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**JOINT INDEPENDENT COMMON COUNTRY PROGRAMME EVALUATION:
CABO VERDE
ANNEXES**

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ANNEX 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP), the Evaluation Office of the United Nations International Children's Emergency Fund (UNICEF) and the Evaluation Office of the United Nations Population Fund (UNFPA) will jointly conduct a Common Country Programme Evaluation (CCPE) of the Cape Verde Common Country Programme to capture and demonstrate evaluative evidence of the joint office's contributions to development results at the country level, as well as the effectiveness of their organizations' strategy in facilitating and leveraging national effort for achieving development results. In Cape Verde, these three agencies operate under a Joint Office modality, which entails a single Common Country Programme Document (CCPD), delivered jointly by the three agencies.

The current Cabo Verde CCPD covers the period 2018-2022 and was approved during the first regular session of UNDP and UNFPA Board January 2018 and First Regular session of the UNICEF Board in February 2018. The country programme was developed in collaboration with development partners in support of the SDGs and aligned with the UNDAF 2018-2022.

The Programme components respond directly to strategic priorities of the National Strategic Plan (PEDS, Plano Estratégico de Desenvolvimento Sustentável, 2017-2021) highlighted in the social, economic and sovereignty pillars, and to UNDAF outcomes. The CCCPD 2018-2022 pursue four priorities, in support of government partners in achieving the SDGs.

2. NATIONAL CONTEXT

The Republic of Cape Verde consists of ten islands and several islets located in the Central Atlantic Ocean. The arable land covers only 10 percent of the territory¹. With an estimated population of 556,000 in 2020², Cape Verde's population is young, with 28.1 percent below 14 years old, and 26.2 percent between 10 and 24 years old³.

Despite its structural economic vulnerability due to its isolated and fragmented territory, Cape Verde presented a sound socio-economic performance during the last decade. In 2008, Cape Verde graduated from the least-developed country category becoming a middle-income country⁴. However, in the 2009-2015 period, the country's economic growth slowed down due to the global financial crisis⁵. Since 2016, Cape Verde's economy started to recover. In 2019, the country reached a gross national income per

¹ Country Brief, Cape Verde, FAO. <http://www.fao.org/giews/countrybrief/country.jsp?code=CPV>

² UN data, Cape Verde. <https://data.un.org/en/iso/cv.html>

³ World Population Dashboard, Cape Verde, UNFPA. <https://www.unfpa.org/data/world-population/CV>

⁴ Cape Verde, A Success Story, African Development Bank, 2012.

⁵ Cape Verde overview, The World Bank. <https://www.worldbank.org/en/country/caboverde/overview>

capita of \$3,527⁶, and was categorized in the medium human development category (ranked 126th out of 189 countries)⁷.

Cape Verde is a service-oriented economy with dependence on tourism, commerce, transport, and public services accounting for about three-fourth of its GDP. By virtue of its economic activity, Cape Verde achieved a real GDP growth at 5 percent in 2019⁸. Despite its economic strides, poverty, unemployment, insufficient economic diversification, foreign direct investment, and migrant's remittances constitute a challenge for the country. Approximately 30.3 percent of the population is poor, and 10.2 percent is extremely poor⁹. In 2020, unemployment was approximately 12 percent of the labour force¹⁰ affecting particularly young people (25.7 percent) and women (11.9 percent)¹¹. Also, in 2019 Cabo Verde has registered medium human development with a Human Development Index at 0.665 in 2019, a marginal increase from its value of 0.660 in 2017¹². Inequality has decreased according to the Gini index from 53 in 2001 to 42 in 2015¹³. Life expectancy is 73 years, the highest in Sub-Saharan Africa and on a par with Mauritius and Seychelles¹⁴.

Considering these challenges, the government is supporting micro, small, and medium enterprises, and promoting entrepreneurship through start-ups programs targeted to the youth and female population¹⁵. In addition, the government, implemented the Cape Verde's Strategic Plan for Sustainable Development (PEDS, 2017-2021) and the Ambition 2030 National Strategy, which aim to transform the country in an ocean-based circular economy in the Mid-Atlantic through the diversification of its economic activities and access of export markets¹⁶.

Women face additional challenges in the context of economic and social inequality, including gender stereotypes, poverty, violence, and political participation. The Gender Inequality Index ranks Cape Verde at the 89th position out of 162 countries¹⁷. In the 2020 Global Gender Gap Report, the country ranks 52 out of 153 countries¹⁸. Violence is a systemic issue in Cape Verde. Intimate partner violence, sexual harassment, feminicide, and trafficking of women and girls have been the main forms of violence in the last years. In addition, women in Cape Verde are politically underrepresented. In 2020, only 25 percent of seats were held by women in national parliaments¹⁹. In the field of health, for every 100,000 live

⁶ UN data, Per capita GNI at current prices (US \$), Cape Verde.

<http://data.un.org/Data.aspx?q=Cape+Verde&d=SNAAMA&f=grID%3A103%3BcurrID%3AUSD%3BpcFlag%3A1%3BcrID%3A132>

⁷ UNDP, Human Development Report, Human Development Index, 2019.

⁸ Cape Verde Economic Outlook, African Development Bank. <https://www.afdb.org/en/countries/west-africa/cabo-verde/cabo-verde-economic-outlook>

⁹ Institute of Statistics of Cabo Verde (INECV), Demographic projections 2010-2030, 2019

¹⁰ UN data, Cape Verde. <https://data.un.org/en/iso/cv.html>

¹¹ Country Office Annual Report 2019, Cape Verde, UNICEF. [https://www.unicef.org/about/annualreport/files/Cabo-Verde-2019-COAR\(1\).pdf](https://www.unicef.org/about/annualreport/files/Cabo-Verde-2019-COAR(1).pdf)

¹² <http://hdr.undp.org/en/indicators/137506>

¹³ The World Bank, Gini Index. <https://data.worldbank.org/indicator/SI.POV.GINI?locations=CV>

¹⁴ The World Bank, Life Expectancy. <https://data.worldbank.org/indicator/SP.DYN.LE00.IN?locations=CV-MU-SC>

¹⁵ Voluntary National Report on the Implementation of the 2030 Agenda for Sustainable Development, Cape Verde, June 2018.

¹⁶ Strategic Plan for Sustainable Development (PEDS, 2017-2021), Government of Cape Verde.

<https://caboverde.un.org/sites/default/files/2020-02/PEDS%202017-2021%20-%20Vers%C3%A3o%20Final.pdf>

¹⁷ UNDP, Human Development Report, Gender Inequality Index, 2019.

¹⁸ World Economic Forum, Global Gender Gap Report 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

¹⁹ Proportion of seats held by women in national parliaments, Cape Verde.

<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=CV>

births, 58 of women died from pregnancy related causes²⁰ and infant mortality was 13 in 2019²¹. The Cape Verdean population is young, with an average of 28.3 years in 2016²², highlighting the need to focus on adolescent and youth health, particularly sexual and reproductive health. Furthermore, social and regional inequalities persist in access to quality health services, including antenatal and perinatal care. In consideration of these issues, the government developed the National Gender Equality Plan (2019-2021) and the Gender Marker for the State Budget²³.

On 28 March 2020, owing to the outbreak of the COVID-19 pandemic, the government of Cabo Verde declared a State of Emergency, which decreed the cessation of all non-essential services, travel, gatherings, and schools. In light of the link of Cape Verde's economic development to globalization, the country is one of the most affected by the COVID-19 pandemic. Real GDP in 2020 is projected to decrease between 5 and 8 percent due to a 61.6 percent decline in tourism revenues, profit losses in fisheries, and passive manufacturing, transport, and logistics activities²⁴. Reduced private domestic investment, diminished foreign direct investment, and shrunk remittances have also hit the economy²⁵. As a result, it is estimated that the unemployment rate will increase to 19 percent, affecting mostly the informal sector and women²⁶. The government estimates that the country needs at least US\$150 million to overcome the effects of the pandemic²⁷. In this context, the government has appealed to the international community. The International Monetary Fund²⁸, the World Bank, and the European Union have responded to this appeal²⁹. The health sector has been vulnerable due to the shortage of medical staff and equipment. Cape Verde's current health expenditure is 5.2 percent of GDP close to Africa's average (5.3 percent)³⁰. A total of 13,897 confirmed cases, and 131 deaths were reported in the country by the end of January 2021³¹.

Given the disproportionate impact of the pandemic, the United Nations, the World Bank, the African Development Bank, and the European Union conducted a joint post-crisis needs assessment (PCNA+) in support to the government. The PCNA+, technically led by UNDP, built on the post-disaster needs assessment (PDNAs) framework and methodology adapted to a health crisis³². The PCNA+ provides an overview of the country context in the pre-COVID-19 stage, and presents findings, and preliminary conclusions and recommendations on the impact of the crisis. The findings under four pillars (economic, social, environmental, and governance) highlight the need to create a more resilient and inclusive

²⁰ UNDP, Human Development Report, Gender Inequality Index, 2019.

²¹ UN Inter-agency Group for Child Mortality Estimation, 2019. Number per thousand live births

²² Cape Verde Government and UN. UNDAF 2018-2022. https://cabo-verde.un.org/sites/default/files/2020-01/UNDAF_FINAL_En.pdf

²³ Cape Verde National Report, Beijing+25 on the implementation of the Beijing Declaration and Platform for Action, Republic of Cape Verde, Cape Verdean Institute for Gender Equality and Equity, April 2019.

²⁴ African Economic Outlook 2020 Supplement, Amid COVID-19, African Development Bank.

²⁵ Socioeconomic Impact Assessment, COVID-19 PCNA+, Phase 1, Government of Cape Verde, United Nations Cape Verde.

²⁶ Cape Verde, International Monetary Fund Country Report No. 20/297, November 2020

²⁷ UNDP Regional Bureau for Africa, Cape Verde, Support to the National Response to Contain the Impact of COVID-19

²⁸ International Monetary Fund, Cape Verde. <https://www.imf.org/en/News/Articles/2020/04/22/pr20184-cabo-verde-imf-exec-board-approves-us-32m-disbursement-to-address-the-covid19-pandemic>

²⁹ UNDP Cape Verde, Support to the National Response to Contain the Impact of COVID-19

³⁰ African Economic Outlook 2020 Supplement, Amid COVID-19, African Development Bank.

³¹ COVID-19 Dashboard, Government of Cape Verde, National Institute of Public Health, UNDP, 29 January 2021. <https://covid19.cv/>

³² Socioeconomic Impact Assessment, COVID-19 PCNA+, Phase 1, Government of Cape Verde, United Nations Cape Verde.

society to “Build Back Better” or “Build Forward” through institutional change, sustainable financing, decentralization, and sector diversification³³. The zero draft of the PCNA+ has been the basis for the country’s National Response and Recovery Plan, which includes a long-term vision and objectives aligned to the SDGs, and short and medium-term actions supported by the government, the United Nations, and the World Bank³⁴.

Cape Verde is a stable democracy with strong democratic institutions and public governance transparency³⁵. In 2016, the opposition *Movimento para Democracia* took government, after the 15-year government under the *Partido Africano da Independência de Cabo Verde*. The next elections will be held the first half of 2021³⁶. According to Transparency International’s 2019 Corruption Perceptions Index, Cape Verde scored 58 points/100 and ranked 41 out of 180 countries in 2019³⁷. The government has been pioneering electronic governance since 1990 to improve the efficiency of public services delivery to citizens and businesses³⁸. To advance its digitalization and increase its global connectivity, Cape Verde launched its Digital Strategy (EDCV) in 2019. On the other hand, coverage and quality of justice services for women, youth, and children are still inadequate³⁹. Decentralization is an important area due to Cape Verde’s territorial fragmentation. Decentralization through the regionalization of the PEDS and the Strategic Municipal Plans for Sustainable Development aims to ensure the participation of local stakeholders to achieve effective distribution of economic opportunities across the country⁴⁰.

