it would seem that, for the time being, the existing potential of "cultural & knowledge tourism" is immensely underdeveloped and barely being tapped into. This could build on FAO's important work in view of a blue growth/blue economy strategy and related work at the regional level by UNESCO; as well as the project "Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde" (PRODOC approved in 2015). Furthermore, there already exists a promising related concept paper prepared in 2016 ("Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth"/PIF).

Annex 10 - Filled Workshop Matrix on Pillar Result Relevance, Sustainability and Impact

Pilar 1: Crescimento inclusivo e redução da pobreza			
Prioridades Nacionais de Desenvolvimento <ul style="list-style-type: none"> ✓ Promoção e desenvolvimento do Sector Privado ✓ Regulação Económica e inserção dinâmica na economia mundial ✓ Internacionalização dos serviços e sua competitividade ✓ Desenvolvimento integrado do espaço rural ✓ Luta sustentável contra a insegurança alimentar e desnutrição ✓ Reforço do quadro institucional público pela coordenação e implementação das políticas de protecção social 			
	Relevance (... or importance and pertinence of the intended Outcome(s) in vertical results chain and amongst each other... gaps/coherence/synergies etc.)	Sustainability (... or chances of enduring continuation of related interventions, based on a holistic analysis of the scope, scale and nature of its related processes, inputs/activities; the mode of delivery; entry point(s); success re capacity building and addressing gender/human rights aspects; RBM/M&E; environmental friendliness; fundraising/financial aspects; selection of IPs, beneficiaries, geographical scope etc.)	Impact (... or evidence of early game-changing events that might trigger transformative change in terms of mid- to large-scale "revolution(s)" of perceptions, approaches, practices, behaviours)
Efeito 1.1: As políticas e programas nacionais de desenvolvimento e redução da pobreza apoiam a competitividade e um crescimento económico sustentável em favor das populações vulneráveis	Coerência com políticas e prioridades nacionais; Outcomes e outputs. Alinhamento com as principais prioridades espelhadas nos documentos de planificação estratégica do país, como o DCRP III, Programa do Governo e Políticas e Planos sectorais; assim como os compromissos internacionais do país, como o caso dos ODS e as convenções internacionais; Adaptação de metodologia de avaliação a meio percurso do UNDAF que reconfirma a pertinência dos outcomes e	Apropriação da parte nacional, enquanto co-líderes dos pilares e partes envolvidas em diferentes momentos do UNDAF;	Implementação de mecanismos e instâncias de governança que permitem a integração de novos actores (SCO e do sector privado), permitindo a participação da pluralidade na tomada de decisões;

	outputs do UNDAF com relação às prioridades do País; Apoio na formulação de documentos estratégicos e estudos no sector agrícola, com componente nutricional		
Efeito 1.2: O setor privado, especialmente as MPMEs (micro, pequenas e médias empresas) em áreas urbanas e rurais, tem um melhor acesso aos mercados, aos serviços de assistência técnica e financeira e aumenta a sua competitividade e contribuição ao crescimento e emprego decente	Apoio na criação do Sistema Nacional da qualidade e das estruturas para o funcionamento do Instituto de Qualidade	Transferência de conhecimentos e tecnologias (capacitação e reforço institucional) enquanto garantes de sustentabilidade	Contribuição para a criação de condições para que os Produtos made in Cabo Verde sejam certificados e exportados, com implicações a nível da melhoria da qualidade de novos produtos e aumento da competitividade dos mesmo, com implicações a nível de rendimento dos produtores/ famílias
Efeito 1.3: As populações mais vulneráveis, particularmente os jovens e as mulheres, no meio rural e urbano têm um melhor acesso ao emprego decente e aos programas de promoção da produção e da produtividade durável	<ul style="list-style-type: none"> • Desenvolvimento e institucionalização um programa curricular do empreendedorismo no Ensino Secundário; • Produção de evidências, estudos e análises em suporte às políticas nacionais e sectoriais • Integração da agricultura urbana e peri-urbana como estratégia de promoção de auto-emprego 	<p>Instituto Universitário da Educação capacitado para a replicação e multiplicação da formação para professores do ensino secundário: institucionalização do programa curricular do empreendedorismo.</p> <p>Estratégias implementadas (capacitação; comités de pilotagem e de coordenação; capacitação para produção local, ...)</p> <p>Intervenções têm em conta o gender balance (78% de beneficiários de capacitações, aconselhamento empresarial,)</p>	<p>18000 alunos frequentaram os cursos de empreendedorismo e 3404 (54% meninas) concluíram (potenciais empreendedores);</p> <p>Aumento de produtividade e redução de custos de alguns produtos alimentares (frutas e legumes), contribuindo para a segurança alimentar e nutricional;</p> <p>Aumento de # de mulheres produtoras e autónomas em alguns municípios da ilha do Fogo</p> <p>Dinamização da produção e compras locais para o abastecimento das cantinas escolares permitindo o aumento rendimento das</p>

	<ul style="list-style-type: none"> • Apoio na Reforma do Programa de Cantinas Escolares <p>Análise e estratégias relevantes para a elaboração de políticas de promoção de emprego e empregabilidade (Sector informal – contribuição para o PIB nacional; formação profissional);</p> <ul style="list-style-type: none"> • Instrumentos e dispositivos legais para a criação de carteiras e sistema de validação e certificação das competências profissionais • Reforço das capacidades técnicas (empregabilidade e regulação com o mercado do trabalho) • Apoio na formalização do micro-empresas e empreendedorismo 		<p>famílias e segurança alimentar e nutricional nas escolas com a introdução de frutas e legumes no menu escolar (inclusão das famílias na cadeia de abastecimento das cantinas escolares)</p> <p>O País tem disponível legislação para 5 carteiras profissionais na área do hotelaria, restauração e turismo;</p> <p>217 micro-empresários capacitados e centenas de kits distribuídos para implementar os negócios, gerando emprego e novos rendimentos para as famílias;</p> <p>Novas temáticas introduzidas relativamente à promoção do emprego, empreendedorismo e proteção social (economia verde; indústrias criativas; trabalho não remunerado e uso do tempo, ...);</p> <p>País dispõe de dados e estatísticas desagregadas (por região, por localidade, faixa etária...) resultantes de exercícios estatísticos, pesquisas e estudos enquanto evidências para políticas focalizadas (emprego; sector informal; formação profissional, ...)</p>
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PILAR 2 : Consolidação das instituições, democracia e cidadania

Prioridades Nacionais de Desenvolvimento

- ✓ Reforço da autoridade do Estado, das instituições democráticas, cidadania e participação na dinâmica de desenvolvimento do País;
- ✓ Reforço da qualidade da gestão e prestação de serviços e qualificação sustentável dos recursos humanos;
- ✓ Transformação do País em uma sociedade moderna do conhecimento, da inovação tecnológica e da governação integrada;
- ✓ Melhoria da regulação, supervisão, à qualidade e eficácia da justiça, da segurança jurídica e das transações económicas;
- ✓ Modernização da Administração Pública e melhoramento do clima empresarial;
- ✓ Modernização do sistema de gestão integrada dos recursos humanos na Administração Pública;
- ✓ Garantia do desenvolvimento territorial sustentável, inclusivo e promotor da equidade, da competitividade e da solidariedade inter-geracional

	Relevance (... or importance and pertinence of the intended Outcome(s) in vertical results chain and amongst each other... gaps/coherence/synergies etc.)	Sustainability (... or chances of enduring continuation of related interventions, based on a holistic analysis of the scope, scale and nature of its related processes, inputs/activities; the mode of delivery; entry point(s); success re capacity building and addressing gender/human rights aspects; RBM/M&E; environmental friendliness; fundraising/financial aspects; selection of IPs, beneficiaries, geographical scope etc.)	Impact (... or evidence of early game-changing events that might trigger transformative change in terms of mid-to large-scale “revolution(s)” of perceptions, approaches, practices, behaviours)
Efeito 2.1: As administrações nacionais e instituições de controlo são mais eficazes e eficientes no planeamento, implementação, seguimento e avaliação de um desenvolvimento equitativo	<p>- foi efectivamente conseguido o reforço das capacidades de vários sectores com mudanças registadas em termos estruturais no redimensionamento de políticas, estratégias e programas</p> <p>Exemplos: programa para a pequena infância e política educativa</p>		<p>PEQUENA INFANCIA:</p> <p>Les évidences qui ont été produit, nommement: “le Bilan des enfants à l’entrée de l’enseignement de base” et “étude sur les pratiques familiales”, ont permis une importante prise de decisão des autorités nationales en faveur d’un programme intégré pour le developpement de la petite enfance, en reconnaissant l’impact significatif que les acquisitions dans la periode des 0 à 6 ans jouent dans le developpement de l’individu dans toutes les autres phases de la vie.</p> <p>Le programme developpé par la suite et sur la base des epreuves et recommandations produits par ces analyses a donné base à la decisão prise par le gouvernement pour l’integration de l’enseignement du préscolaire dans la scolarité de base, au même temps que les interventions pour les 0 à 3 ans seront intégré dans le système de soin en création. Ces perspectives emmenent definitivement la petite enfance dans un niveau plus élevé, ce qui va porter des changements</p>