Cape Verde is considered one of the world’s 11 most endangered marine biodiversity centres at a global level⁴¹. As a Small Island Development State (SIDS) with volcanic origin, Cape Verde presents a vulnerable environment system. The country is exposed to natural hazards, including extreme weather, floods, landslides, earthquakes, and volcanic eruptions⁴². In addition, climate change, rainfalls, droughts, and soil degradation negatively impact biodiversity, access to water, agriculture, food security, and nutrition. As a result, Cape Verde imports more than 80 percent of food products⁴³. Moreover, the availability, affordability, and sustainability of water and energy hinders socio-economic advancement⁴⁴. Considering these challenges, the government is transitioning to a blue economy, which constitutes a crosscutting and evolving economic development model for environmental preservation and resilience to climate change⁴⁵.

With regard to child health, a reduction in infant mortality from 24.9 (2008) to 15.8 (2017) can be

³³ Ibid.

³⁴ National Response and Recovery Plan, COVID-19, Government of Cape Verde, United Nations Cape Verde.

³⁵ Cape Verde Country Strategy Paper (2019-2024), the African Development Bank.

³⁶ Overview, The World Bank in Cape Verde. <https://www.worldbank.org/en/country/caboverde/overview>

³⁷ Transparency International the global coalition against corruption. <https://www.transparency.org/en/cpi/2019/index/cpv>

³⁸ Cape Verde, The Mid-Atlantic Gateway to the world’s economy, Techub CV Sector, The Government of Cape Verde.

<https://peds.gov.cv/caboverdef4dev/wp-content/uploads/2018/12/TECHUB-CV-Sector-web.pdf>

³⁹ Common Country Programme Document for Cape Verde (2018-2022)

⁴⁰ Cape Verde Economic Outlook, African Development Bank. <https://www.afdb.org/en/countries/west-africa/cabo-verde/cabo-verde-economic-outlook>

⁴¹ Cape Verde, Blue Bond Note, West Africa Coastal Areas Management Program, The World Bank, July 2020

⁴² Cape Verde Emergency Preparedness and Response Diagnostic: Building a Culture of Preparedness, The World Bank.

⁴³ Voluntary National Report on the Implementation of the 2030 Agenda for Sustainable Development, Cape Verde, June 2018.

⁴⁴ Common Country Programme Document for Cape Verde (2018-2022)

⁴⁵ Cape Verde, Blue Bond Note, West Africa Coastal Areas Management Program, The World Bank, July 2020

observed. Perinatal infections continue to be the main causes of infant mortality, followed by congenital, infectious and parasitic anomalies which also suffered slight increases in the period.

The reduction in mortality in the 0-1-year range is an advance because it is the major component in terms of infant mortality (under 5 years), accounting for about 85 percent of deaths in this age group, especially in rural areas. With this, there has been a great reduction in the probability of a 1-year old child dying before reaching the age of 5 in Cape Verde, with mortality between 0-5 years of age falling from 28.1 in 2008 to 17.0 in 2018.

On the other hand, maternal mortality has fluctuated over the years. It should be noted that the small population of the country does not allow for a better sizing of the data, considering the denominator per 100,000. The improvement in these mortality indicators is partly related to free access to prenatal and vaccination services.

In the area of malnutrition, Cape Verde has made considerable progress, reflected in the reduction of the acute malnutrition rate from 5.2 percent (2009) to 4.4 percent (2018) and chronic malnutrition from 13.3 percent (2009) to 11.0 percent (2018). Still, one of the biggest challenges facing children under 5 in the field of nutrition is the high prevalence of anaemia, which affects 43 percent of children.

In the 2019/2020 school year, due to the COVID19 pandemic, about 24,644 pre-school children, 83,499 primary and lower secondary and 28,543 upper secondary, a total of 136,686, 67,727 girls were not in school between March 24 and September 30. In the country's capital, Praia, the return to school took place only in November. The students had two trimesters with evaluation and the third had administrative evaluation.

The finalization of the Child and Adolescent Protection Policy document and its action plan (2020-2021), aligned with the CRC constitute an important result achieved in 2019 and the formulation of a new national action plan to prevent and fight against sexual violence (2021 – 2023) in 2020. The reinforcement of ICCA's and others child protection stakeholders' capacities continued in 2020.

3. COMMON PROGRAMME STRATEGY IN CAPE VERDE

Relations between the Government of Cape Verde and the United Nations system were formalized in 1975. Cape Verde became the first pilot Joint Office of UNDP, UNICEF, UNFPA in 2006. The Joint Office is a unique model for the integration of United Nations programmatic and operational activities in a small country context within the framework of United Nations reform, enabling each agency to build on and complement the others' strengths; it is uniquely positioned to respond to the challenges of 2030 Agenda implementation and the Common Country Programme would function under an established governance process that preserves the mandates/core issues of all participating agencies⁴⁶. The system put in place, thus ensures that each of the UNFPA, UNICEF and UNDP programme mandates are reflected in a single

⁴⁶ Country programme document for Cabo Verde, 2018-2022 : Executive Board of the United Nations Development Programme, of the United Nations Population Fund and of the United Nations Office for Project Services, Executive Board of the United Nations Children's Fund DP/FPA/OPS-ICEF/CCPD/2018/CPV/1

Programme document and ensures the host government has access to each agency's technical expertise and services⁴⁷.

The Joint Office, which is led by the UN Resident Coordinator, has one organizational structure that entails the activities and mandates of the three participating agencies (UNDP, UNFPA, and UNICEF), and operates with a set of business processes, rules and regulations under a "support agency" arrangement⁴⁸. It was agreed among the agencies that UNDP would provide administrative, financial, and programmatic rules and procedures to the Joint Office, creating economies of scale for the representation of the three agencies⁴⁹. UNDP also provides technical assistance to national partners and their agencies' counterparts on issues related to public administration, employment, governance, environment, and climate change⁵⁰. Meanwhile, UNFPA and UNICEF provides technical expertise in sexual and reproductive health, social protection, gender equality and women's empowerment, gender-based violence, education, and children rights⁵¹. Hence, the diverse range of activities and projects of the three agencies allows the Joint Office to address the needs of the vulnerable population including children, women, and youth.

Uniquely positioned to respond to the challenges of the 2030 Agenda implementation through the jointness and simplification of activities, the Joint Office has a single Common Country Programme Document (CCPD) that serves as the primary unit of accountability to the Executive Boards of the three agencies⁵². The CCPD, which reflects the mandates of each participating agency (UNDP, UNICEF, and UNFPA) is guided by the United Nations Development Assistance Framework (UNDAF) for the period 2018-2022 and is aligned with the agencies' strategic plans. The CCPD's governance process that preserves the mandates of all participating agencies, ensures that Cape Verde government has access to each agency's technical expertise and services⁵³.

The CCPD responds to the priorities of the Cape Verde's Strategic Plan for Sustainable Development (PEDS 2017-2021), which is fully aligned with the SDGs and reflect a "national approach, with a focus on specific local interventions in selected municipalities, and a lifecycle approach, with adolescents, youth and women as the primary target groups, together with children and their caregivers"⁵⁴.

The programme, as defined in the 2018-2022 CCPD, addresses five outcomes, structured around the following thematic areas⁵⁵:

⁴⁷ Summary Brief on the Cape Verde Joint Office model, United Nations Development Operations Coordination Office, March 2016

⁴⁸ Ibid

⁴⁹ Final Evaluation of the Common Country Programme Document from UNDP, UNFPA, and UNICEF, Cape Verde, Gesaworld S.A., 2016

⁵⁰ Ibid

⁵¹ Ibid.

⁵² Common Country Programme Document for Cape Verde (2018-2022)

⁵³ Summary Brief on the Cape Verde Joint Office model, United Nations Development Operations Coordination Office, March 2016

⁵⁴ CCPD para 19

⁵⁵ The Common Country Programme Document for Cape Verde (2018-2022) has 5 UNDAF Outcomes (1, 2, 3, 4.1, 4.2) included in the "Results and resources framework for Cabo Verde (2018-2022)" (pages 8-12 of this TOR) and 4 Programme Priorities: a) Sustainable development of human capital; b) Sustainable management of natural resources; c) Economic transformation and sustainable and inclusive growth; d) Governance, public policies, partnerships and justice (pages 5-6 of this TOR).

a) Sustainable development of human capital (SDGs 1, 3, 4, 5, 8, 10): The programme addresses multidimensional poverty and inequality following the “leave no one behind” principle. The programme promotes the use of and access to high-quality, gender-sensitive, integrated and complementary education, health, social, and children-protection services. The programme also focuses on enhancing national and local capacity to provide access and promote effective use of integrated and high-quality, gender-responsive sexual and reproductive health services, including comprehensive sexuality education for adolescents and youth. Further, the programme aims to strengthen the national health information system for maternal, child and adolescent health, including sexual and reproductive health.

b) Sustainable management of natural resources (SDGs 1, 2, 3, 6, 7, 9, 11, 12, 13, 14, 15): The programme focuses on implementing the national disaster-risk reduction strategy; enhancing institutional mechanisms and community capacities to implement best practices in climate-change adaptation and mitigation; and enforcing the integration of biodiversity conservation and supporting green and blue economic growth.

c) Economic transformation and sustainable and inclusive growth (SDGs 1, 2, 5, 8, 9, 10): The programme supports the development and implementation of gender-sensitive and child-centred policies and programmes that promote inclusiveness, economic growth, and the creation of decent jobs. The programme aims to generate disaggregated evidence through the in-depth analysis of population dynamics to inform public policy making including implications of harnessing the potential of its youthful population in driving the country’s development efforts.

d) Governance, public policies, partnerships and justice (SDGs 1, 5, 10, 16, 17): The programme focuses on enhancing the capacity of civil society and public administration to support the use of resources; promote citizen participation in governance processes, including young people and adolescents; combat gender inequalities and gender based violence; and improve the response of the justice system. Further, the program supports the integration of population dynamics and strategies to harness the demographic dividend into national and selected sectoral development.

The principal focus of the CCPD is to support the government in achieving the SDGs and it’s aligned with the principles of gender equality, human rights fulfilment, and “leaving no one behind”. The principal focus of the CCPD is to support the enabling policy environment with achieving the national priority goals, protect development gains and reduce risks that could affect their progress towards the SDGs. Cross-sectoral approaches to SDGs achievement, and enhanced planning, monitoring, and evaluation systems are emphasized in this programme. In terms of Sustainable Development Goals, the country programme 2018-2022 is expected to contribute to all SDGs in a “Delivering as one” context.

See table 1 below for budget and expenditures from 2018 – April 2021, by agency and by UNDAF outcome. See table in Annex 1 for the estimated resources for the four-years CCPD amounted to \$41,050,800. The data indicates that the Joint Office mobilized around 67 percent of the financial resources estimated to deliver the CCPD work program.

Table 1 – Budget and Expenditures 2018 – April 2021

Outcome	UNDP Budget	UNDP Expenditure	UNFPA Budget	UNFPA Expenditure	UNICEF Budget	UNICEF Expenditure	Total Budget	Total Expenditure
Outcome 1	\$75,633	\$75,072	\$1,474,278	\$1,080,744	\$2,956,013	\$2,143,116	\$4,505,924	\$3,298,932
Outcome 2	\$6,810,125	\$4,017,816	\$0	\$0	\$0	\$0	\$6,810,125	\$4,017,816
Outcome 3	\$8,252,744	\$7,090,614	\$269,646	\$179,153	\$872,731	\$593,727	\$9,395,121	\$7,863,494
Outcome 4	\$6,011,179	\$3,713,185	\$170,767	\$133,155	\$175,047	\$143,440	\$6,356,993	\$3,989,780
Outcome 5	\$190,413	\$131,009	\$126,275	\$75,531	\$80,000	\$53,580	\$396,688	\$260,120
Total	\$21,340,094	\$15,027,695	\$2,040,966	\$1,468,583	\$4,083,791	\$2,933,863	\$27,464,851	\$19,430,141

Source: UNDP, UNICEF and UNFPA data provided by Joint Office – April 2021

4. PURPOSE, SCOPE, OBJECTIVE OF THE EVALUATION AND KEY EVALUATION QUESTIONS

The purpose of the Common Country program evaluation is twofold. On one hand, to determine the extent to which the Country Program has achieved its intended results, in an efficient, well-coordinated, coherent, and economical way while maintaining relevance; on the other hand, it is about learning whether the Joint Office Model has been an enabler to support the effective and timely delivery of the CCPD, with increased effectiveness and efficiency, as well as capacity to leverage resources. The evaluation aims at compiling evidence of Joint Office contributions to development results in facilitating and leveraging national effort. The intended use of the CCPE is to:

- Support the development of the next Cape Verde Common Country Programme Document;
- Strengthen accountability of Joint Office to national stakeholders;
- Strengthen accountability of Joint Office to the Executive Boards of the three agencies.