			<p>très positives dans la construction du capital humain du pays. Ces mesures vont apporter des impacts très importants sur la santé, la nutrition, la stimulation précoce des enfants, la scolarisation de qualité, au même temps qu'auront des implications très positives sur l'égalité de genres car permettent à la femme de avoir plus de temps et de conditions de travail, de mieux se positionner sur le marché de travail et même de mieux participer dans la vie du pays, y inclus sur la vie politique.</p> <p>Esses resultados assumem maior relevancia e sustentabilidade com a integração no sistema oficial, o que lhe dará base de duração para além deste ciclo do UNDAF.</p> <p>EDUCAÇÃO – POLITICA EDUCATIVA: As análises sobre a situação da Educação no país, evidenciaram as fragilidades do sistema educativo que pedem reestruturação e/ou melhoria, base sobre a qual foi construído o modelo de simulação financeira com os cenários que deram base à elaboração da nova Política Educativa integrada, na ótica do ciclo de vida. Para além da relevância inegável para a qualidade do sistema educativo, a relevância maior se deve ao fato de promover uma real integração da educação, desde o ensino pré-escolar até ao ensino superior, incluindo a</p>
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	<p>Criação do corpo nacional de voluntários</p> <p>Estudo sobre Uso do Tempo e Sistema Nacional de Cuidados;</p>	<p>Programa de Reinserção De Homens Arguidos de VBG é institucionalizado a nível do Ministério da Justiça e funciona em regime integrado do Sistema de Justiça;</p>	<p>formação profissional, ou seja desde a entrada da criança no sistema até sair par ao mercado de trabalho, numaotica de construçãoo capital humano e impacto sobre a qualidade de vida e a economia do país.</p> <p>Com a entrada em vigor da Lei VBG (2011), regista-se que o total de processos por VBG no Ministério Público em 2012-2013 correspondem a 6.5% do total dos processos. As informações colectadas indicam que a eficiência do Ministério Público na resolução dos processos de crimes de VBG, é superior à eficiência demonstrada na resolução de outros processos (dados do ano judicial 2012-2013). Registou-se ao longo dos últimos 4 anos judiciais a um aumento anual relativamente ao número de novos casos de VBG, assim como ao número absoluto de casos esolvidos (936 em 2011-2012, para 2567 em 2014-2015). Apesar deste impacto positivo no aumento do número absoluto de casos julgados, verifica-se um aumento de casos pendentes e que transitam de um ano para outro e por conseguinte a diminuição da proporção de casos resolvidos relativamente ao total de casos</p>
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		<p>A implementação do ECA deverá traduzir-se de maneira articulada e sistémica em termos de políticas, respostas concretas nas diversas áreas, nomeadamente na Saúde, Educação, Desporto, Cultura, lazer, Proteção, e também respeito pelos compromissos do Estado por força da ratificação das principais convenções e tratados internacionais no sector da infância. Trata-se de um instrumento cujos princípios e vastidão, permite uma resposta contínua e gradual na senda da promoção e proteção dos direitos da criança.</p>	<p>Com o ECA, ficaram definidos os direitos das crianças e adolescentes, a responsabilidade dos diferentes atores (Estado, família, Sociedade Civil) e os processos de restituição dos direitos violados que deverão ser instaurados contra todas as ameaças ou violações de direitos fundamentais da criança e do adolescente.</p>
	<p>Reforma legal e institucional em matéria da infância e adolescência: Essa reforma, que partiu de uma filosofia de base, culminou no Estatuto da Criança e do Adolescente (ECA), que é o documento que consagra os direitos da criança como prioridade absoluta, define as liberdades e garantias fundamentais e estabelece o respetivo sistema de proteção da criança e do adolescente; sistema eleitoral; orçamento programa/programação baseado em resultados; controle externo de despesas públicas; programa de transferência de rendimento; sistema de proteção social</p> <p>O reforço das acções no país, nomeadamente, a Elaboração de III estudos respectivos Planos de Acção sobre o AES; aprovação do Comité Pró-crianças e adolescentes; a revisão do CP e do CPP; a Linha Disque denúncia; o Guia educativo sobre a Violência e Abuso Sexual Contra Crianças e Adolescentes: Identificar, Prevenir e Combater; os 3</p>	<p>A aprovação no Conselho de Ministros e respectiva publicação do Plano de Acção Nacional de enfrentamento da Violência Sexual contra Crianças e Adolescentes no período de 2016-2019 será o reconhecimento dos esforços conjuntos de várias instituições para a prevenção e combate a este mal social. Na sua formatação, cada linha de acção foi desdobrada em actividades, responsáveis e cronograma, servindo de base para o processo de negociação prévia de compromissos denominado neste documento de pactuação.</p>	<p>No plano foram previstas linhas de acções em cinco eixos: i) participação de crianças e adolescentes, ii) prevenção, iii) mobilização, iv) atendimento e v) responsabilização. Além do mais, estão inscritos os seguintes princípios: Enfoque nos direitos humanos: consagra os direitos da criança e do adolescente ao desenvolvimento integral e construção da sua plena autonomia pessoal e cidadã; Abordagem de género: enfatiza a equidade a fim de reduzir as desigualdades entre meninas e meninos na promoção de igualdades de oportunidades e da não discriminação; Interesse superior da criança: abrange o fomento à participação de crianças e adolescentes e a</p>

	<p>Centros de Emergência Infantil; as campanhas realizadas, mormente por ONG's, têm permitido o aprofundamento do conhecimento/intervenção sobre o abuso e exploração sexual e têm permitido as instituições actuarem de forma mais articulada, constituindo assim numa mais-valia para o combate a este flagelo.</p>		<p>consideração de seus interesses legítimos, com prioridade, em cada linha de acção do Plano; Responsabilidade familiar e comunitária: envolve o cumprimento dos deveres das famílias, vizinhança e das comunidades no sentido de promover, proteger e restituir os direitos fundamentais de crianças e adolescentes; Intervenção transversal e integrada: implica mobilizar e articular as principais instâncias públicas e parceiros sociais para um trabalho integrado e descentralizado, a fim de tornar as acções do Plano mais efectivas e sustentáveis.</p>
	Sistema eleitoral	<p>O PNUD contribuiu fortemente no Sistema de Identificação e Autenticação Civil SNIAC para servir como base de dados eleitorais, na informatização do recenseamento e produção de cadernos eleitorais e na organização de transmissão de resultados. Os órgãos de gestão eleitoral estão capacitados para autonomamente organizarem eleições a qualquer momento graças ao apoio institucional do PNUD incluindo formações, troca de experiências e produção documental, troca de experiências e organizações de fóruns internacionais na temática no âmbito da cooperação Sul Sul entre os Países Africanos de Expressão Portuguesa e Timor Leste, PALOP e países da CPLP. O País tem condições para formar os atuais e futuros intervenientes nos processos eleitorais tendo já um número de facilitadores formados em BRIDGE já acreditados e garantir que as eleições sejam sempre livres e transparentes. A</p>	<p>O suporte do PNUD ao sistema eleitoral foi crucial para que o País exerça a sua democracia na tranquilidade e que as eleições sejam consideradas por todos como justas e transparentes. O normal e bom funcionamento do sistema eleitoral como peça chave do bom funcionamento do regime democrático cabo-verdiano. As intervenções do PNUD na área eleitoral tem um enorme impacto na vida do país, garantindo a paz e a coesão social duradouras. O PNUD é o único parceiro do Estado de Cabo Verde que tem apoiado o País de forma sistemática e sistémica na área eleitoral. Sem essa intervenção como contribuição ao esforço geral do</p>

	<p>orçamento programa/programação baseado em resultados (Elisabete);</p>	<p>sustentabilidade das intervenções do PNUD está na capacidade instalada para garantias eleitorais pelos órgãos de gestão eleitoral e pela Justiça eleitoral-Tribunal Constitucional.</p> <p>L'Administration Publique particulièrement le Ministère des Finances et les Ministères sectoriels sont plus capacités en leadership et planification suites aux diverses formations et assistance techniques. Le PNUD a formé plus de 250 cadres gestionnaires supérieurs de l'Administration Publique en gestion programme et basés sur les résultats et a fourni l'assistance technique pour l'élaboration des cadres logiques des programmes pour les Ministères. L'appui du PNUD doit continuer pour que le pays approfondisse la bonne gestion financière de l'Etat, de planification et budgétisation orienté vers les résultats. La bonne technique budgétaire adopté par l'Administration Publique est très important pour la durabilité de la bonne gestion financière pour le développement consistant du pays. La continuité de l'appui du PNUD est importante pour</p> <p>Les institutions de contrôle interne et externe comme Tribunal des Comptes, le Parlement et Inspections Générale des Finances sont plus performant en résultats des diverses formations, échanges d'expériences avec les institutions similaires des autres pays au sein de la CPLP se traduisant en plus de jugements de comptes par la Cour des Comptes ou plus d'inspections internes par l'Inspection Générale des Finances, le contrôle politique des dépenses publiques plus incisives par le Parlement, la réglementation plus qualitatif et contrôle des acquisitions publiques</p>	<p>País, certamente que as garantias que hoje o sistema eleitoral não seria o mesmo.</p> <p>En effet, l'introduction de la nouvelle approche de budget programme et basé sur les résultats dans une perspective de moyen terme a un impact très positif dans la gestion financière et programmatique de l'Etat. La nouvelle loi de planification permet déjà un encadrement différent du budget de l'Etat qui sera certainement approfondi avec l'approbation de la nouvelle loi cadre du budget de l'Etat par le Parlement, permettant ainsi en définitif la budgétisation pluriannuelle, encadrant les programmes.</p> <p>L'impact des interventions du PNUD dans le renforcement institutionnel des institutions de contrôle externe et interne sont visibles dans l'amélioration des contrôles financiers par le Tribunal des Comptes et Inspection General des Finances et politiques par le Parlement. La transparence dans la gestion financière de l'Etat a un impact très important pour le développement du Pays a moyen</p>
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	<p>Controle externo de despesas públicas; transversalização da abordagem de género no programa de governo e formação em OSG de DGPOGs</p> <p>Programa de transferência de rendimento ; sistema de proteção social ; aprofundamento do conhecimento/intervenção sobre o abuso e exploração sexual obs – fazer ligação com efeito 2;</p> <p>- M&E nas instituições *melhor uniformização e harmonização de mecanismos de controlo, planeamento, seguimento e avaliação com base nas estatísticas Exemplos: produção de estatísticas desagregadas; implementação do Observatório Nacional de Género (sistema de informação e monitorização dos indicadores de género em Cabo Verde)</p>	<p>de l'Administrations Publique par l'Agence de régulation des acquisitions publiques, ARAP. Ces support du PNUD ont contribué ainsi pour la crédibilisation de ces institutions qui se traduits par le bon positionnement du Cap Vert en matière de l'indice de perception de la corruption. Ces appuis permettent la durabilité de la transparence dans la gestion des dépenses et des recettes de l'Etat.</p>	<p>et long terme et important dans le contrôle de la corruption.</p>
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	<p>Obs: constata-se que os indicadores do efeito e mesmo de output não espelham suficientemente as contribuições/resultados</p> <p>O efeito 2.1 é demasiado vasto e poderia ser desdobrado em outros efeitos</p> <p>*a formulação dos outcomes e outputs dificultaram o enquadramento de alguns resultados importantes de várias agências;</p> <p>Plano Nacional de Combate à VBG II, Programa de Resinserção de Homens Arguidos de VBG, regulamentação da Lei VBG e implementação da Lei VBG; implementação de campanhas de advocacy contra a VBG e de promoção dos DH (HeForShe, Free&Equal, UniTE for EVAW, ...)</p>		
<p>Efeito 2.2: As instituições nacionais responsáveis pela segurança e a justiça garantem e promovem uma maior segurança e os direitos dos cidadãos, particularmente aos grupos mais vulneráveis</p>	<p>Obs: único efeito temático, muitas agências tiveram intervenções neste domínio não enquadrados neste efeito mas no efeito 2.1; Fazer análise vertical entre efeitos 2.1 & 2.2</p> <p>Exemplos: revisão do código penal e código do processo penal; formação dos magistrados e polícias; lei VBG;</p> <p>Finding: 1. instituições melhor preparadas para disseminação da informação e observância dos direitos dos cidadãos;</p> <p>Exemplos: formações sobre direitos humanos e sistematização de dados; prevenção da criminalidade</p>	<p>A Escola Nacional da Polícia integra no seu curriculum de formação de polícias o módulo de Género e VBG e dispõe de um pool de 35 formadores de formadores; Funcionamento dos CAV (Centros de Apoio às Vítimas) integrado nas Estruturas das Casas de Direito, capitaliza os recursos e garante a perenidade; as estruturas e serviços foram criadas no marco de regulamentos específicos e quadro legal adaptado/ actualizado;</p>	

	<p>2. Reforço das capacidades das instituições encarregues da prevenção e combate a criminalidade Exemplos: projecto escola segura (Manuel Cabral/PN); controle de fronteiras (MAI + PN); lei de estrangeiros; revisão da lei de lavagem de capitais; investigação criminal;</p> <p>Criação de 10 Centros de atendimento às Vitimas;Reforço das competências dos profissionais de atendimento específico às vitimas (profissionais saúde, CAV, Casas de Direitos, policia e profissionais justiça) e criação de instrumentos de articulação inter-institucional e de atendimentos específicos</p> <hr/> <p>1. No plano legal e de políticas:</p> <ul style="list-style-type: none"> • Harmonização de quadro legal, de políticas e estratégias em matérias como a corrupção, tráfico ilícito de migrantes, lavagem de capitais e financiamento do terrorismo com os instrumentos jurídicos e práticas internacionais. <p>- Estratégias e programas integrados de luta contra a droga e o crime; - Plano Nacional de combate à Corrupção, Lavagem de Capitais e Cime Organizado - Proposta de lei sobre tráfico ilícito de migrantes; - Lei sobre lavagem de capitais e financiamento do terrorismo - Criminalização do Tráfico de pessoas e pirataria marítima</p>	<hr/> <p>The National Integrated Programme (NIP) establishes the interventions under the Government's policy on the combat against drugs and crime covering the period 2012- 2016 within the framework of international and regional policies defined by the UN and ECOWAS Conventions as well as bilateral cooperation agreements in force;</p> <p>Within the framework of the current 2012-2016 NIP, a comprehensive legal and policy reform has been launched aiming at consolidating gains and filling gaps at all levels of intervention. Major results of the mentioned reform has been the criminalization of trafficking in persons, financing of terrorism and maritime piracy, within the scope of the latest revision of the country's criminal law (penal code) in effect since December 2015. In addition, a number of relevant laws are under revision and development, including the "drug law", and the organizational law of the Coordinating Commission against Drugs (CCCD); within the scope of juvenile justice reform, the gang law and the special regime criminal law applicable to youth</p>	
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	<p>Exemplos: revisão do código penal e código do processo penal; formação dos magistrados e polícias; lei VBG;</p> <p>Finding: 1. instituições melhor preparadas para disseminação da informação e observância dos direitos dos cidadãos;</p> <p>Exemplos: formações sobre direitos humanos e sistematização de dados; prevenção da criminalidade (MAI/Cila + ONUDC);</p> <p>2. No plano da Capacitação Institucional</p> <p>Reforço das capacidades das instituições encarregues da prevenção e combate a criminalidade</p> <p>Exemplos: projecto escola segura (Manuel Cabral/PN); Criação de Equipas conjuntas nos Portos e aeroportos do País – Célula Aeroportuária Antitráfico no Aeroporto Internacional da Praia</p> <p>controle de fronteiras (MAI + PN); lei de estrangeiros; revisão da lei de lavagem de capitais; investigação criminal;</p> <p>- Formação especializada dirigida aos polícias, e magistrados (judiciais e do ministério público) em matérias como policiamento de proximidade, Ética, Direitos Humanos, investigação criminal, lavagem de capitais, cooperação judiciária internacional, tráfico de pessoas e cibercrime;</p> <p>Reforço de capacidade da PJ em matéria forense com principais equipamentos de investigação nas áreas de toxicologia, balística, impressão digital e interceção telefónica</p> <p>Reforço de capacidade de controlo de fronteiras com recurso ao mecanismo de equipas conjuntas bem como formação e</p>	<p>aged between 16 and 21 years are also under development</p> <p>Upon request from the government, UNODC has provided its technical advice and inputs to the ongoing review of law on anti-money laundering and countering the financing of terrorism</p> <p>As a result of a consistent UNODC's awareness raising and advocacy towards a comprehensive reform of the criminal justice system including the social reintegration of adults inmates and former inmates as well as children in conflict with law, the GoCV has recently put its political will into action by requesting UNODC technical assistance in developing a policy and strategical framework on social reintegration in criminal matters</p> <p>As part of the implementation by Cabo Verde of the United Nations Convention Anti-Corruption Review Mechanism, and pursuant to Cabo Verde's self-evaluation completed in 2012, UNODC supported the country in starting the peer review process. In this sense, a delegation composed of experts from Malawi and Costa Rica, as well as from the UNODC, in its capacity as secretariat, engaged in working sessions with relevant national authorities</p> <p>Cape Verde is making progress in implementing the provisions of the UN Convention against Corruption. In this sense, and within the scope of implementing the National Anti-Corruption Action Plan, the Ministry of Interior has developed and launched its Plan of Integrity, the first of its kind at government level, with the technical assistance of UNODC. The Plan, dedicated to the Ministry's internal services and department, in particular the national police, will be another management tool based on the principles of efficiency, effectiveness and accountability aimed at improving organizational control and oversight and promoting an</p>	<p>National legal framework to counter overall crime and organized crime in particular has been enhanced with the approval by the parliament of the revised penal code late May, which came into effect on 10 December 2015. The new penal code criminalizes human trafficking and maritime piracy and raises maximum prison sentence from 25 to 35 years. These changes counted on UNODC's technical advice and intense advocacy.</p> <p>In the past years, the Cabo Verdean criminal justice system has shown capacity to prevent, detect, investigate, prosecute and sentence illicit trafficking</p>
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	<p>treinamento, através da aprendizagem eletrónica (CBT – ComputerBased Training)</p> <p>As competências das instituições pública e organizações da sociedade civil, incluindo OBCs, escolas e famílias em matéria de prevenção ao uso de drogas, dependências criminalidade;</p> <p>Reforço das competências dos serviços de aplicação da lei e da Sociedade Civil em matéria de Justiça Juvenil</p> <p>Criação de 10 Centros de atendimento às Vitimas;Reforço das competências dos profissionais de atendimento específico às vitimas (profissionais saúde, CAV, Casas de Direitos, policia e profissionais justiça) e criação de instrumentos de articulação inter-institucional e de atendimentos específicos</p> <p>3. No Plano de Pesquisa e Análises</p> <p>Estudos sobre Criminalidade Urbana na Praia (2012 e 2013) - Estudo pioneiro sobre Prevalência de Uso de Substâncias Psicoativas na População Geral e no Meio Escolar (2013)</p>	<p>anti-corruption institutional culture as well as ethics and integrity.</p> <p>In Cabo Verde, the UNODC's Computer Based (CBT) training programme has been a consistent training solution for law enforcement capacity building in areas such as border interdiction and Anti-Money-Laundering (AML). In 2014, an additional 127 officers, including 120 cadets aspiring to be national police officers and all 7 staff from Financial Intelligence Unit benefitted from this e-learning programme, increasing the total figure of beneficiaries to around 430, since the starting of its implementation in 2012</p> <p>National Capacity to prevent and combat Trafficking in Persons (TIP) in Cabo Verde has been enhanced as a result of UNODC response to the Government request for technical assistance in the planning, implementation, monitoring and evaluation of an anti-TIP project. In this context, UNODC conducted an assessment mission in March 2014 on the criminal justice response to trafficking in persons and the smuggling of migrants. One of the major findings of the assessment was the lack of understanding of the offence of trafficking in persons by many of the stakeholders who would be in a position of first responders to identify trafficked victims.</p> <p>The implementation UNODC/UNICEF joint programme on justice for children started in 2013 with the finalization and approval of the Annual Work Plan, which prioritized three main components, notably: i- the development of an integrated information system; ii- capacity building for stakeholders within the justice for children system; and review of legal framework. In this sense, two joint missions were fielded to the country including an assessment and capacity building mission held from late September to early October and another follow up mission held from late November to early, with the following results: mapping of the justice system in Cape Verde regarding children in contact with the law as an output of a workshop led by UNODC from</p>	<p>and serious organized crime cases. Further to major drug seizures, the State managed to successfully prosecute and sentence a number of people for drug trafficking, criminal association, money-laundering and corruption. In addition, millions of Euros in cash and properties were recovered in favor of the State . The criminals have been hit at the very heart of their business – their assets</p> <p>The final conviction made public on 28 March 2014 by the Supreme Court of Justice court of 10 out of the 15 formally prosecuted people involved in the 1.5 seizure of cocaine in October 2011 is a clear evidence of the country's acquired capacity to detect, investigate and sentence organized crime, including drug trafficking and, money-laundering and criminal association . Also legal entities were convicted to criminal fines, and proceeds of crime including real estate, bank accounts, company shares and vehicles were confiscated to the benefit of the State.Also, the Cabo Verdean judicial police made another big seizure of 518 Kg of cocaine, on the island of São. Vicente, in 2014.</p> <p>In the meantime, recent developments suggest that organized crime networks and actors are trying to reverse the context and by attempting to implement an unprecedented "terror strategy reprisal scheme " against the rule of law and institutional legitimacy. As a response, the government reaffirmed its commitment to fight organized crime, while calling for the support from its development partners, including national stakeholders and the</p>
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	<p>- Análises e avaliações do país em várias matérias, incluindo terrorismo, redução da demanda do uso e abuso de drogas, coordenação e cooperação institucional, no quadro da elaboração de estratégias e programas nacionais e regionais</p>	<p>3-5 December; introductory training on dealing with children in contact with the law delivered to the national stakeholders of justice for children system; and preliminary discussions on review of legal framework. Follow up activities have been duly identified .</p> <p>A Escola Nacional da Policia integra no seu curriculum de formação de policia o módulo de Género e VBG e dispõe de um pool de 35 formadores de formadores; Funcionamento dos CAV (Centros de Apoio às Vítimas) integrado nas Estruturas das Casas de Direito, capitaliza os recursos e garante a perenidade; as estruturas e serviços foram criadas no marco de regulamentos específicos e quadro legal adaptado/ actualizado;</p> <p>Os investimentos feitos em termos de capacitação resultaram no reforço do sistema de justiça criminal e das capacidades dos atores do sistema de justiça criminal na detecção, investigação, acusação e adjudicação da grande criminalidade organizada e transnacional, incluindo tráfico de drogas, corrupção, lavagem de capitais e financiamento do terrorismo.</p> <p>The capacity of Cabo Verdean law enforcement agencies on human rights has been enhanced as a result of an awareness-raising and capacity building intervention promoted by the Ministry of Interior in cooperation with the Ministry of Justice, with the technical assistance of UNODC in partnership with the OHCHR</p> <p>A criação da Célula Aeroportuária Anti tráfico no Aeroporto internacional da Praia e a especialização dos serviços de aplicação da lei resultaram em um controlo</p>	<p>international community in order to provide an effective response to this national security threat</p> <p>Created in 2015, the Fund for the Victims of Crimes by financial resources from revenue generated by the administration of movable property seized or confiscated in favour of the State.</p>
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<p>Efeito 2.3: O diálogo e a participação dos diferentes actores sociais e dos cidadãos no processo de desenvolvimento, particularmente dos jovens e das mulheres, são garantidos</p>	<p>Exemplo: reforço das competências das organizações promotoras de voluntariado; reforço das capacidades formação da sociedade civil para mais activa participação no processo eleitoral, nomeadamente observância eleitoral e educação cívica eleitoral; participação cidadã (CNDHC/Elizabete); participação da sociedade civil na elaboração de relatórios dos direitos humanos e género (CNDHC/Elizabete);</p> <p>Reforço de capacidades de participação de mulheres na política (agendas de género, criação de coligação de Mulheres na Política e reforço de capacidades mulheres parlamentares na planificação, seguimento e</p>	<p>A democracia cabo-verdiana é caracterizada com ainda deficiente participação cidadã e deficiente educação política, apesar de ter um nível de participação eleitoral razoável. O PNUD vem apoiando a educação cívica para a melhoria da participação dos cidadãos em várias áreas nomeadamente a eleitoral, a ambiental, na construção de decisões de governação a nível local. Para as eleições a formação das organizações da sociedade civil com o objetivo de participarem na educação cívica eleitoral e na observação cívica eleitoral foi de grande importância responsabilizando também a sociedade civil organizada no desempenho do seu papel de controlo social por um lado e por outro de fazer envolver ativamente os cidadãos, organizados em OSC ou individualmente, nos processos de desenvolvimento.</p>	<p>É de grande impacto a consolidação do sistema eleitoral para o futuro da Nação tanto para a garantia da paz e coesão social, a democracia e para o desenvolvimento do país a médio e longo prazo.</p>