The CCPE is an independent evaluation carried out within the overall provisions contained in the respective agencies Evaluation Policy.

The evaluation will focus on the CCPD including on the implementation modalities as operationalised with the Joint Office modalities during its current programme cycle, 2018-2022, with a view to contributing to the preparation of the next common country programme starting in 2023. The geographical and temporal scope is aligned with the CCPD 2018-21.

The Global COVID-19 pandemic has presented the Joint Office with considerable challenges in implementing its ongoing programme of work in line with the CCPD. Even more so than usual, the UN has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this CCPE will also consider the degree to which the Joint Office has been able to adapt to the crisis and support the country's preparedness and response to the pandemic, and its ability to recover while meeting the new development challenges that the pandemic has highlighted, or which may have emerged. Thus, the objectives of the CCPE are:

1. To identify whether the Common Country Programme results have been/are likely to be delivered as planned (both quantitatively and qualitatively) and explanatory factors in achieving these results or not;
2. To identify whether the Common Country Programme has contributed to the intended and planned national results, including SDG-focused results, in the context of UNSDCF outcome(s);
3. To determine the extent to which the Joint Office Model has achieved programmatic and operational coherence and what can be improved in supporting government partners;
4. To determine to what extent the Joint office was able to adapt to the COVID-19 pandemic, respond to the needs of the emergency and to what extent it was possible to effectively adapt and implement the CCPD to minimize regress of results.

The Joint evaluation will focus on the common country programme approved by the Executive Boards of the three agencies for the period 2018-2022 as well as the Joint Office modalities. The Joint CCPE will also pay close attention to common response of the three agencies to the COVID19 pandemic in the country to assess both its contribution and how the pandemic may have affected its planned programme

implementation to support the development of the future CCPD and how it was handled by the Joint Office modality.

In addition, the CCPE will cover cross-cutting issues, such as human rights; Leaving No One Behind, gender equality; disability; and transversal functions, such as coordination, coherence, monitoring and evaluation (M&E); innovation; resource mobilization; strategic partnerships, etc.

The CCPE will address the following key evaluation questions, which are fully aligned with the Joint Evaluation objectives. These questions will also guide the presentation of the evaluation findings in the report. The Evaluation questions also refer to several important criteria such as: Effectiveness, Relevance, Coherence, Coordination, Sustainability and Gender, Equity and Human Rights Responsiveness. More detail questions and sub-questions are presented in the evaluation matrix in annex.

1. What results did the Common country programme achieve during the period under review and what were the enabling factors or barriers?
 - a. To what extent was the Joint Office able to overcome barriers, and/or capitalise on enabling factors?
 - b. To what extent have the results achieved were equitable, integrated human right and gender equality in support of the achievement of the SDGs?
 - c. To what extent do the needs of the most vulnerable and marginalized populations including children, women and adolescents, and those with disabilities were addressed and met?
 - d. To what extent does the joint work of UNDP, UNFPA and UNICEF supported national monitoring, evaluation and data/statistical systems, specifically on SDG integration to support policy analysis and planning?
2. To what extent does the Joint Office Modalities in the context of UNDS reform ensure the advancement of the 3 agencies mandates?
 - a. To what extent were operations (e.g. finance, supply and procurement, IT, monitoring and reporting systems) integrated and efficiently conducted?
 - b. To what extent was each agency able to build on each other's comparative advantage in delivering together?
 - c. To what extent does the Joint Office conduct joint planning, monitoring, evaluation and reporting activities?
 - d. To what extent was the coordination between the Joint Office and the Regional Offices of three agencies (UNDP, UNFPA and UNICEF) coherent, effective and timely?
 - e. Were accountabilities clear and understood by staff at all levels for the three agencies?
3. To what extent has the Joint Office coordination modality been cost-effective with respect to the three agencies UNDP, UNFPA and UNICEF's mandate and resources?
 - a. To what extent has the Joint office uniquely positioned itself to implement the CCPD components such as strategies, programme components and activities in support of SDGs, including resource mobilization?
 - b. To what extent has the Joint office managed accountabilities and risks across the joint office structure and the participating UN agencies, when it comes to representation, and to policy, program, advocacy work or partnership building?

- c. To what extent has the planning, monitoring and evaluation systems of the three agencies been integrated?
4. To what extent has UNDP, UNFPA and UNICEF been able to adapt to the COVID-19 pandemic especially under the Joint Office modality in support of country's preparedness, response and recovery process?
 - a. To what extent has the Joint office been flexible, innovative and agile in delivering its programme to adapt to the Covid-19 pandemic?
 - b. How can the current Common Country Programme objectives, approaches and modalities be most relevant and adapted to the post Covid-19 country context for the next Common Country Programme?

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.⁵⁶ The evaluation will adhere to the principle of 'do no harm' and will refrain from any activity that may place either a team member, a stakeholder or respondent at risk of being infected by the virus. The CCPE will cover all outcome areas.

The overall approach and methodology will be using a theory-based approach with mix quantitative and qualitative methodology to address evaluation questions as the implementation – connecting agency input to result - and result level. Thus, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to define the intended results, risks and assumptions. Discussions of the ToC will focus on mapping and testing the risks and assumptions behind the programme's desired change(s) and the linkages between the Joint delivery modality, the intervention(s) and the intended country programme results. As part of this analysis, the CCPD's progression over the review period will also be examined. In assessing the CCPD's evolution, the Joint Office capacity to adapt to the changing context and respond to national development needs and priorities will be reviewed.

The relevance and result achievements of the common country programme will be analysed under key questions 1 and 2. This will include an assessment of the CCPD achieved results and the extent to which these outputs have contributed to the intended outcomes and are relevant to national priorities and to the beneficiaries. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

The Joint Office modalities will be analysed under key questions 3 and 4, which will look more in depth of the coherence of the intervention and support, as well as effective coordination and modalities as envisioned originally and in light of the UNDS reform.

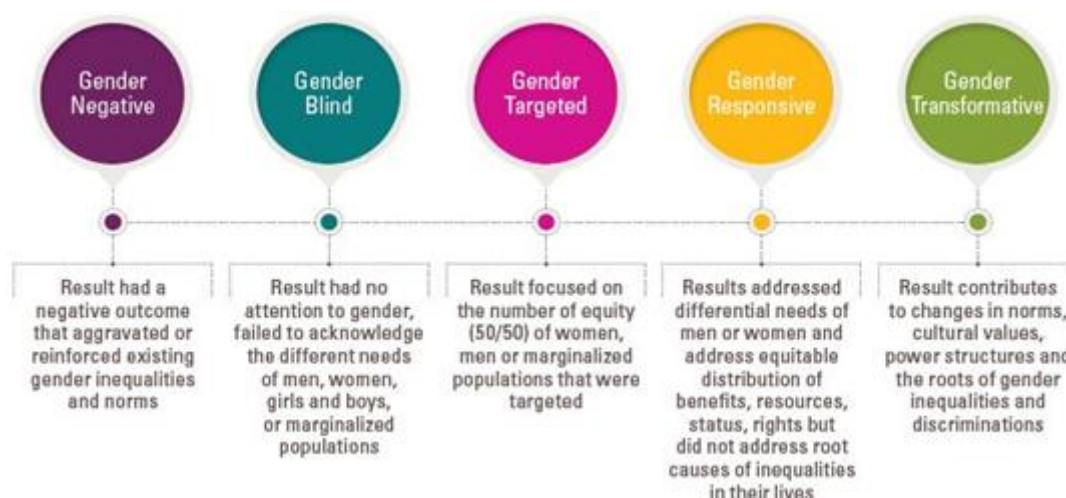
Lastly, the support to country's preparedness, response and recovery process to the COVID-19 pandemic will be addressed in key question 5 by analysing the Joint Office programme responsiveness to the COVID-19 situation, the relevance of CCPD's support to the country including its alignment to national policies and other UN agencies and donors' interventions as well as by assessing the effectiveness of the support provided and the sustainability of results achieved. To better understand CCPD's and the Joint Office arrangement performance, the specific factors that have influenced - both positively or negatively - CCPD's performance and eventually, the sustainability of results in the country will be examined under evaluation

⁵⁶ <http://www.uneval.org/document/detail/1914>

question 4. The utilization of resources to deliver results (including managerial practices); the extent to which the Joint Office fostered partnerships and synergies with other UN agencies and actors (i.e. through south-south or triangular cooperation); and the integration of gender equality and women’s empowerment and disability inclusion in design and implementation of the CCPD are also some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive and intercultural focus to the evaluation approach to data collection methods. In this context, the evaluation will analyse the extent to which UNDP, UNICEF and UNFPA support was designed and did contribute to gender equality. This analysis will be conducted considering the gender marker⁵⁷ and potentially UNDP IEO’s gender results effectiveness scale (GRES). The GRES classifies gender results into five categories as indicated in the schematic below. In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting.

It is expected that the team develop and refine the methodology and data analysis plan in its inception report based on consultation with key stakeholders and a preliminary desk review.



6. DATA COLLECTION AND ANALYSIS

Assessment of data collection constraints and existing data. The evaluation will gather and analyse all relevant previous evaluations available from the three agencies.

The CCPD Outcomes, UNDP, UNICEF and UNFPA Annual Reports, and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. To the extent possible, the CCPE will use these indicators and data, as well as other alternative indicators which may have been used by the Joint Office, to interpret the CCPD goals and to measure and assess progress toward the intended outcomes. However, the CCPD indicators try to assess aspects of performance that are well-outside of the

⁵⁷ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

three agencies' direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to understand goals and map assumptions against the expected and achieved results. Due to Covid-19 induced travel restrictions, the primary data collection will be conducted virtually. In response to these constraints, the evaluation team will expand the number of interviews with key informants, select a team with previous experience in the country, and draw on an expanded support of the Joint Office for arranging interviews.

Data collection methods. The evaluation will use primary and secondary data sources, including desk review of corporate and project documentation, data surveys from stakeholders and beneficiaries as relevant. A multi-stakeholder approach will be followed, and telephone/zoom interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, the Joint Office and Regional Offices/Bureau, and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on the JO's performance as well as to reach out to beneficiaries, while maintaining do no harm approach and ethical responsive data collection in the context of Covid-19 pandemic and thus using remote data collection. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the Joint Office to identify relevant partners and beneficiaries to be consulted, as well as those who may not work directly with the three agencies but play a key role or help the evaluation assess Joint Office contributions to the CCPD outcomes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve Joint Office's contribution to the country.

The proposed criteria for selecting projects may include the following and will be further refined by the evaluation team:

- Programme coverage (projects covering various components/outcomes, joint projects and cross-cutting areas);
- Financial expenditure (projects/interventions of large sizes, will be prioritised);
- Urban-Rural coverage;
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/intervention from the current cycle);

The Evaluation Management Group (EMG) and the Joint Office will identify an initial list of background and programme-related documents and post it on an CCPE SharePoint website⁵⁸. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the annual reports; and evaluations conducted by the three agencies and partners, including quality assurance reports where available.

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key

⁵⁸ A list of project and strategic documents of UNDP, UNFPA, and UNICEF (e.g. Work Plans, Annual Reports) have been uploaded in the CCPE SharePoint and Teams.

evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations, the CCPE will examine the level of gender mainstreaming across all the programme and operations. Gender-related data will be collected by using corporately available sources (e.g. the Gender Marker) and programme/project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes and the GRES. It is expected that the work of the team be in conformity with UNEG Ethical Code of Conduct⁵⁹.