	<p>avaliação de orçamentos sensíveis ao género); (Vanilde) e criação de sistema de monitorização de orçamentos sensíveis ao género (ProPALOP)</p> <p>Ações de reflexão, dialogo e sensibilização em datas que assinalam os direitos humanos das mulheres (Vanilde)</p>	<p>Na matéria eleitoral um plano de ação da sociedade civil foi elaborada num workshop. O PNUD tem apoiado fortemente nas formações, na organização de fóruns de diálogos, na publicação de documentos de comunicação especializados e na sensibilização geral da sociedade visando transformação social para o desenvolvimento sustentável</p> <p>O PNUD tem apoiado o Governo na elaboração de relatórios às Convenções de Direitos Humanos que têm constituído oportunidades de autoavaliação do Governo na realização de direitos humanos visando ações corretivas para a sustentabilidade de gestão do País com base na abordagem direitos humanos. Como exemplo de relatórios produzidos com o envolvimento dos departamentos Governamentais são o relatório sobre os direitos civis e políticos, o relatório sobre os direitos económicos, sociais e culturais, o relatório sobre o direito das crianças estando em preparação outros relatórios.</p>	
	<p>reforço de capacidades paricipativas juvenis</p>		

PILAR 3 : Redução das disparidades e desigualdades

Prioridades Nacionais de Desenvolvimento

- ✓ Modernização do sistema educacional, para uma maior qualidade e equidade do desenvolvimento
- ✓ Melhoria das Condições e das relações do trabalho
- ✓ Melhoria da cobertura do sistema de protecção social
- ✓ Alojamento, gestão fundiária e requalificação urbana
- ✓ Reorganização do serviço nacional de Saúde e garantida sua sustentabilidade

✓ Garantia da formação profissional dos jovens e dignificação do trabalho

	Relevance (... or importance and pertinence of the intended Outcome(s) in vertical results chain and amongst each other... gaps/coherence/synergies etc.)	Sustainability (... or chances of enduring continuation of related interventions, based on a holistic analysis of the scope, scale and nature of its related processes, inputs/activities; the mode of delivery; entry point(s); success re capacity building and addressing gender/human rights aspects; RBM/M&E; environmental friendliness; fundraising/financial aspects; selection of IPs, beneficiaries, geographical scope etc.)	Impact (... or evidence of early game-changing events that might trigger transformative change in terms of mid- to large-scale “revolution(s)” of perceptions, approaches, practices, behaviours)
Efeito 3.1: As instituições nacionais a nível central e local asseguram uma melhor integração da redução das disparidades e da promoção da equidade nas políticas e estratégias sectoriais e intersectoriais	Efeito é relevante na medida em que de acordo com a constituição da república cada cidadão tem direito a cobertura social. É um direito que deve ser garantido a todos. Ainda há desafios.	Quadro político, normativo/legislativo adequado/adaptado à redução das disparidades);	<p>Capacidade das instituições reforçadas na identificação das disparidades e na definição de medidas de políticas para a redução das disparidades (Ex: Estudos de potenciação social/ Financiamento sector saúde</p> <p>Aumento em x% da população beneficiária de pensão social</p> <p>Sistema de atribuição de pensões sociais mais transparente e fiável</p> <p>Compromisso/Engajamento político, jurídico e institucional que garantem a eliminação do trabalho infantil perigoso (Ratificação das convenções e dos tratados e sua integração ordem jurídica interna/Plano Nacional de luta contra o trabalho infantil aprovado pelo conselho de ministros/Lista dos trabalhosperigosos validada e ratificada pela Assembleia Nacional)</p>

<p>Efeito 3.2: As instituições centrais, desconcentradas e locais asseguram a prestação equitativas de serviços de qualidade</p>	<p>Relevante visando garantir uma atenção focalizada nas pessoas</p> <p>Relevante por garantir a sobrevivência das crianças e a redução das epidemias por doenças evitáveis pela vacinação</p> <p>Programa VIH relevante visando a eliminação da transmissão vertical do VIH (mae/filho)</p>	<p>Sustentabilidade do Programa Alargado de Vacinação no orçamento de estado</p> <p>Sustentabilidade gradual com a integração no orçamento de estado</p>	<p>Consenso nacional construído quanto à necessidade de aprofundar a descentralização para a melhoria das condições de vida das populações</p> <p>Morbi-mortalidade infantil reduzida</p> <p>Acesso universal garantido a todas as crianças sem discriminação de género ou condições socio-económica</p> <p>População menor de 5 anos imunizada pelas doenças evitáveis pela vacinação</p> <p>Programa Alargado de Vacinação (PAV) reforçada em matéria de gestão</p> <p>Compromisso político assumido e Acordo assinado pelo MS</p> <p>Assunção gradual da aquisição dos contraceptivos integrada no Orçamento do Ministério da Saúde</p> <p>97% das Crianças filhas de mães seropositivas livres de VIH</p> <p>Estas intervenções têm impacto na vida das pessoas, famílias, mãe e mulheres garantindo o bem estar das pessoas. (Pacto Nacional da Saúde é criado e assinado por múltiplos actores e parceiros ??)</p> <p>Reforçados os conhecimentos e capacidades de actuação de 122 profissionais de saúde</p>