7. MANAGEMENT ARRANGEMENTS

The Independent Evaluation Office of UNDP, the Evaluation Office of UNFPA and the Evaluation Office of UNICEF: will each designate an evaluation manager responsible for the joint evaluation. The managers, and associated staff, will form an Evaluation Management Group (EMG). The regional offices of UNICEF and UNFPA will also nominate a staff as part of the management group which will be responsible for leading the evaluation in consultation with the respective agencies' stakeholders. UNDP IEO will serve as focal point for administrative purpose related to contracting, and the EMG will coordinate the evaluation team of independent consultants and engage with them as necessary, provide quality assurance, review the deliverables, and approve them.

Joint Country Office in Cape Verde: The Joint Country Office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding the three agencies' programmes, projects and activities in the country and provide factual verifications of the draft report on a timely basis. In addition, the Joint Country Office will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders, and beneficiaries). The Joint Country Office staff will also be interviewed. To ensure the independence of the exercise and the anonymity of interviewees, the Joint Country Office staff will not participate in the stakeholders' interviews. Once a final report has been prepared, the Joint Office will prepare a management response to the evaluation recommendations, in consultation with the three agencies' country and regional offices. It will support the use and dissemination of the final CCPE report at the country level. The Joint Country Office and the EMG will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented.

Stakeholder consultation: Government partners will be consulted, along with other stakeholders during the key milestone of this evaluation, namely TORs, inception Phase, draft final report. The consultations will be led by the Evaluation Management Group, with support from JCO.

UNDP Regional Bureau for Africa and UNICEF and UNFPA Regional Offices: will support the evaluation through information sharing and will participate in the final stakeholder debriefing.

Evaluation Team: The EMG will constitute an evaluation team to undertake the CCPE, composed of a total of 3 external consultants with expertise in the programme areas of the CCPD, including a Team Leader,

⁵⁹<http://www.unevaluation.org/document/detail/102>

responsible for the overall coordination of the team workstream into the delivery of a consolidated evaluation report and to whom each team member will report. The EMG will be responsible for the selection of the team of consultants, with a priority given to national consultants for equal competency, *ceteris paribus*.

Deliverables: Under the guidance of the EMG, the external consultants will prepare an **inception report (1)** as first deliverable. This report will also include a clear design, and evaluation matrix based drawing from the evaluation purpose, objectives and key evaluation questions that will inform the data collection and data analysis phases. This report will include analysis of key risks and a mitigation strategy to ensure the timely delivery of the report and the conduct of data collection and analysis according to the design and plan, approach and methods to produce the final evaluation report incorporating comments from the EMG.

Upon completion of the data collection and data analysis phases the team will prepare a **draft final report (2)**, documenting the findings (what they found); and analysed the key findings and transformed into conclusions (the most direct answer to the evaluation questions). The report will contain draft recommendations, indicating what they recommend, to whom and by when. Each recommendation should mention what without addressing the how, should flow logically from the findings, be cost effective, make sense on their own.

Upon reception of the comments from EMG and the stakeholders, the team will revise the draft final report, indicated how they addressed the comments, one way or another, and submit the **final report (3)** to the EMG for approval.

A PowerPoint presentation (4): a standalone PowerPoint will be submitted to the EMG as part of the evaluation deliverables

All Datasets (qualitative and quantitative) (5) will be submitted to the EMG as part of the evaluation deliverables, in soft and, if needed, hard copies.

Payment shall be made upon approval by the EMG for each of the three (5) deliverables.

The roles of the different members of the evaluation team can be summarised in Table 2 and will be further refined at inception stage.

Table 2: Data collection responsibilities (tentative)	
Outcome/Area	Data collection and report
Outcome 1	Consultant 1
Outcome 2	Consultant 2
Outcome 3	Consultant 1
Outcome 4	Consultant 3
Outcome 5	Consultant 3
Gender equality and disability	All team members
Strategic positioning issues	All team members
Operations and management issues	Team Leader
Overall consolidation of Evaluation Report	Team Leader

8. EVALUATION PROCESS

There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the Joint office, the EMG prepares the ToR and the evaluation design, including a preliminary evaluation matrix with potential evaluation questions and sub-questions. Once the TOR is approved by the Evaluation Offices of UNDP, UNICEF, UNFPA, additional evaluation team members with relevant skills and expertise across the different outcome areas will be recruited. The EMG, with the support of the JO, collects all relevant data and documentation for the evaluation.

Phase 2: Inception phase. Evaluation team members will conduct a preliminary desk review and consultation with key stakeholders, to identify refine evaluation questions, assess the data gaps, develop an evaluation matrix and plan. Based on this, the team will prepare an inception report, for which a template and guidance will be provided by the EMG. The report will also identify any potential risks and limitations in the conduct of the evaluation and propose mitigation measures.

Phase 3: Data collection. The evaluation team will engage in data collection activities virtually, cognizant of COVID-19 related restrictions, in respect with ethical guidance and do no harm principle. The estimated duration of the data collection period will be around three weeks. Data will be collected according to the approach outlined in the inception report and evaluation matrix with responsibilities outlined in Section 7. At the end of the data collection phase, the evaluation team may hold a debriefing presentation of the key preliminary findings to the Joint Office when all additional data gaps and areas of further analysis should be identified for follow-up.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the Team Leader will undertake a synthesis process to write the draft CCPE report, based on the contributions by the team members. The individual contributions of the team members, as well as the draft evaluation report will be subject to review by the EMG. The draft report(s) will then be circulated to the Joint Office for factual corrections. The second draft, having taken into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the Cape Verde Joint Country Office and other Offices as relevant will prepare the management response to the CCPE. The report will then be shared at a final stakeholder debriefing (via videoconference) where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of the Joint Office. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

Phase 5: Publication and dissemination. The CCPE report, including the management response, and evaluation brief will be widely distributed electronically. The evaluation report will be made available to UNDP, UNICEF and UNFPA Executive Board at the time of the approval of a new Common Country Programme Document. It will be distributed by the three evaluation offices and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Cape Verde Joint Country Office will disseminate the report to stakeholders in the country.

9. TIMEFRAME FOR THE CCPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively⁶⁰ as follows:

Table 3: Timeframe for the CCPE process going to the Board in September 2021 (tentative)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Evaluation Offices of UNDP, UNICEF, UNFPA	EMG	June 2021
Selection of other evaluation team members	EMG	July 2021
Phase 2: Inception phase		
Production of inception <u>report</u>	Evaluation team	July- August 2021
Phase 3: Data collection		
Virtual data collection phase	Evaluation team	September 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis report writing	Evaluation Team	September 2021
Zero draft CCPE for clearance by EMG	Team Leader	October 2021
First draft CCPE for Joint office for comments	Team leader/EMG	End of November 2021
Second draft shared with the national counterparts for comments	Team leader/EMG	December 2021
Management response	Joint Office	December 2021
Final debriefing with national stakeholders	Joint Office/EMG/Team Leader	December 2021
Phase 5: Production and Follow-up		
Editing and formatting	UNDP with EMG review	January 2022

⁶⁰ The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

Table 4: UNDAF⁶¹ outcomes to which the CCPD planned to contribute in the period 2018-2022⁶²

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
<p>UNDAF Outcome 1: By 2022, Cape Verdeans, particularly the most vulnerable, have improved access to, and use more quality health and education services, and benefit more from social and child protection and social inclusion, which are gender-sensitive, throughout their life cycle.</p>	Output 1.1. National and local capacity enhanced to provide access and promote effective use of integrated and high-quality, gender-responsive health services, including sexual and reproductive health, especially for adolescents and youth.	UNDP: \$0	UNDP: \$0	UNDP: \$0⁶⁴
		UNFPA: \$990,000	UNFPA: \$900,000	UNFPA: \$1,890,000
		UNICEF: \$2,000,000	UNICEF: \$2,696,000	UNICEF: \$4,696,000
	Output 1.2. National and local capacity for maternal, perinatal and child-health services strengthened.			
	Output 1.3. Educational learning outcomes for girls and boys enhanced and relevant to the country's development potential.			
	Output 1.4. Access to inclusive and equitable child protection services enhanced.			

⁶¹ UNDAF for Cape Verde 2018-2022. https://en.unesco.org/sites/default/files/undaf.cabo_verde.pdf

⁶² Source: UNDP, UNFPA, UNICEF CPD for Cape Verde (2018-2022)

⁶³ Indicative resources from the CPD 2018-2022 results and resources framework

⁶⁴ UNDP resources have been allocated to this outcome for COVID response

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
<p>UNDAF Outcome 2: By 2022, all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster-risk reduction.</p>	<p>Output 2.1. Selected institutions have strengthened technical and operational capacities to mainstream child and gender-sensitive disaster-risk reduction into national and local development policies.</p> <p>Output 2.2. Selected government institutions and local communities have enhanced technical capacity to implement climate change adaptation and mitigation measures.</p> <p>Output 2.3. Enhanced legal, policy and institutional frameworks are in place for conservation, sustainable use and access, and benefit-sharing of natural resources, biodiversity and ecosystems.</p>	<p>UNDP: \$1,020,000</p> <p>UNFPA: \$0</p> <p>UNICEF: \$225,000</p>	<p>UNDP: \$12,815,000</p> <p>UNFPA: \$0</p> <p>UNICEF: \$250,000</p>	<p>UNDP: \$13,835,000</p> <p>UNFPA: \$0</p> <p>UNICEF: \$475,000</p>

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
<p>UNDAF Outcome 3: By 2022, all Cape Verdeans of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, which leads to more sustainable and inclusive economic development.</p>	Output 3.1. The Ministries of Finance, Economy and Employment have strengthened institutional capacity for the formulation and implementation of policies and programmes that harness the demographic dividend for inclusive and sustainable economic growth.	UNDP: \$480,000	UNDP: \$5,000,000	UNDP: \$5,480,000
	Output 3.2. Young people and women have enhanced ability to secure employment, including self-employment.	UNFPA: \$200,000	UNFPA: \$625,000	UNFPA: \$825,000
	Output 3.3. Municipalities have strengthened technical capacities to develop integrated and SDG-aligned territorial development strategies that promote local employment opportunities particularly for youth and women.	UNICEF: \$600,000	UNICEF: \$250,000	UNICEF: \$850,000
	Output 3.4. The Ministry of Family and Social Inclusion has enhanced technical capacity to ensure access to the social protection system by the most vulnerable groups, particularly women and children.			

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
<p>UNDAF Outcome 4.1: By 2022, Cape Verdean citizens benefit from a system of democratic governance and public administration that is more effective, transparent, and participative.</p>	Output 4.1. Young people and women have enhanced capacities to engage in critical development issues and decision-making processes.	UNDP: \$550,000	UNDP: \$4,800,000	UNDP: \$5,350,000
	Output 4.2. Public administrations at central and local levels are equipped with innovative strategies, capacities and tools to adequately implement and monitor the country's commitments to sustainable development.	UNFPA: \$500,000	UNFPA: \$400,000	UNFPA: \$900,000
	Output 4.3. The Government has enhanced technical capacity to establish and manage a partnership framework to mobilize financial and technical resources and to engage civil society and the private sector in the implementation of the SDGs.	UNICEF: \$300,000	UNICEF: \$350,000	UNICEF: \$650,000

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
<p>UNDAF Outcome 4.2: By 2022, Cape Verdeans, particularly women, youth and children, benefit from increased human security, improved social cohesion and a responsive and inclusive justice system that leads to the fulfilment of human rights.</p>	<p>Output 4.4. Institutions at central and local levels have enhanced capacity to effectively implement national instruments for the promotion of gender equality and combating gender-based violence.</p> <p>Output 4.5. The justice system has enhanced capacity to promote human rights, with a focus on women and children in contact with the law, and greater efficiency in the judicial process.</p>	<p>UNDP: \$450,000</p> <p>UNFPA: \$435,000</p> <p>UNICEF: \$300,000</p>	<p>UNDP: \$2,500,000</p> <p>UNFPA: \$700,000</p> <p>UNICEF: \$250,000</p>	<p>UNDP: \$2,950,000</p> <p>UNFPA: \$1,135,000</p> <p>UNICEF: \$550,000</p>
Support to programme/cross-sectoral costs		<p>UNFPA: \$375,000</p> <p>UNICEF: \$900,000</p>	<p>UNFPA: \$0</p> <p>UNICEF: \$189,800</p>	<p>UNFPA: \$375,000</p> <p>UNICEF: \$1,089,800</p>
Subtotal (by agency)		Regular		<p>UNDP: \$2,500,000</p> <p>UNFPA: \$2,500,000</p> <p>UNICEF: \$4,325,000</p>
		Other		<p>UNDP: \$25,115,000</p> <p>UNFPA: \$2,625,000</p> <p>UNICEF: \$3,985,800</p>

UNDAF outcome	UNDP, UNFPA, UNICEF Common Country Programme outputs	Indicative resources (\$) ⁶³		
		Regular	Other	Total
Subtotal		Regular		\$9,325,000
		Other		\$31,725,800
Common Country Programme Total				\$41,050,800

ANNEX 2. EVALUATION MATRIX

EVALUATION CRITERIA: RELEVANCE

EQ1 (Not in ToR): To what extent are the objectives of the CCPD consistent with country development priorities and policies, and were aligned throughout the programme period with the SDGs and with agencies global policies and strategies, including adaptation to policy changes, including adaptation to policy changes?

-To what extent are the program objectives and design:

- responsive to the needs of the country?
- responsive to emerging needs and orientations during the CCPD period?
- aligned with the National Strategic Plan and government priorities?
- aligned with UNDP, UNFPA and UNICEF global policies and strategies, including the SDGs?

-To what extent has the JO ensured that the needs of vulnerable and marginalized populations are considered in the planning of all interventions supported by the JO?

Assumption to be assessed	A1.1: The programme results are responsive to the needs of the country
Indicators/Criteria	<ul style="list-style-type: none"> • Existence of an exhaustive and accurate needs assessment, identifying the varied needs of diverse stakeholder groups prior to the programming of the CCPD and AWP • The selection of target groups for JO-supported interventions in the five outcomes of the programme is consistent with identified needs as well as national priorities in the CCPD and AWP • The JO considered and applied the principle of "leaving no one behind" using disaggregated data to identify women, children, youth and vulnerable groups and addressing barriers preventing them from accessing services and opportunities • Extent to which the interventions planned within the AWP (across the components of the programme) were targeted at the most vulnerable, disadvantaged, marginalized and excluded population groups in a prioritized manner (5-point rating scale)
Sources of information	<ul style="list-style-type: none"> • CCPD • AWP • National policy/strategy documents • Surveys and census data • Other relevant studies used to understand the context, including those produced by the government, national gender or human rights mechanisms, academia, the United Nations, including the universal periodic review, reports produced by Office of the United Nations High Commissioner for Human Rights (OHCHR), reports produced by international human rights organizations, and reports produced by community-based/ local organizations • JO staff • National Partners (Government, CSO and Academia) • Target groups
Methods for data collection⁶⁵	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Interviews/focus groups with final beneficiaries • Interviews with Civil Society Organizations (CSOs) • Survey to implementing partners • FGD with JO common country office staff • FGD with beneficiaries

⁶⁵ Data analysis was discussed in item 4.4. Methods of Analysis in the body of the report.

Assumption to be assessed	A1.2: The programme results are aligned with the National Strategic Sustainable Development Plan (PEDS 2017-21) and government priorities
Indicators/Criteria	<ul style="list-style-type: none"> • Each output of the CCPD is linked to a result of the PEDS 2017-21, or a national priority outlined in sectoral plans • The objectives and strategies of the CCPD are consistent with the priorities of the PEDS, and the Ambição 2030
Sources of information	<ul style="list-style-type: none"> • CCPD • AWP • PEDS 2017-21 • Ambição 2030 • National policy/strategy documents • National Partners (Government)
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with implementing partners • Survey to implementing partners

Assumption to be assessed	A1.3 The programme results are aligned with UNDP, UNFPA and UNICEF global policies and strategies, and with the UNDAF for Cabo Verde
Indicators/Criteria	<ul style="list-style-type: none"> • Each output of the CCPD is explicitly linked to a result of the Strategic Plan of UNDP, UNFPA or UNICEF • The ToC of the CCPD is consistent with the global priorities and ToC of UNDP, UNFPA and UNICEF • The objectives and strategies of the CCPD and the AWP in the components of the programme are in line with the goals and priorities set out in the UNDAF • The principles and policy of gender equality and the empowerment of women have been integrated in the CCPD
Sources of information	<ul style="list-style-type: none"> • CCPD • CCPD ToC • Agenda 2030 • AWP • UNDAF • UNDP, UNFPA, UNICEF Strategic Plans • Cabo Verde JO Gender Strategy • JO staff • Regional Offices • UNCT
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • FGD with JO common country office staff • FGD with the UNCT • Interviews with the Regional Offices

EQ2 (in the ToR): To what extent has UNDP, UNFPA and UNICEF been able to adapt to the COVID-19 pandemic especially under the

Joint Office modality in support of country's preparedness, response and recovery process?	
<p>- To what extent has the Joint office been flexible, innovative and agile in delivering its programme to adapt to the Covid-19 pandemic?</p> <p>- How can the current Common Country Programme outcomes, approaches and modalities be most relevant and adapted to the post Covid-19 country context for the next Common Country Programme?</p>	
Assumption to be assessed	A2.1: The Joint office has been flexible, innovative and agile in delivering its programme to adapt to the Covid-19 pandemic
Indicators/Criteria	<ul style="list-style-type: none"> • Degree to which the JO has provided rapid responses to the health, political and social changes caused by the Covid-19 pandemic • Degree of flexibility in redirecting funds and the adaptation of the objectives and interventions considering changes in national priorities • Extent to which COVID-19 support provided to marginalized women, and children, youth and other vulnerable groups.
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • National policy/strategy documents related to Covid-19 • Post-crisis needs assessment • National response and recovery plan for Cabo Verde • Socioeconomic Impact Assessment • JO staff • National Partners (Government, CSO and Academia)
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Interviews with Civil Society Organizations (CSOs) • FGD with JO common country office staff

Assumption to be assessed	A2.2: The current Common Country Programme objectives, approaches and modalities is relevant and adapted to the post Covid-19 country context for the next Common Country Programme
Indicators/Criteria	<ul style="list-style-type: none"> • Extent to which the strategies and AWP has been adapted to the post Covid-19 country context • Extent to which actions have been taken for an inclusive and integrated crisis management and multi-sectoral response • Existence of actions taken to mitigate GBV and sexual violence in the context of the health crisis • Existence of actions taken to mitigate socio-economic impact in the context of the health crisis • Existence of actions taken to mitigate the suspension of health services and school activities, among others, in the context of the health crisis
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • National policy/strategy documents related to Covid-19 • Post-crisis needs assessment • National response and recovery plan for Cabo Verde • Socioeconomic Impact Assessment • JO staff
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • FGD with JO common country office staff

EVALUATION CRITERIA: EFFECTIVENESS

EQ3 (in the ToR): What results did the Common country programme achieve during the period under review and what were the enabling factors or barriers?

- To what extent and with which results did the JO achieve its specific objectives (CCPD outputs) as defined in the CPD?
- To what extent did the achieved results contribute to the CCPD outcomes?
- To what extent was the Joint Office able to overcome barriers in programme implementation, and/or capitalize on enabling contextual factors ?
- To what extent have the results achieved been equitable and integrated human right and gender equality in support of the achievement of the SDGs?
- To what extent were the needs of the most vulnerable and marginalized populations (including children, women and adolescents, and persons living with disabilities), including key violations of child rights, identified and met?
- To what extent did the joint work of UNDP, UNFPA and UNICEF support national monitoring, evaluation and data/statistical systems, specifically on SDG integration to support policy analysis and planning?

Assumption to be assessed	A3.1: The JO has delivered products and results as planned and have contributed to the achievement of the outcomes of the country programme achievement of the SDGs (ToC)
Indicators	<ul style="list-style-type: none"> • Performance of CCPD output and outcome indicators • Evidence of direct outputs resulting from the activities undertaken by the CO. • Target groups received the CCPD intervention’s goods and services • Evidence of capacity changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the CCPD intervention’s goods and services. • Evidence of behavioural changes in actual practices that occur in the CPD target reach group. • Evidence of direct benefits or improvements in the state of individual beneficiaries. • Causal link assumptions that identify what salient events and conditions have to occur for each link in the causal pathway to work as expected (ToC).
Sources of information	<ul style="list-style-type: none"> • AWP’s • Annual Reports • National policy/strategy documents • JO staff • National Partners (Government, CSO and Academia) • Beneficiaries
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO staff • Interviews with implementing partners • Interviews/focus groups with final beneficiaries • Interviews with SCO - NGOs • Survey to implementing partners • Survey to training recipients • FGD with JO Staff • FGD with Beneficiaries

Assumption to be assessed	A3.2: The Joint Office has been able to overcome barriers in programme implementation, and/or capitalize on enabling contextual factors (ToC)
Indicators/Criteria	<ul style="list-style-type: none"> • Degree of effective relationships between JO and national partners (rated 5-point scale) • Strengthened national capacity (individual, organizational and enabling environment) to address sectorial gaps (rated 5-point scale) • Existence of updated regulatory frameworks in the mandate of the three agencies

	<ul style="list-style-type: none"> • Existence of updated public policies in the mandate of the three agencies
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • National policy/strategy documents • National response and recovery plan for Cabo Verde • JO staff and RO staff • National Partners (Government, CSO and Academia) • Beneficiaries
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office and Regional Office staff • Interviews with implementing partners • Interviews/focus groups with final beneficiaries • Interviews with Civil Society Organizations • Survey to implementing partners • Survey to training recipients • FGD with JO Staff • FGD with Beneficiaries • FGD with municipalities

Assumption to be assessed	A3.3: The results achieved were equitable and integrated human right and gender equality in support of the SDGs achievement (ToC)
Indicators/Criteria	<ul style="list-style-type: none"> • Level of Performance against the gender effectiveness scale • Proportion of disaggregated data – including on HR and GE – produced and available publicly in the output and outcome indicators of the CCPD • Number of national and sectorial plans incorporating gender issues within the relevant areas of the CCPD • Existence of innovative guidelines for local planning to address priority HR and Gender issues by Outcome • Percentage of results of CCPD linked to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • Post-crisis needs assessment • Socioeconomic Impact Assessment • Cabo Verde JO Gender Strategy • JO staff and Regional Office Staff as applicable • National Partners (Government, CSO and Academia) • Beneficiaries
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff and RO Staff • Interviews with implementing partners • Interviews/focus groups with final beneficiaries • Interviews with Civil Society Organizations • Survey to implementing partners • FGD with beneficiaries • FGD with Municipalities

Assumption to be assessed	A3.4: The needs of the most vulnerable and marginalized populations including children, women and adolescents, and persons living with disabilities were addressed and met
Indicators/Criteria	<ul style="list-style-type: none"> • Vulnerable populations have participated in the design of activities of which they are intended beneficiaries • AWP's and reported in annual results reports report on benefits delivered to vulnerable groups • Extent to which the Leaving No One Behind (LNOB) approach has been integrated and applied in the selection of outputs and activities in each outcome • Key partners and beneficiaries on the effectiveness of JO interventions have a positive perception of JO interventions (rated 5-point scale) • Committees (including cross- ministerial) on women's rights and gender equality established and functioning
Sources of information	<ul style="list-style-type: none"> • AWP's • ROARs – Annual Reports • Post-crisis needs assessment • National response and recovery plan for Cabo Verde • Socioeconomic Impact Assessment • JO staff • National Partners (Government, CSO and Academia) • Target groups
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Interviews/focus groups with final target groups • Interviews with CSOs, including local organizations, working in the same mandate area as JO but not partners of JO • FGD with JO Staff • FGD with target groups