			(73 mulheres e 49 homens) de todas as ilhas para respostas adaptadas às vítimas de VBG;
	<p>-----</p> <p>Operation since 2015 of the pilot initiative One-Stop-Center with the Portuguese named ERID- «Espaço de Respostas Integradas às Dependências» (The Space of Integrated Responses for Drug Users) . Since its opening, there has been a strong increase in demand from UD's and their families for treatment services at ERID</p> <p>Two treatment Units (a psychosocial support space and the drug-free Unit) have been established at the Central Prison in Praia and initiated its operation.</p> <p>The technical Teams of the ERID One Stop Shop Centre and Prison Units have been successfully trained on Volume B of the Treanet package as well as on the application of the screening instruments</p> <p>The clinical management tools (draft treatment structure and protocol; draft clinical governance guidelines and recommendations) for One Stop Center were developed</p> <p>Three (3) training Sessions on Drug Community-Based Treatment and Care Services for Drug Users and on the One Stop Shop approach took</p>	<p>Since the operation of ERID, there has been a strong increase in demand for treatment services at ERID. During 2015, the Center-ERID received around 194 patients UD (including 171 men and 23 women). 16.6% of those cases have been referred to the therapeutic community.</p> <p>The Drug Free Unit received 14 DU inmates (all male) who are in residential treatment programme. The psychosocial Unit (outpatient service) received 78 DU inmates (77 men and 1 woman); In addition, in the screening phase were 20 inmates DU participating in awareness groups</p> <p>Thanks to the specialized training, the ERID and Prison technical teams are now better prepared in applying the screening tools as well in the basic strategies and techniques of drug dependence treatment counseling</p>	<p>Progress made in regard to ERID- «Espaço de Respostas Integradas às Dependências», demonstrates the importance of community-based treatment centers in terms of successfully improving capacity as well as increasing access to cost-effective drug dependency treatment services within the country.</p> <p>. The trainings conducted, for community leaders and members of the anti-drug collisions, allowed more awareness of the civil society about the importance of a comprehensive drug dependence treatment, and better understanding of the relevance of integrated approach at community level. Also, a consolidated programme of care and treatment has been established in Central prison with the opening and functioning of the drug-free Unit and psychosocial support space/area. As requested by Cabo Verde Government • Community-based services for drug users will continue to be developed based on local priorities relevant to the Cabo Verdean context. The implementation of this programme will also be guided by the UNODC-WHO Principles of Drug Dependence Treatment</p> <p>Also, an articulated and integrated program between the different structures will be necessary by implementing the treatment protocol and the clinical management tool.</p>

	<p>place for around 70 NGOs and CBOs representatives</p> <p>45 health professionals , at national level, including physicians, nurses, psychologists, and social assistants benefited from a training on the treatment of drug dependencies based on evidence highlighting the importance of integrated community-based approach.</p>		
<p>Efeito 3.3: As populações mais vulneráveis, particularmente os jovens e as mulheres, exigem e utilizam serviços de qualidade</p>			<p>Disseminação comunitária da Lei VBG em todos os municípios de Cabo Verde;</p> <p>um total de 126 sessões IEC sobre Direitos SR, IG e VBG; divulgação dos serviços de Apoio às Vitimas, nas quais participaram 2428 jovens (53 % do sexo masculino e 47% do sexo feminino), abrangendo Santiago, São Vicente, e São Nicolau.</p> <p>Lançadas 3 campanhas internacionais em Cabo Verde, de promoção dos DH e IG (UNITE, HeforShe e UN Free & Equal)</p>

Pilar 4

Prioridades Nacionais de Desenvolvimento

- ✓ Promoção de uma gestão sustentável dos recursos naturais, garantindo a valorização da natureza e do território, a protecção da biodiversidade e da paisagem;
 - ✓ Reforço da integração do ambiente nas políticas sectoriais e de desenvolvimento regional e local;
 - ✓ Reforço da política de desenvolvimento da economia rural como um instrumento para a fixação das populações no interior do país ;
 - ✓ Reforço da informação e da formação ambiental;
 - ✓ Orientação da política urbana para as questões da sustentabilidade ambiental, elemento decisivo para a integração espacial, social e funcional do Território
 1. % da população com acesso à água potável (rural e urbano)
 2. % da população com acesso ao sistema de saneamento (rural e urbano)
- % da população morando em zonas a risco de catástrofes naturais

	Relevance (... or importance and pertinence of the intended Outcome(s) in vertical results chain and amongst each other... gaps/coherence/synergies etc.)	Sustainability (... or chances of enduring continuation of related interventions, based on a holistic analysis of the scope, scale and nature of its related processes, inputs/activities; the mode of delivery; entry point(s); success re capacity building and addressing gender/human rights aspects; RBM/M&E; environmental friendliness; fundraising/financial aspects; selection of IPs, beneficiaries, geographical scope etc.)	Impact (... or evidence of early game-changing events that might trigger transformative change in terms of mid- to large-scale “revolution(s)” of perceptions, approaches, practices, behaviours)
Efeito 4.1: As instituições reforçam a governação ambiental e integram os princípios de sustentabilidade ambiental, mudanças climáticas e redução dos riscos de desastres naturais nas políticas e programas de desenvolvimento nacional e local	<ul style="list-style-type: none"> • Bom Alinhamento com as estratégicas e políticas ambientais (DECRP-III, PENAS; PANA, PEDA) • Integração das mudanças climáticas no DECRP-III (Avaliação do DECRP-II no domínio ambiental) • Integração das mudanças climáticas nos PDMs (Maio, PN, Tarrafal, Rib. Grande SA, Santa Cruz) 	<ul style="list-style-type: none"> • Institucionais nacionais capacitadas para implementação de políticas direccionadas para a promoção de uma gestão sustentada dos recursos naturais • Escritórios insulares (ilha) para gestão das áreas protegidas • Transferência de conhecimentos e tecnologias(capacitação e reforço institucional) das instituiçõesnacionais (Direcção Geral de Energia) e regionais (ECREEE), bem como a consultores nacionais 	<ul style="list-style-type: none"> • Quadro legal e de gestão • Melhoria da gestão de espaços e espécies protegidos, e dos recursos naturais • Mais de 20 projetos piloto de Energias Renováveis de Pequena e Média dimensãoimplementados em 8 ilhas e com possibilidade de replicação em outras localidades

	<ul style="list-style-type: none"> • Mapeamento dos Perigos de Cabo Verde (8 perigos identificados no plano de Contingência) • Avaliação das necessidades pós-desastres (Fogo) • Alinhamento com Estratégia Nacional de 100% Energias Renováveis – Promoção do Mercado para Pequenos e Médios Sistemas de Energias Renováveis 	<ul style="list-style-type: none"> • Criação da capacidade nacional de manutenção dos equipamentos 	
<p>Efeito 4.2: As instituições públicas e privadas adotam uma abordagem holística de conservação e protecção dos habitats críticos e da biodiversidade, e utilizam de forma sustentável os recursos naturais para um crescimento inclusivo</p>	<ul style="list-style-type: none"> • Consolidação do sistema de áreas protegidas de Cabo Verde • Operacionalização de 26 novas áreas protegidas (delimitação, plano de gestão, plano ecoturismos, negocio e normativa) • Conservação sustentável da biodiversidade marinha e terrestre. 	<ul style="list-style-type: none"> • Apropriação nacional e local da gestão integrada das áreas protegidas • Eliminação de espécies invasoras • 	<ul style="list-style-type: none"> • Eliminação de conflitos entre desenvolvimento turismo e a protecção dos habitats críticos e biodiversidade • Áreas protegidas delimitadas e regulamentadas legalmente
<p>Efeito 4.3: As comunidades locais e a sociedade civil têm uma maior capacidade de advocacia ambiental e formulam, implementam e avaliam projetos comunitários de gestão durável dos recursos naturais</p>	<ul style="list-style-type: none"> • Participação das coletividades na apropriação e divulgação das temáticas ambientais. • Empoderamento das organizações da sociedade civil na gestão ambiental • Janela de financiamento através de Pequenas subvenções para associações comunitárias, ONGs, na promoção da educação ambiental, implementação de projetos de conservação. 	<ul style="list-style-type: none"> • Conselho consultivo local assegura abordagem participativa na gestão recursos natural • Capacidade de elaboração de projetos e mobilização de recursos • Políticas publicas direcionadas à mobilizar a participação das comunidades locais 	<ul style="list-style-type: none"> • Envolvimento efetivo e dinâmico das Comunidadesna tomada de decisões e na gestão dos recursos naturais.

Annex 11 - Selected Success stories (mini-case studies)

Pillar 1 - Inclusive growth and poverty reduction

Quality Infrastructure

UNIDO supported the implementation of the West Africa Quality Program for the improvement of the quality infrastructure of 16 West African states, including Cabo Verde, and contributed to strengthening value chains and increasing the competitiveness of enterprises in the region by implementing market standards and technical regulations for products to export. Cabo Verde is now better prepared to answer to the standards requirements of the World Trade Organization (WTO), Special Partnership with European Union and national food safety through state of art laboratories, inspections and traceability schemes. Through the Program, the National Quality System was defined and the National Institute of Quality Management was created.

Entrepreneurship in Secondary Schools

UNIDO has contributed to Cabo Verde's curriculum reform with the introduction of entrepreneurship teaching in general and technical secondary education. The program allowed the Government authorities to formulate their own curriculum with study programs, teacher guides, textbooks, monitoring and evaluation tools, evaluation guidelines and teacher training, including the teacher of teachers training. Young people learn to assess resources and identify opportunities in the context of community with a special emphasis in "Save, Innovate, Invest and Grow", they strengthen skills such as self-esteem, responsibility, creativity, planning, management, contributing for the creation of an entrepreneurial foundation for a dynamic and competitive private sector in Cabo Verde. In 2017, the Entrepreneurship Curricula Program will be implemented in all secondary schools in the 11th and 12th grades.