Assumption to be assessed	A3.5: The joint work of UNDP, UNFPA and UNICEF supported national monitoring, evaluation and data/statistical systems, specifically on SDG integration to support policy analysis and planning
Indicators/Criteria	<ul style="list-style-type: none"> • Disaggregated data produced, analysed and utilized at national and sectorial levels as planned • The SDG Voluntary National Report has been supported by the JO and disseminated and discussed with relevant stakeholders (CCPD implementing partners and beneficiaries) • Existence of cross-sectoral/cross-ministry working groups on data integration supported by the programme
Sources of information	<ul style="list-style-type: none"> • AWP's • National policy/strategy documents • ROARs – Annual Reports • JO staff • National Partners (Government, CSO and Academia) • Target groups
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Survey to implementing partners • Survey to training recipients

EVALUATION CRITERIA: EFFICIENCY

EQ4 (in the ToR): To what extent has the Joint Office coordination modality been cost-effective to UNDP, UNFPA and UNICEF?	
<ul style="list-style-type: none"> - What is the comparative advantage of the Joint Office to implement the CCPD components such as strategies, programme components and activities in support of SDGs, including resource mobilization? - To what extent were operations (e.g. finance, supply and procurement, IT, monitoring and reporting systems) integrated and efficiently conducted? - To what extent has the Joint office managed accountabilities and risks across the joint office structure and the participating UN agencies, when it comes to representation, and to policy, program, advocacy work or partnership building? - To what extent has the planning, implementation monitoring and evaluation systems of the three agencies been integrated? 	
Assumption to be assessed	A4.1: The Joint office uniquely positioned itself to implement the CCPD components such as strategies, programme components and activities in support of SDGs, including resource mobilization
Indicators/Criteria	<ul style="list-style-type: none"> • Extent to what the JO facilitated a stronger response to national needs • Extent to what the JO brings together comparative strengths of the three agencies • Extent to which resources were received in a timely manner • CCPD outcomes are coordinated and complement each other in a manner coherent with national goal (rated 5-point scale) • Progress towards the delivery of multi-year, predictable, core funding delivered to implementing partners • Resources provided by JO triggered the provision of additional resources from the government • Resources provided by JO triggered the provision of additional resources from other partners, including other donors or NGOs • Evidence of coordination mechanisms among the three agencies to promote gender equality
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • JO Financial data • JO staff • RO staff • National Partners (Government, CSO and Academia) • Regional Offices
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interview with RO staff • Interviews with implementing partners • Interviews with Civil Society Organizations • Survey to implementing partners • FGD with JO office staff

Assumption to be assessed	A4.2: The Joint office operations (e.g. finance, supply and procurement, IT, monitoring and reporting systems) integrated and efficiently conducted
Indicators/Criteria	<ul style="list-style-type: none"> • Appropriateness of the JO financing instruments, administrative regulatory framework, staff, timing and procedures for the implementation of the CCPD • Evidence of transparent IP selection process • Evidence of appropriateness of the IP selection criteria • Total resources (core and non-core) and delivery rates per year of CCPD execution for each outcome area • No evidence of administrative bottlenecks
Sources of information	<ul style="list-style-type: none"> • ROARs – Annual Reports

	<ul style="list-style-type: none"> • JO organization chart • JO Financial and HR data • JO procedures • JO staff • National Partners (Government, CSO and Academia) • Regional Offices
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO office staff • Interview with RO staff • Interviews with implementing partners • Interviews with Civil Society Organizations • Interview with regional offices • Survey to implementing partners • FGD with JO office staff

Assumption to be assessed	A4.3: The Joint office managed accountabilities and risks across the joint office structure and the participating UN agencies
Indicators/Criteria	<ul style="list-style-type: none"> • Existence of effective risk management system in the JO • The JO has carried out the monitoring and mitigation activities of the identified risks • Existence and use of an organization chart that reflects the actual operating structure The size and expertise of the JO team are compatible with the complexity of execution of each CCPD thematic/outcome area • Type and level of communication on risk and accountabilities between the JO and the RO of the three Agencies • There are strategies in place to avoid and mitigate the effects of work overload and staff turnover
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • JO organization chart • JO Financial and HR data • JO staff • Regional Offices staff
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO staff • Interviews with RO staff • FGD with JO office staff

Assumption to be assessed	A4.4: The planning, implementation monitoring and evaluation systems of the three agencies has been integrated
Indicators/Criteria	<ul style="list-style-type: none"> • Task and processes are not being replicated • Actions and processes for the implementation of the CCPD under the JO are clear for all the key stakeholders involved • Extent to which the approaches, resources, models, conceptual frameworks are shared and/or unified in JO • Existence of an integrated M&E system in place where information from the three agencies are inserted, combined and coherently presented
Sources of information	<ul style="list-style-type: none"> • AWP

	<ul style="list-style-type: none"> • ROARs – Annual Reports • JO organization chart • JO Financial and HR data • JO staff • RO Staff • National Partners (Government, CSO and Academia) • Regional Offices
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO staff • Interviews with RO staff • Interviews with implementing partners • Interviews with CSOs • Interview with regional offices • Survey to implementing partners • FGD with JO office staff

EVALUATION CRITERIA: COHERENCE

EQ5 (in the ToR): To what extent does the Joint Office Modalities in the context of UNDS reform ensure the advancement of the 3 agencies mandates?	
<ul style="list-style-type: none"> - To what extent was each agency able to build on each other’s comparative advantage in delivering together? - To what extent was the coordination between the Joint Office and the Regional Offices of three agencies (UNDP, UNFPA and UNICEF) coherent, effective and timely? - To what extent were accountabilities clear and understood by staff at all levels for the three agencies? 	
Assumption to be assessed	A5.1: Each agency was able to build on each other’s comparative advantage in delivering together
Indicators/Criteria	<ul style="list-style-type: none"> • Evidence of good practices of synergies among the three agencies • Evidence of good practices of synergies among the three agencies on gender equality and protection of the most vulnerable groups • Evidence of exchange of knowledge and expertise among the agencies involved • Evidence of the coordination and complementarity features of the implementation of the CCPD outcome interventions • Type and nature of coordination challenges • Type and nature of strategies put in place to overcome the identified coordination challenges • The Country Office has a resource mobilization strategy focused on funding areas where it has a comparative advantage
Sources of information	<ul style="list-style-type: none"> • ROARs – Annual Reports • JO organization chart • JO Financial and HR data • JO procedures • JO staff • National Partners (Government, CSO and Academia) • Regional Offices
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO office staff • Interviews with RO staff

	<ul style="list-style-type: none"> • Interviews with implementing partners • Interviews with CSOs • Interview with regional offices • Survey to implementing partners • FGD with JO office staff
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Assumption to be assessed	A5.2: The coordination between the Joint Office and the Regional Offices of three agencies (UNDP, UNFPA and UNICEF) was coherent, effective and timely
Indicators/Criteria	<ul style="list-style-type: none"> • Evidence of coordination and feedback mechanisms between JO and ROs • Evidence of technical assistance by RO on specific areas • Type and nature of coordination challenges • Type and nature of strategies put in place to overcome the identified coordination challenges
Sources of information	<ul style="list-style-type: none"> • ROARs – Annual Reports • JO procedures • JO staff • Regional Offices
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO office staff • Interview with regional offices • FGD with JO office staff

EVALUATION CRITERIA: SUSTAINABILITY

EQ6 (Not in the ToR): To what extent do the benefits of the CCPD continue, or are they likely to continue, once its execution is completed?	
<ul style="list-style-type: none"> - Were there exit strategies in place? - What mechanisms have been set in place to support the government/ institutional partners to sustain improvements made through the interventions? - Did the programme adequately invest in, and focus on, national capacity development to ensure sustainability? 	
Assumption to be assessed	A6.1: CCPD projects has strategies for sustainability in place
Indicators/Criteria	<ul style="list-style-type: none"> • Existence of strategies and mechanisms for national ownership of results • Existence of analysis or strategies for (national) scale-up • Production and systematization of good practices with potential to scale
Sources of information	<ul style="list-style-type: none"> • AWP • ROARs – Annual Reports • JO staff • National Partners (Government, CSO and Academia)
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Interviews with CSOs, including local organizations, working in the same mandate area as JO but not partners of JO • Survey to implementing partners • FGD with JO Staff

Assumption to be assessed	A6.2: The JO applied mechanisms to support the government/ institutional partners to sustain improvements made through the interventions
Indicators/Criteria	<ul style="list-style-type: none"> • Evidence that JO's financial support encouraged the investment of resources from other donors (foundations, civil society organizations, IOs, etc.) in projects in line with CCPD's programmatic areas and priorities • Existence of formal political and financial commitments to give sustainability to the products and results (policies, plans, studies, systems) • Evidence of incorporation of gender equality actions and protection of the most vulnerable by the Government
Sources of information	<ul style="list-style-type: none"> • AWP's • ROARs – Annual Reports • JO staff • RO Staff • National Partners (Government, CSO and Academia)
Methods for data collection	<ul style="list-style-type: none"> • Documentary analysis • Interviews with JO common country office staff • Interviews with implementing partners • Survey to implementing partners • Interview with RO staff • FGD with JO Staff

ANNEX 3. PEOPLE CONSULTED

Government of Cabo Verde

ALMEIDA, Marlene, Direção Geral da Política de Justiça

ASSOUMANI, Saandi, Local Platforms and Decentralization Funds

ASSUNÇÃO, Ariel Cruz, Director, Energy Service, National Directorate of Industry, Trade and Energy (DNICE)

BARBOSA, Edison, Director, Tourism Service, National Directorate of Tourism and Transportation (DGTT)

BARBOSA, João, municipal government, Santa Catarina do Fogo

BARRETO, Jorge Noel, Ministério da Saúde e Segurança Social Security

BORGES, Danilson, General Direction of Employment

BORGES, Osvaldo, National Institute of Statistics

CABRAL, Celestino, Municipal Government, São Lorenço dos Orgãos

ÉVORA, Rito, National Director, National Directorate of Industry, Trade and Energy (DNICE)

FERREIRA, Celina, National Commission for HIV/AIDS

FLOR, Joana, Executive administrator, National Institute for Quality and Intellectual Property Management (IGQPI)

FREITAS, Zaida Morais de, President, Comissão Nacional para os Direitos Humanos e a Cidadania

FURTADO, Clementina, Research Centre on Gender

GODINHO, Ricardo, Conselheiro Técnico Principal ProPALOP

LIMA, Maria da Luz, National Health Institute

LIMA, Paula, Parlamento de Cabo Verde

LIMA, Sofia de O., Diretora Nacional da Administração Pública

MARTINS, Albertino R., National Director, National Directorate for Fisheries and Aquaculture (DGPA)

MBASSA, Frederic, Institute for Sports and Youth

MORAIS, Julio, Director Nacional dos Assuntos Políticos, Económicos e Culturais

NOGUEIRA, Miguel Angelo, Ministry of Education

PINA, Gilson, Gomes Diretor Nacional do Planeamento

RODRIGUES, Alexandre Nevsky, National Director, National Environment Directorate (DNA)

SANTOS, Paulo, Institute of Employment and Vocational Training

SILVA, Maria do Livramento Medina, Instituto Cabo-verdiano da Criança e do Adolescente

SILVA, Maria, Institute for Children and Adolescents

SPENCER, Ana, Chair, board of directors, National Institute for Quality and Intellectual Property Management (IGQPI)

TAVARES, Ermelindo, Municipal Government, Santa Cruz

Civil Society Organizations

ANMELO, Tommy, President, Biosfera Cabo Verde

CHARLES, Gemma, Programme & Impacts Manager, Fundação Maio Biodiversidade

FREIRE, Katia L., GEF project coordinator, Bios CV

LIMA, Arminda, Assistant to Project Director, Turtle Foundation

MARTINS, Samir, President, Bios CV

MEDINA SUÁREZ, Maria, Vice-president and manager, Natura 2000

MONIZ, Leida, Verdefam

NOGUEIRA, Evandro Sá, VERDEFAM

PEREIRA, Dionísio, Aldeias SOS

RATÃO, Sara R., Marine & Terrestrial Program Leader, Fundação Maio Biodiversidade

RENOM, Berta, Executive Director, Projeto Biodiversidade (Sal)