Pillar 2

From peace in home to peace in the community : «I know that from now on I will have no other situation of violence and I leave with advice to give. I learned to face and share my problems». So say two of the 36 male perpetrators of GBV who participated in the first pilot groups of the Program for the Rehabilitation of GBV men offenders, reflecting the results of an initiative launched in 2012. It is the first time Cabo Verde has an institutionalized program devoted entirely to work with GBV offenders, a program implemented by the Ministry of Justice, through its General Directorate of Prisons and Rehabilitation, with technical support from the ICIEG (national gender machinery) and technical and financial support from the UN (UN Women).

The generalization of the program involved several partnerships, including judges, public prosecutors, social workers within decentralized public services, NGOs, local authorities, with which MoUs are being signed. The innovative approach of the program results from a provision of the Special Law of GBV ("create the conditions necessary to promote recovery of the offender, including the implementation of psychological or psychiatric support, education and prevention of GBV programs". In addition to the immediate result (reduction of the re-incidence of GBV), some men who benefited from the program expressed motivation and availability to act as peer multipliers of their experience. Institutionally, it has contributed to strengthen capabilities for an integrated system of justice. The program is now institutionalized and integrated into the system of the MoJ, and is significantly contributing to the reduction of recidivism rates of GBV crimes, playing a key role in the prevention of violence, causing male perpetrators of these crimes to feel accountable for abusive behavior, modify their beliefs around gender roles and on the use of violence against women, and develop healthy relationship based on new personal and social skills.

-Several UN agencies supported the **creative sector** which has a direct link to tourism industry which is vital to the national economy. It is worth noting that in mid-2013, Cabo Verde was featured in the Global Aid for Trade Review in Geneva for its trade and creative sector strategy. This strategy was developed by Cabo Verde with UN support. Part of the case study included the impact of the first edition of the Atlantic Music Expo (AME) in Cabo Verde in 2013. AME

was partially financed by the UN, who viewed this opportunity as seed money to promote the creative sector for job creation among other donors. The participation of Cabo Verde at the Global Aid for Trade Review in Geneva and the success of AME increased significantly the interest of donors to fund interventions in the sector. Private sector sponsorship has also increased reflecting the importance of this sector to tourism and the local economy.

- The country has a Gender Equality Agenda, PNIG, approved by the Council of Minister. The elaboration of that important document was participative and strongly supported technically and financially by UNFPA and UNWOMEN. The document is in implementation and is a guide for public strategic policies for gender equality in Cape Verde. From 2012 to 2015, 2 pilot gender agendas were created involving women participating in politics. Praia and Calheta de Sao Miguel were the pilot municipalities. As a concrete result both municipalities have appropriated from the agendas to strengthen their local strategic plans in which regards to social and gender issues. In addition, 81 women involved in this process have created a coalition of women in politics of Santiago island. This group is becoming a very important partner in promoting women political participation in Cabo Verde, with relevant contribution to enhance the numbering of women in the parliament (from 21.8 in 2011 to 23.6 in 2016) and now an active voice in this pre-electoral context for the local elections. Representatives of this Coalition resulting from the gender agendas process are part of a recently created advocacy group working on a plan for the adoption of a parity law.

Pillar 3 - Reducing inequalities and disparities

-The new Civil Status Code has increased the percentage of children registered at the Civil Status, including: removing the presumption of the child's paternity son of a married woman, but lives in union with another partner (Article 100); allowing registration at birth in the hospital (Article 76), which is aligned with Article 28 of the Child Status and Adolescent - ECA (which was adopted in December 2013; decrease deadlines to complete the registration (Article 76), which increases to 15 days instead of 30; avoiding fraud, by the simultaneous registration of birth and death, when the baby dies at birth (Article 81) squarely answer to the "competence" land (Article 13), which states that the registration of the children can be at any point of the national territory, regardless of where the birth took place; allowing the registration of abandoned children (Articles 86 to 89), which is made compulsory by the Official of the Civil State. Furthermore, there are additional positive benefits, such as better planning of vaccination programs, better access to pre-school and basic education and development planning has improved. Finally this code has to respect the human rights of children, because everything about them is registered and they are not deprived of their rights and are assured their legal protection and inclusion sociale. En Indeed, when the facts of the lives of human beings are not registered, the people are deprived of their human rights

-A lot has been achieved in the context of the implementation of the GBV LAW project during the last 3 years through the EVAW Trust Fund of UNWOMEN and more. As examples and concrete indicators please consider the national launching and implementation of four global campaigns on fighting GBV and violence against women and girls: the HeforShe campaign that had as the national champion the President of the Republic (during 2015), the UNITE campaign in 2014 and the ORANGE campaign, linked to the 16 days of activism against women's discrimination. In addition, in December 2015 the UNFE campaign was launched in Praia by the UN and national partners. Its main goal is to combat violence against LGBT people and to promote LGBT' human rights and freedom and equality as elementary and universal rights for everyone. With UN support other national campaigns (communication outreach, tv spots, media programs, public debates, school' events...) have been created such as the VBGSOM, Homem que é Homem.

Pillar 4 - Environmental sustainability and climate change adaptation

Renewable Energy Systems: UNIDO has contributed to the development of a market for small to medium scale renewable energy systems in Cabo Verde through the implementation of demonstrative projects, consolidating a comprehensive legal and regulatory framework, reinforcing the national capacities in elaboration of technical and commercial feasibility studies, technology transfer of wind, solar and mixed renewable energies systems ensuring the local capacities for monitoring and maintenance and creating more awareness in the population regarding the use of renewable energies. With several demonstrative projects already in place, the project has also contribute for the reduction greenhouse gas emissions and to support sustainable development in Cabo Verde in line with national energy policy objectives of making the country less dependent on imported fossil fuels.

Annex 12 - List of Documents consulted (Selection)

N.B.: A range of external as well as UN-internal documents (UNCT documents such as annual reports, reports of strategic retreats, agency plans, sector policy and strategy documents etc.) that are not included in the list presented hereunder, have also served as a primary or secondary source of information for the evaluation.

- Anexo I à Revisão de Meio Percurso do Quadro de Assistência das Nações Unidas para o Desenvolvimento da República de Cabo Verde (2012-2016) - Recomendações Revisão Matriz de Resultados do UNDAF; 2014
- Cabo Verde 2014 One UN Annual Report; United Nations Cabo Verde ; 29 May 2015
- Cabo Verde 2015 Annual UN Country Results Report ; United Nations Cabo Verde; March 2016 (final narrative version, 31 March 2016)
- Cape Verde Delivering as One Annual Report 2012; United Nations Cape Verde; 31 May 2013
- Common Country Programme Document for Cape Verde, 2012-2016; UN Cape Verde; (2011?)
- DOCUMENTO DE ESTRATÉGIA DE CRESCIMENTO E REDUÇÃO DA POBREZA – II; MINISTÉRIO DAS FINANÇAS E ADMINISTRAÇÃO PÚBLICA; Direcção Geral do Planeamento; Maio 2008
- Estratégia de Crescimento e de Redução da Pobreza III (2012 – 2016) ; MINISTÉRIO DAS FINANÇAS E ADMINISTRAÇÃO PÚBLICA (Direcção Geral do Planeamento); Dezembro de 2012
- Indicadores dos Objectives de Desenvolvimento do Milénio; Relatório Metodológico; Instituto Nacional de Estatística; 2014
- Interim United Nations Development Assistance Framework Guidance ; United Nations Development Group; 23 May 2016
- Mulheres e Homens em Cabo Verde – Factos e Números 2016; Instituto Nacional de Estatística, Institute Caboverdiano para a Igualdade e Equidade de Género, ONU Mulheres; 2015
- Plan Cadre des Nations Unies pour l'Aide au Développement de la République du Cap Vert 2012 -2016 ; Ministério das Relações Exteriores & Nations Unies Cap Vert ; Version du 12 mars 2012
- Plano Operacional do UNDAF 2012-2016; Ministério das Relações Exteriores & Nações Unidas Cabo Verde ; 2012
- RELATÓRIO GLOBAL DE SEGUIMENTO DA EXECUÇÃO DA ESTRATÉGIA DE CRESCIMENTO E DE REDUÇÃO DA POBREZA DECRP III; MINISTÉRIO DAS FINANÇAS E ADMINISTRAÇÃO PÚBLICA (Direcção Geral do Planeamento) ; Abril 2013
- Relatório ODM Cabo Verde 2015 - Dados referentes ao ano de 2014 ; Instituto Nacional de Estatística; Praia, 18 de Julho de 2015
- RELATÓRIO PROGRESSO DE EXECUÇÃO - DOCUMENTO DE ESTRATÉGIA DE CRESCIMENTO E DE REDUÇÃO DA POBREZA ; DECRP III – 2012/2016 ; MINISTÉRIO DAS FINANÇAS E ADMINISTRAÇÃO PÚBLICA (Direcção Nacional do Planeamento) ; 2013
- Revisão de Meio Percurso do Quadro de Assistência das Nações Unidas para o Desenvolvimento da República de Cabo Verde (2012-2016); Nações Unidas Cabo Verde; Setembro de 2014
- THE REPUBLIC OF CAPE VERDE / JOINT IDA-IMF STAFF ADVISORY NOTE ON THE GROWTH AND POVERTY REDUCTION STRATEGY III (2012 - 2016); The World Bank; Report No. 84449-CV; January 23, 2014
- 40 Anos de Independência / 40 Anos a Informar por um Cabo Verde Próspero (5 de Julho de 1975-5 de Julho de 2015); Instituto Nacional de Estatística Cabo Verde ; 2015
- 2013 One UN Annual Report; United Nations Cabo Verde ; May 2014

TERMS OF REFERENCE

EVALUATION OF CABO VERDE'S (CPV)

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)

2012-2016

Type of contract: Individual Contract

Post level: International Consultant

Languages required: English and Portuguese; French an asset.

Duration of initial contract: 30th May to 15th July

Country: Praia, Cabo Verde

1. BACKGROUND

Cabo Verde is one of eight pilot countries originally identified for the implementation of the "Delivering as One" initiative, as part of the UN reform. Adopted in Cabo Verde in 2008, this initiative is based on five principles - one program, one budget, one leader, one voice and one office, the United Nations House. In this sense, the majority of UN operations in the country are part of one unique program, benefiting from the expertise and experience of a total of 19 resident and non-resident agencies, funds and programs serving the priorities identified jointly with the country's development actors.

Under the initiative "Delivering as One", the GoCV has decided to work with the United Nations system by capitalizing on the strengths and comparative advantages of the different members of the UN family, so as to increase the impact of the intervention of the United Nations system through more coherent programs, reduced transaction costs for both national partners also for the United Nations system.

The Cabo Verde United Nations Development Assistance Framework (UNDAF) for the 2012-2016 period, extended until end of 2017, is the response of the United Nations System (UNS) to national priorities as defined in the Documento Estrategico para o Crescimento e a Redução da Pobreza III (PRSP III), and through sectoral policies and programs.

The UNDAF 2012-2017 is the result of the UN reform at country level, to ensure a collective, coherent and integrated response to national priorities and is accompanied by a UNDAF Action Plan, which aims to operationalize the strategic UNDAF results. The UNDAF identifies a set of priorities aimed at contributing to the consolidation of a fair and integrated development of the country and based on the UN System's comparative advantages. These priorities are centered on four main results:

- 1 - Inclusive growth and poverty reduction;
- 2 - Consolidation of institutions, democracy and citizenship;
- 3 - Reducing inequalities and disparities;
- 4 - Environmental sustainability and adaptation to climate change.

The desired outcomes for each of these pillars are defined according to the following cross-cutting principles of the UN programming: results-based management, human rights-based approach, gender equality, environmental sustainability and capacity development. They reflect national priorities and are based on the comparative advantages of the UN System in Cabo Verde. In formulating these strategic outcomes, particular attention was given to the specific needs of vulnerable populations and in promoting equal opportunities for the acquisition of individual rights.

The Cabo Verde UNDAF (2012-2017) describes the different coordination and management bodies, namely: (i) the Delivering as One Steering Committee, comprised of the GoCV, the UN system in Cabo Verde and representatives of civil society, (ii) the UN Country Team, (iii) the Program Management Team (PMT) made of leaders and co-leaders of the pillar groups, the Office of the Resident Coordinator and head of the UNCT Thematic Working Groups, (iv) four pillar groups (results' groups) and (v) five cross-cutting working groups (Human Rights and Gender, Monitoring and Evaluation, Health and HIV-AIDS, Operations, and Communication). The government and the UN are involved in an ongoing active dialogue, based on the exchange of good practices and lessons learned, promoting integration of the two systems of monitoring and evaluation, as recommended by the Paris Declaration on Aid Effectiveness. Setting up effective and consistent monitoring and evaluation mechanisms was seen during the examination of the last One UN program as the priority of the GoCV.

It is in this overall context and framework that the Cabo Verde UNCT together with the Government decided to undertake an evaluation of the present UNDAF 2012-2017.

2. SCOPE OF WORK, RESPONSABILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK.

A. Purpose

The UN Development Group (UNDG) requires all UN country offices to undertake an evaluation of their respective UNDAF in the penultimate year of the programming cycle. To this end, the UN Evaluation Group (UNEG) in collaboration with UN Development Operations Coordination Office (DOCO) has issued guidance on the required Management Structure and Terms of Reference to ensure quality standards are maintained¹. The planned evaluation of the Cabo Verde UNDAF must observe the parameters of the UNEG/DOCO guidance, whilst ensuring an inclusive approach which involves stakeholder representatives in key decision-making processes. This is critical to ensure the Evaluation is nationally owned, encompasses topics of national interest and has application in the wider national sphere.

¹ <http://www.undg.org/docs/12720/UNDAF%20ToR%20Guidance%20OCT%2022%20Draft.pdf>

The purpose of the evaluation is twofold:

- i) **To support greater accountability of the UN to stakeholders** – by objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.
- ii) **To support learning** – the evaluation must provide clear recommendations for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations coordination at the country level. The UN, the GoCV and UNDAF international and national stakeholders should be able to learn from the process of documenting good practices and lessons learned which can then be shared with UN DOCO and used for the benefit of other countries.

B. Objectives

The evaluation of the Cabo Verde UNDAF has four key objectives:

1. **Assess the contribution made by the UN** through the UNDAF to national development priorities and results, including international and regional commitments on human rights and gender equality, through making judgements using evaluation criteria based on evidence.
2. **Identify the factors that have affected the UN's contribution**, identifying, understanding and explaining the enabling factors and bottlenecks that influenced this contribution (learning).
3. **Reach conclusions concerning the UN's contribution** across the scope being examined.

4. Provide actionable recommendations for improving the UN's contribution, especially for incorporation into the new UNDAF. These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation, including a review of the UNDAF management structure and processes to identify good practice going forward.

C. Scope

The UNDAF integrates the joint development assistance of the UN System in Cabo Verde, with a focus on building the capacity of the GoCV to undertake its responsibilities as the primary duty bearer as well as support to empower rights-holders to claim their rights. In response to national priorities, the UN in Cabo Verde supports the Government in four inter-linked and mutually reinforcing priority areas: Inclusive growth and poverty reduction; Consolidation of institutions, democracy and citizenship; Reduction of inequalities and disparities; Environmental sustainability and adaptation to climate change.

The evaluation will review delivery and achievement of results across all 12 programme Outcomes, contributed to by 17 UN Agencies. However, a number of agencies are undertaking programme/Outcome specific evaluations in early 2015, namely UNDP, UNFPA and UNICEF (CPPD Final Evaluation) as part of the Joint Office² and possibly other agencies, to which could also be added the conclusions and recommendations from the 2016 UNCT Gender Scorecard.

² In January 2006, in response to the Triennial Comprehensive Policy Review (TCPR) and ECOSOC the Executive Committee of the United Nations Development Group (UNDP, UNFPA, UNICEF and WFP) and the GoCV established a Joint Office for the United Nations Funds and Programmes in Cabo Verde. The primary objectives were to achieve a more coherent Programme delivery at the country level and to achieve a significant reduction in the administrative and procedural costs of the organizations to their national partners.

Therefore, rather than re-evaluating these areas, the evaluation will integrate existing analytical reviews and focus on those areas not already evaluated and build on the thematic evaluations, bringing all areas together under a common evaluation framework. In addition to this, the evaluation will build on the national review process of the PRSP. As the UNDAF is the primary document for supporting the Government national development plan, the consultant will be expected to work closely with the consultant(s) conducting the national review and collaborate and work jointly to reduce duplication of efforts (for example, share consultation meetings) with national and international stakeholders.

The evaluation should also include analysis of the mainstreaming of the five UN programming principles: human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) and examine DaO as an overall strategy.

D. Methodology

The evaluation should be a forward-looking strategic programmatic evaluation that assesses performance against the given programme framework and provide lessons learned for the next UNDAF. The UN contribution should be evaluated against national development outcomes contained in the results framework. As such, and in line with the UN System's mandate to promote national ownership and capacity development, the evaluation is country-led, with national partners, both within Government and civil society, co-determining what is to be evaluated, jointly assessing the quality of the evaluation and its application to the wider national sphere. The overall approach should be participatory and orientated towards learning how to jointly enhance development results at the strategic national level. The Evaluation should also be gender and human rights responsive and should conform to UNEG norms and standards for evaluations, as well as ethical guidelines. The

primary focus of the evaluation will be at the strategic Outcome level. As the assessment will be undertaken during the penultimate year of the UNDAF, it will not be a standard summative evaluation and will require some degree of anticipation in terms of the likelihood of Outcome delivery. The standard set of evaluation criteria across all UNDAF evaluations is to be used, namely:

i) **Relevance** - The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country's international and regional commitments, including on human rights³, and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men of all ages, young people, boys and girls and most vulnerable groups in the country. To what extent was the UNDAF informed by substantive human rights and gender analyses that identified underlying causes and barriers to Human Rights and Gender Equality?

3 Core human rights treaties, including International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, International Convention on the Elimination of All Forms of Discrimination, Convention to Eliminate All Forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, Convention on the Rights of Children etc.

ii) **Effectiveness** - The extent to which the UN contributed to, or is likely to contribute to, the outcomes defined in the UNDAF and to the degree to which were the results were equitably distributed among the targeted groups. To what extent was a human rights based approach and a gender mainstreaming strategy incorporated in the design and implementation of the UNDAF? Did the intervention contribute to empowerment of rights holders, especially women and young people, to claim and duty bearers to fulfil Human Rights and Gender Equality standards? The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

iii) **Efficiency** - The extent to which outcomes were achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.). The extent to which resource allocation took into account or prioritized most marginalized groups including women and girls. To what extent were adequate resources provided for integrating Human Rights and Gender Equality in the UNDAF?

iv) **Sustainability** - The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed. In particular, if the transition from developing *individual* capacity in the short-term to creating *institutional* capacity in the long-term has been made. The range of requirements should be considered, including creation of technical expertise, financial independence and mechanisms through which rights-holders may participate in and assert the fulfilment of their rights. To what extent did the UNDAF contribute to developing an enabling environment (including capacities of rights holders and duty bearers) and institutional changes to advance Human Rights and Gender Equality issues?

v) **Impact** – Assess the changes in the well-being of individuals, households and communities attributed to the UNDAF. Identify the changes that have occurred and provide accountability of the UN system. It will also provide feedback to help improve the design of the next UNDAF.