TAVARES, Lourença, ACRIDES

VEIGA, Ana, Executive Director, Lantuna

XAVIER, Elisabeth, VERDEFAM

Private Sector

MOSCOSO, Helena, Owner, Simili Cabo Verde

Joint Office

BENCHIMOL, Maria Celeste, Program Manager, Environment, Energy, Climate Change and Disaster Risk, Joint Office

BRITO, Carlos, M&E Analyst and CCPD Evaluation Focal Point, Joint Office

CURADO, Dinastela, ILO

ÉVORA, Ana Maria, Program Analyst, Economic Growth, Population and Youth, Joint Office

GÓMES, Jairson, Program Manager, Child Protection, Joint Office

GÓMES, Pedro, Procurement Head, Joint Office

LILYBLAD, Christopher, Strategic Policy Unit

LÓPES, Sonia, Program analyst, Environment, Energy, Climate Change and Disaster Risk, Joint Office

MAXIMIANO, Ana Paula, Program Manager, Health, Joint Office

MENDES, Elisabete, Program Manager, Democratic Governance, Joint Office

Delgado, Jean-Pierre, Financial analyst, Joint Office

RIBEIRO, Adelaide, Program Manager, Economic Growth, Population and Youth, Joint Office

SOUSA, Débora, Human Resources Head, Joint Office

URSINO, Steven, Head of Office, Joint Office

Resident Coordinator Office and other UN Organizations in Cape Verde

BARBOSA, Jeiza, National Technical Analyst, UN-HABITAT

FERNANDES, Edson, National Coordinator, United Nations Industrial Development Organization (UNIDO)

GRAÇA, Ana Patricia, United Nations Resident Coordinator

KERTSZ, Daniel, Representative, WHO

MONTEIRO, Ana, Sustainable Energy Coordinator, United Nations Industrial Development Organization (UNIDO)

PÉRES, António, Team Leader, Resident Coordinator Office

TOUZA, Ana, Representative, FAO

UN Regional Offices

ANDRADE, Gilena, UNFPA

ASSOUMANA, Zalha, UNFPA

BERTOLOTTI, Maddalena, Former UNICEF Planning Officer

EZIAKONWA, Ahunna, Assistant Administrator and Director of the Regional Bureau for Africa, United Nations Development Programme

BARICZ, Eszter, Regional Technical Advisor, Climate Change, United Nations Development Program (UNDP)

BELMIR, Sara, UNFPA

FIDALGO, Tania, UNDP

GOMES, Dominique, UNFPA

MEEUS, Jean-Cedric, UNICEF

NGOM, Mabingue, Former UNFPA Regional Director

POIRIERL, Marie-Pierre, Regional Director, West Africa Regional Office, UNICEF

de SOYE, Yves, Regional Technical Advisor, Biodiversity and Ecosystems, United Nations Development Program (UNDP)

QUEDRAOGO, Idrissa, UNFPA

RUGWE, Nadine, UNDP

SCHROTH, Dr. Götz, Regional Technical Advisor, Biodiversity and Ecosystems, United Nations Development Program (UNDP)

SENE, Waly, UNFPA TALNAN, Edouard, UNFPA

TAYLOR-JONES, Abigail, M&E and Research Manager, West Africa Regional Office, UNICEF

UNTERREINER, Frederic, UNICEF

Bilateral organizations

BARBANCEY, Thomas, Luxembourg Cooperation

PACHECO VIEIRA, Francisco, European Union

PORTER, Amanda, USAID

ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents of UNDP, UNFPA, and UNICEF. The websites of many related organizations were also searched, including those of UN organizations, Cabo Verde governmental departments, project management offices and others.

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ANNEX 5. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
OUTCOME 1: By 2022, Cape Verdeans, particularly the most vulnerable, have improved access to, and use more quality health and education services, and benefit more from social and child protection and social inclusion, which are gender-sensitive, throughout their life cycle.										
00117737	Strengthen health sector	00114513	HIV/ AIDS Prevention and Response	2019	2022	\$50,000	\$49,876	NIM	GEN1	UNDP
00117737	Strengthen health sector	00114513	HIV/ AIDS Prevention and Response	2019	2022	\$191,641	\$127,148	NIM	GEN1	UNICEF
00117737	Strengthen health sector	00114513	HIV/ AIDS Prevention and Response	2019	2022	\$15,641	\$15,631	NIM	GEN1	UNFPA
00117737	Strengthen health sector	00114510	Strategic planning and management	2019	2022	\$186,195	\$185,635	NIM	GEN1	UNICEF
00117737	Strengthen health sector	00114510	Strategic planning and management	2019	2022	\$113,365	\$111,473	NIM	GEN1	UNFPA
00117737	Strengthen health sector	00114511	Child survival and development	2019	2022	\$473,091	\$475,027	NIM	GEN1	UNICEF
00117737	Strengthen health sector	00114512	Reproductive sexual health	2019	2022	\$110,155	\$107,608	NIM	GEN1	UNICEF
00117737	Strengthen health sector	00114512	Reproductive sexual health	2019	2022	\$570,376	\$517,148	NIM	GEN1	UNFPA
00117737	Strengthen health sector	00116454	HIV Nat. response India UN	2019	2022	\$496,356	\$459,936	NIM	GEN1	UNFPA
00065432	Prestation équitable/qualité des services santé	00081962	Décentralisation services SR d	2012	2019	\$20,633	\$20,196	NIM	GEN2	UNDP
00065432	Prestation équitable/qualité des services santé	00081962	Décentralisation services SR d	2012	2019	\$30,084	\$29,952	NIM	GEN2	UNICEF
00065432	Prestation équitable/qualité des services santé	00081962	Décentralisation services SR d	2012	2019	\$168,540	\$163,049	NIM	GEN2	UNFPA
00117736	Strengthening educational quality	00114916	Gender knowledge sharing	2019	2022	\$5,000	\$5,000	NIM	GEN3	UNDP
00117736	Strengthening educational quality	00114916	Gender knowledge sharing	2019	2022	\$103,800	\$81,330	NIM	GEN3	UNFPA

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
00117736	Strengthening educational quality	00114508	Strengthening Educational System	2019	2022	\$633,858	\$476,683	NIM	GEN1	UNICEF
00117736	Strengthening educational quality	00114508	Strengthening Educational System	2019	2022	\$60,000	\$51,220	NIM	GEN1	UNFPA
00117736	Strengthening educational quality	00114509	Instit reinf Min of Educ RISE	2019	2022	\$1,209,139	\$1,080,017	NIM	GEN1	UNICEF
00117739	Access to inclusive and equitable child protection services	00114514	Strengthen child and adolescent	2019	2022	\$714,940	\$569,725	NIM	GEN3	UNICEF
Sub Total Outcome 1						\$5,152,814	\$4,526,654			
OUTCOME 2: By 2022, all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster-risk reduction.										
00088659	Cabo Verde - Appliances & Building Energy - Efficiency (CABEEP)	00095216	CV - Appliances & Building Ene	2015	2020	\$1,823,298	\$1,569,064	NIM	GEN1	UNDP
00090563	Mainstreaming biodiversity conservation into the tourism	00096274	Mainstreaming biodiversity con	2015	2020	\$3,822,846	\$2,287,724	NIM	GEN1	UNDP
00109624	Immediate Response 2017 Drought in Cabo Verde	00108938	Immediate Resp. 2017 Drought	2018	2018	\$100,000	\$99,822	DIM	GEN1	UNDP
00065442	Governance for the sustainable reduction of risks	00081945	Disaster Risk Reduction	2012	2019	\$4,610	\$2,200	NIM	GEN1	UNDP
00108032	Building Capacities for Resilient Recovery- Phase II	00108057	Building Capacities for Resili	2017	2021	\$444,775	\$268,193	DIM	GEN1	UNDP
00106034	GEF 6 - MARINE ECOSYSTEM	00106971	GEF 6 - MARINE ECOSYSTEM	2018	2018	\$100,000	\$96,883	NIM	GEN1	UNDP

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
00125697	Climate Promise Cabo Verde	00119987	NDC Cabo Verde	2020	2021	\$197,344	\$206,800	DIM	GEN1	UNDP
00115101	4 National Communication and BUR under the UNFCCC	00112856	4 National Communication and B	2018	2022	\$317,252	\$23,096	NIM	GEN1	UNDP
00127024	COVID-19 Cabo Verde Response	00126592	Tropical renee CPV USAID	2020	2021	\$92,593	\$90,278	DIM	GEN1	UNICEF
Sub Total Outcome 2						\$6,902,718	\$4,644,059			
OUTCOME 3: By 2022, all Cape Verdeans of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, which leads to more sustainable and inclusive economic development.										
00103745	Program to support employment, employability & insertion	00105637	Prog.d'appui 'Emploi et Insert	2017	2020	\$1,202,351	\$1,000,825	NIM	GEN2	UNDP
00103745	Program to support employment, employability & insertion	00114801	Youth program	2019	2022	\$168,971	\$168,924	NIM	GEN1	UNDP
00103745	Program to support employment, employability & insertion	00114802	Strength social protection system	2019	2022	\$70,000	\$47,130	NIM	GEN1	UNDP
00103745	Program to support employment, employability & insertion	00114802	Strength social protection system	2019	2022	\$167,738	\$145,332	NIM	GEN1	UNICEF
00103745	Program to support employment, employability & insertion	00114803	Population and development	2019	2022	\$112,808	\$65,179	NIM	GEN1	UNDP
00103745	Program to support employment, employability & insertion	00114803	Population and development	2019	2022	\$145,605	\$111,843	NIM	GEN1	UNICEF
00103745	Program to support employment, employability & insertion	00114803	Population and development	2019	2022	\$269,646	\$235,359	NIM	GEN1	UNFPA

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
00065430	Decentralisation et developpement local	00101725	Plateforme dev. Local cv. 2030	2016	2020	\$3,256,076	\$3,035,052	NIM	GEN1	UNDP
00126855	West africa competitiveness support - cabo verde	00120776	West africa competitiveness su	2020	2022	\$5,627,051	\$5,222,345	DIM	GEN1	UNDP
00127704	Fonds d'appui au processus de decentralisation au cabo verde	00121624	Appui financement de projets s	2020	2022	\$2,758,941	\$2,438,563	DIM	GEN1	UNDP
00127024	Covid19 - cabo verde response	00120926	Covid19 - integrated response	2020	2021	\$300,000	\$301,688	DIM	GEN1	UNDP
00127024	Covid19 - cabo verde response	00120926	Covid19 - integrated response	2020	2021	\$158,000	\$158,000	DIM	GEN1	UNICEF
00127024	Covid19 - cabo verde response	00121341	Covid19 rapid resp facility cv	2020	2020	\$285,000	\$279,380	DIM	GEN1	UNDP
00127024	Covid19 - cabo verde response	00121341	Covid19 rapid resp facility cv	2020	2020	\$1,043,647	\$789,397	DIM	GEN1	UNICEF
00127024	Covid19 - cabo verde response	00126064	Rapid financing facility	2021	2022	\$586,700	\$495,431	DIM	GEN2	UNDP
Sub Total Outcome 3						\$16,152,534	\$14,494,448			
OUTCOME 4.1: By 2022, Cape Verdean citizens benefit from a system of democratic governance and public administration that is more effective, transparent, and participative.										
00117335	Propalop TL SAI - Phase II - Programme Consolidation Economic	00114154	ProPALOP TL SAI - Phase II - M	2019	2021	\$3,268,844	\$2,640,370	DIM	GEN0	UNDP
00117335	Propalop TL SAI - Phase II - Programme Consolidation Economic	00116224	ProPALOP -TL - SAI - CABO VERD	2019	2021	\$946,044	\$572,703	DIM	GEN1	UNDP