During assessment, using the above criteria, the evaluators should identify the various factors that can explain performance. Where these factors have been identified as UNDAF outcomes in their own right, they should be considered as both results and enabling factors. The evaluators must include reference to:

1. **UN Coordination and Value Addition of Delivering as One** - The extent to which UN Coordination and DaO created or encouraged synergies among agencies, optimal results and avoidance of duplication? The extent to which harmonization measures at the operational level contribute to improved efficiency and results? Factors that facilitated or adversely impacted upon implementation and commitment to the DaO approach.

2. **UN Programming Principles** - To what extent were the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development)

considered and mainstreamed in the chain of results? Were any shortcomings due to a failure to take account of programming principles during implementation? Were adequate resources (both agency specific and One UN Fund) allocated to enable the application and implementation of UNDAF programming principles and related results?

3. How well did the UN use its **partnerships** (with civil society/ private sector/ local government/ parliament/ national human rights institutions/ gender equality advocates/ international development partners) to improve performance? To what extent was the “active, free, and meaningful” participation of all stakeholders (in particular vulnerable groups including women and girls) ensured in the UNDAF process?

4. Did the UN undertake appropriate **risk analysis** and take appropriate actions to ensure that results to which it contributed are not lost?

5. **Responsiveness** - How adequately did the UN during planning and implementation of the UNDAF respond to changes in national priorities and to additional requests from national counterparts, as well as to shifts caused by major external factors and evolving country context (e.g. natural disaster, elections)?

6. To what extent did the UNDAF **Governance and Management Structures** promote or challenge delivery? Could outcome groups be better defined and operationalized in future?

The evaluation will not use a pre/post comparison design and, therefore, does not lend itself to specifically attributing effects to the UNDAF. The UNDAF evaluation should draw on a variety of data collection methods, including but not limited to:

- document review;
- semi-structured key stakeholder interviews;
- surveys;
- focus groups;
- outcome mapping; and,
- observational visits.

These should be identified based upon availability, logistical constraints (travel, costs, time, etc.) and ethical considerations. Data should be systematically disaggregated by sex, age, geographical region, and to the extent possible, other contextually-relevant markers of equity. It is anticipated that the inception report will include an evaluation matrix linking the data collection methods to the evaluation criteria and questions. Analysis should combine qualitative and quantitative tools, triangulating information sources and findings where possible for validation purposes.

E. Institutional Supervision

The ultimate ownership of the evaluation belongs to the UN Country Team, together with the GoCV. Three distinct groups will intervene in support of the UNDAF evaluation process:

- A UNDAF Task Team, composed of staff from the RC Office, resident and non-resident agencies (including gender and human rights advisory capacity) and direct national counterparts (National Direction of Planning and National Direction for Politic Affairs and Cooperation) will facilitate a day-to-day management of the UNDAF Evaluation process
- The Programme Management Team (PMT) will provide technical feedback at the different stage of the report production process.
- Final approval will be awarded by the UN Country Team (UNCT), in charge of the overall guidance and strategic oversight for the evaluation process, in close collaboration with key national stakeholders (e.g. through the Delivering as One Steering Committee) and development partners.

F. Report Requirements

The Consultant must prepare an inception report that operationalizes the design elements of the ToRs. The report should include the results of a desk review, description of evaluation methodology/ methodological approach, data collection plan, additional data collection tools and analysis methods, key informants, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. The report should also include an evaluability assessment, foreseen limitations and risks, and resource requirements. In addition, the inception report should propose a methodologic approach on how to ensure articulation of UNDAF Evaluation efforts with the concomitant Joint Office CCPD Evaluation process. To facilitate the development of the inception report a list of documents will be provided in to the evaluators. The PMT, with support from the UNDAF Task Team, will review and provide substantive comments to the report, before being formally approved by the UNCT. The Consultant must then proceed with data collection and analysis. This process should be made in close consultation with the UNDAF Task Team who will ensure coordination with the PMT and the UNCT. Preliminary findings should be presented to the PMT and UNCT. Based on their feedback, a final report should be produced, in accordance with UNEG Norms and Standards. Once the evaluation report has been validated by the UNCT and shared with main national partners, it will be made publicly available through posting on the UNDG and One UN Cabo Verde websites. The UNCT will develop a management response to the evaluation recommendations, including a timeframe and responsibilities for follow up. Lessons learned from the evaluation will be extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels, including for the formulation of the UNDAF successor document.

Key Deliverables	Payment schedule/amounts
Inception Report Includes detailed Evaluation Work Plan, Evaluation Matrix & Tools	3rd June 2016 20% of total value of contract (upon approval of report)
Draft Evaluation Report Max. 30 pages (English), including Executive Summary (5 pages), main conclusions, key lessons learned and key recommendations for the next UNDAF. To be assessed using UNEG Quality Checklist.	1st July 2016 40% of total value of contract (upon approval of report)
Final Evaluation Report Max. 30 pages (English) plus essential annexes and 2,500 word Executive Summary (submitted in hard and soft copy). To be assessed using UNEG Quality Checklist	15th July 2016 40% of total value of contract (upon approval of report)

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Education:

- Master's degree in International Development, Public Administration, Evaluation, Social Research or related field

Experience:

- Minimum 10 years' experience of conducting complex evaluations, including at least one UNDAF evaluation and one Gender Equality and Human Rights responsive evaluation.
- Extensive experience of qualitative and quantitative data collection and analysis methods.

- A strong record in designing and leading evaluations, using a wide range of evaluation approaches.
- Strong understanding of the United Nations system and UNDAF programming processes and procedures.
- Ability to assess the application of the five UN Programming Principles: human rights (the human rights-based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.
- Understanding of DaO principles and processes.
- Familiarity of national planning processes.
- Experience of the Cabo Verdean context is desirable.
- Strong management, communication, interview and writing skills.
- Excellent communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.

Skills:

- Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders;
- Excellent analytical skills;
- Excellent interviewing, facilitation and presentation skills; and
- Recruitment Qualifications;
- Ability to operate in a multicultural environment with political sensitivity and an ability to meet deadlines;
- Proficiency in English and Portuguese; French an asset

4. APPLICATION PROCEDURE & DOCUMENTS TO BE SUBMITTED

Interested individual consultants must submit the following documents/information to demonstrate their qualifications on or before **24th May 2016 at 15:30 hours, Cabo Verde time**, to the following email address: procurement@cv.jo.un.org and reference: **IC UNDAF Evaluation**.

The submission should include the following documents:

1. Technical Proposal - explaining why they are the most suitable for the work, providing a brief methodology on how they will approach and conduct the work, and highlighting their relevant work experience and skills for the assignment
2. A financial proposal (lump sum) including the fees, travel costs (in particular for missions, living allowance and others) considered inherent to the consulting. The financial proposal shall indicate the overall amount of the proposed all-inclusive (LUMPSUM), and shall be presented according to the breakdown costs as per template provided in Annex. The fees shall be set taking into account the level and degree of consultant's experience according to the United Nations standards and depending on the range they have adopted.
3. The consultant's Curriculum, mentioning detailed qualifications, experience and skills. UN P.11 form filled. References specified in P11 should be available and containing information for reference check, at least 3.
4. A letter confirming the interest and availability for the consultancy (Template for Confirmation of Interest and Submission of Financial Proposal).

Proposals must include all 4 (four) documents. Proposals not meeting this requirement will be rejected.

5. FINANCIAL PROPOSAL

Contracts based on all-inclusive lump sum:

The financial proposal shall specify a total and **all-inclusive lump sum** amount, and payment terms, around specific and measurable deliverables (qualitative and quantitative). The Financial proposal must include a breakdown of this lump sum amount (including all travel expenses, insurance, visa, per diems, and number of all anticipated consultant working days by the consultant).

Travel:

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station in Praia /repatriation travel.

6. EVALUATION CRITERIA

The award of the contract will be made to the consultant whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

- Technical Criteria weight: 70%
- Financial Criteria weight: 30%

Only candidate obtaining a minimum of **70 points** out of 100 points at the technical evaluation will be considered for the financial evaluation.

- Criteria A: Educational background (max 15 points)
- Criteria B: Practical previous experience conducting complex evaluations (max 30 points)
- Criteria C: Substantial professional knowledge and understanding of the United Nations system and UNDAF programming processes and procedures (max 20 points)
- Criteria D: Substantial professional knowledge of human rights, gender equality, environmental sustainability, results-based management, and capacity development (max 20 points)
- Criteria E: Management, communication, interview and writing skills (max 15 max points)
- The financial score for the financial proposal will be calculated in the following manner:
- $S_f = 100 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.
- (Total Financial Maximum points = 100 points);
- Total Score.

The technical score attained by each proposal will be used in determining the Total score as follows:

The weights given to the technical and financial proposals are: $T = 0.7$, $F = 0.3$

The Total score will be calculated by formula: $TS = T \times 0.7 + F \times 0.3$

- TS - Is the total score of the proposal under consideration;
- T - Is technical score of the proposal under consideration;
- F - Is financial score of the proposal under consideration.

ANNEX - UNEG ETHICAL CODE OF CONDUCT

Annex 14 - Evaluation Expert's Bio-Data

Craig Naumann specializes in applied social research, strategic planning and RBM/M&E. Since 2001, he has been working in the field of programme design/management, RBM and coordination for UNDP, UN DOCO, UN Women, WFP, UNV, Unicef, USAID and the EU, mostly in Africa and Asia. Previous evaluation assignments include the UNDP Tanzania 2011-2016, the UNDP CPAP DRC 2008-2012, UN Peace building Fund programmes (FCP Comoros, PBF-RoL Nepal) as well as specific projects (A2J JP Rwanda etc.). He gathered extensive hands-on DaO experience through previous assignments including as DaO Flagship JP Coordinator Ethiopia; Head RCO/SPA Comoros; and Strategic Planner UNDG-DOCO (DaO SOPs Guidance & HQ Plan of Action).