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
00128842	Sustainable, Integrated and Inclusive Finance Framework	00122704	Sustainable, Integrated and In	2020	2022	\$272,809	\$118,671	DIM	GEN1	UNDP
00117842	Strengthening governance in cabo verde	00114909	Building capacities for peds a	2019	2022	\$373,714	\$346,234	NIM	GEN2	UNDP
00117842	Strengthening governance in cabo verde	00114909	Building capacities for peds a	2019	2022	\$119,425	\$105,244	NIM	GEN2	UNICEF
00117842	Strengthening governance in cabo verde	00114909	Building capacities for peds a	2019	2022	\$80,000	\$43,567	NIM	GEN2	UNFPA
00112725	Country investment facility	00111120	Country investment facility	2018	2019	\$478,465	\$478,471	NIM	GEN1	UNDP
00065808	Renforcement du systeme nat. Statistique	00082164	Renforcement du systeme nation	2012	2019	\$20,332	\$20,004	NIM	GEN1	UNDP
00065808	Renforcement du systeme nat. Statistique	00082164	Renforcement du systeme nation	2012	2019	\$55,622	\$55,001	NIM	GEN1	UNFPA
00065808	Renforcement du systeme nat. Statistique	00082164	Renforcement du systeme nation	2012	2019	\$90,767	\$89,588	NIM	GEN1	UNICEF
00123058	Accelerator Lab - Cabo Verde	00118410	Accelerator Lab - Cabo Verde	2019	2022	\$827,848	\$631,734	DIM	GEN1	UNDP

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker	Participating Agency
00134971	Integrated sustainable and inclusive finance project	00126408	Integrated sustainable and inclusive	2021	2021	\$664,879	\$376,846	DIM	GEN1	UNICEF
Sub Total Outcome 4.1						\$7,198,740	\$5,478,433			
OUTCOME 4.2: By 2022, Cape Verdeans, particularly women, youth and children, benefit from increased human security, improved social cohesion and a responsive and inclusive justice system that leads to the fulfilment of human rights.										
00117842	Strengthening governance in cabo verde	00114908	Human right and justice	2019	2022	\$126,813	\$117,252	NIM	GEN2	UNDP
00117842	Strengthening governance in cabo verde	00114908	Human right and justice	2019	2022	\$80,000	\$53,580	NIM	GEN2	UNICEF
00117842	Strengthening governance in cabo verde	00114908	Human right and justice	2019	2022	\$65,000	\$34,313	NIM	GEN2	UNFPA
00117842	Strengthening governance in cabo verde	00114910	Strengthening institutional capacities	2019	2022	\$63,600	\$57,836	NIM	GEN3	UNDP
00117842	Strengthening governance in cabo verde	00114910	Strengthening institutional capacities	2019	2022	\$61,275	\$41,218	NIM	GEN3	UNFPA
Sub Total Outcome 4.2						\$396,688	\$304,199			
Grand Total						\$35,803,494	\$29,447,792			

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

<u>Outcome #</u>	<u>Outcome Description</u>	<u>OC Indicator #</u>	<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Outcome</u>
OC 1	By 2022, Cape Verdeans, particularly the most vulnerable, have improved access to, and use more quality health and education services, and benefit more from social and child protection and social inclusion, which are gender-sensitive, throughout their life cycle.	OC1 i1.1.2	Rate of adolescent pregnancy (15-19 years)	Baseline: 14%	Target: 10% (data from UNDP)	13.3% (data from UNICEF)	No data	17.8% (data from UNICEF)	Source: Demographic and Health Survey (IDSR) Responsibility: Ministry of Health and Social Security (MHSS)
		OC1 i1.1.5	Population with access to integrated care services (by sex/age)	Baseline: 0	Target: TBD	No data	No data	No data	Source: Ministry of Family and Social Inclusion (MFSI) reports Responsibility: MFSI
		OC1 i1.1.1	Prevalence of anaemia in children aged 0-5 years (by municipality)	Baseline: 52.4%	Target: 39%	50% (data from UNICEF)	No data	48% (data from UNICEF)	Source: MHSS Responsibility: MHSS
		OC1 i1.1.6	Rate of access to preschool education (by sex/urban/rural)	Baseline: 85%	Target: 100%	No data	No data	No data	Source: Ministry of Education (ME) annual reports Responsibility: ME

		OC1 i1.1.7	Percentage of children with satisfactory learning outcomes in math and Portuguese at end of primary school	Baseline: 34.8% (math), 30.2% (Portuguese)	Target: 66%	No data	No data	No data	Source: ME annual reports Responsibility: ME
		OC1 i1.1.8	Number of children at risk of exclusion reached by the child protection system (including public and NGO institutions)	Baseline: 2,800	Target: 3,600	3,106 (data from UNICEF)	No data	0 (data from UNICEF)	Source: Cabo Verdean Institute for Children and Adolescents (CVICA) annual reports Responsibility: CVICA

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator #</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Output</u>
OP 1.1	National and local capacity enhanced to provide access and promote effective use of integrated and high-quality, gender-responsive health services, including sexual and reproductive health, especially for adolescents and youth	OP1.1 - i1.1.1	Number of health facilities providing integrated adolescent-friendly health services	Baseline: 3	Target: 11	2 (data from UNFPA)	3 (data from UNFPA)	2 (data from UNFPA)	Source: MHSS annual reports Responsible: UNFPA
		OP1.2 - i1.1.2	Number of district health delegations that have integrated adolescent health interventions within local health plans	Baseline: 3	Target: 11	7 (data from UNICEF)	No data	22 (data from UNICEF)	Source: MHSS annual reports Responsible: UNICEF
OP 1.2	National and local capacity for maternal, perinatal and child-health services strengthened	OP1.2 - i1.2.1	Number of district health delegations providing care for children with multiple micronutrient powder	Baseline: 10	Target: 22	13 (data from UNICEF)	No data	22 (data from UNICEF)	Source: MHSS annual reports Responsible: UNICEF
		OP1.2 - i1.2.2	Percentage of district health delegations with at least one infrastructure integrating early child development in their child development monitoring services with nutrition services as entry point	Baseline: 0%	Target: 30%	6% (data from UNICEF)	No data	No data	Source: MHSS annual reports Responsible: UNICEF
		OP1.2 - i1.2.3	Existence of a functional national	Baseline: 0 = No	Target: 1 = Yes	Yes (data from UNFPA)	Yes (data from UNFPA)	Yes (data from UNFPA)	Source: MHSS annual reports

			health information system for maternal, child and adolescent health, including reproductive health						Responsible: UNICEF
OP 1.3	Educational learning outcomes for girls and boys enhanced and relevant to the country's development potential	OP1.2 - i1.3.1	Existence of a functional integrated early childhood education programme	Baseline: 0 = No	Target: 1 = Yes	No (data from UNICEF)	No data	Yes (data from UNICEF)	Source: ME annual report Responsible: UNICEF
		OP1.2 - i1.3.2	Number of adolescents reached by a comprehensive sexuality education programme aligned with international standards	Baseline: 0	Target: 40,000	0 (data from UNFPA)	0 (data from UNFPA)	225 (data from UNFPA)	Source: ME, NGO annual reports Responsible: UNFPA
		OP1.2 - i1.3.3	Existence of a comprehensive special education programme	Baseline: 0 = No	Target: 1 = Yes	No (data from UNICEF)	No data	Yes (data from UNICEF)	Source: ME annual report Responsible: UNICEF
OP 1.4	Access to inclusive and equitable child protection services enhanced	OP1.2 - i1.4.1	Existence of a national policy for child protection aligned with the child rights convention	Baseline: 0	Target: 1	0.4 (data from UNICEF)	No data	1 (data from UNICEF)	Source: MFSI annual report Responsible: UNICEF
		OP1.2 - i1.4.2	Existence of an integrated child protection information and monitoring system	Baseline: 0	Target: 1	No (data from UNICEF)	No data	No (data from UNICEF)	Source: MFSI annual report Responsible: UNICEF
		OP1.2 - i1.4.3	A national multi-stakeholder communication for development strategy to prevent and fight child sexual abuse and exploitation is designed and implemented	Baseline: 0 = No	Target: 1 = Yes	No (data from UNICEF)	No data	Yes (data from UNICEF)	Source: Institute for Children and Adolescents (ICCA) annual report Responsible: UNICEF

<u>Outcome #</u>	<u>Outcome Description</u>	<u>OC Indicator #</u>	<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Outcome</u>
OC 2	By 2022, all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster-risk reduction.	OC2 i2.1.1	Proportion of municipalities that incorporate and implement principles of sustainable urban development in the planning process	Baseline: 1	Target: 5	1 (data from UNDP)	8 (data from UNDP)	20 (data from UNDP)	Source: Municipal monitoring reports Responsibility: Municipal governments 8 PEMDS (Municipal Sustainable Development Strategic Plan): Fogo (3); Santo Antão (3); São Salvador do Mundo; Ribeira Grande de Santiago 2020: 20 PEMDS implemented
		OC2 i2.1.3	Percentage of selected municipalities that integrate resilience and adaptive capacity to climate-related hazards and natural disasters in their development strategies	Baseline: 0	Target: 50%	0% (data from UNDP)	45% (data from UNDP)	90% (data from UNDP)	Source: National Platform for Disaster Risk Reduction (NPDRR) Responsibility: NPDRR 10 out of 22 Municipalities 2020: 20 out of 22 municipalities
		OC2 i2.1.4	Rate of integration of renewable energy for electricity production	Baseline: 20%	Target: TBD	22% (data from UNDP)	24% (data from UNDP)	24% (data from UNDP)	Source: National Directorate of Energy (NDE) annual report Responsibility: NDE This target has not yet been defined in the UNDAF, but considering the goal established by the Government in its

										Governance Program (100% within 10 years) we think that this value is reasonable.39kWp (photovoltaic systems) was installed in DNA; MIOTH and INGT
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<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator #</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Output</u>
OP 2.1	Selected institutions have strengthened technical and operational capacities to mainstream child and gender-sensitive disaster-risk reduction into national and local development policies	OP2.1 - i2.1.1	Percentage of selected national institutions that integrate risk reduction in their policies, strategies and budgets with a gender perspective	Baseline: 4% Percentage of selected national institutions that integrate risk reduction in their policies with a gender perspective: 0% Percentage of selected national institutions that integrate risk reduction in their strategies with a gender perspective: 4%	Target: 50% Percentage of selected national institutions that integrate risk reduction in their policies with a gender perspective: 50% Percentage of selected national institutions that integrate risk reduction in their	Percentage of selected national institutions that integrate risk reduction in their policies with a gender perspective: 13% (data from UNDP) Percentage of selected national institutions that integrate risk reduction in their strategies with a gender	Percentage of selected national institutions that integrate risk reduction in their policies with a gender perspective: 13% (data from UNDP) Percentage of selected national institutions that integrate risk reduction in their strategies with a gender	Percentage of selected national institutions that integrate risk reduction in their policies with a gender perspective: 13% (data from UNDP) Percentage of selected national institutions that integrate risk reduction in their strategies with a gender perspective: 4% (data from UNDP)	Source: NPDRR Responsible: UNDP The country has a national strategy paper on disaster risk reduction. However, it is not yet implemented in any municipality. Implementation will begin in 2020

				Percentage of selected national institutions that integrate risk reduction in their budgets with a gender perspective: 4%	strategies with a gender perspective: 15% Percentage of selected national institutions that integrate risk reduction in their budgets with a gender perspective: 5%	perspective: 4% (data from UNDP) Percentage of selected national institutions that integrate risk reduction in their budgets with a gender perspective: 4% (data from UNDP)	perspective: 4% (data from UNDP) Percentage of selected national institutions that integrate risk reduction in their budgets with a gender perspective: 4% (data from UNDP)	Percentage of selected national institutions that integrate risk reduction in their budgets with a gender perspective: 4% (data from UNDP)	
		OP2.1 - i2.1.2	Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets	Baseline: 14% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 14% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the PLANS: 5% Percentage of municipalities that integrate	Target: 50% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 50% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the PLANS:	Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 14% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the PLANS: 5%	Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 14% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the PLANS: 5%	Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 14% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the PLANS: 5% (data from UNDP) Percentage of municipalities	Source: NPDRR Responsible: UNICEF It is in the process of preparing a project document to respond to this output and indicator. This project document will be prepared in 2020

			<p>child and gender-sensitive risk information including climate risk in STRATEGIES: 5% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the BUDGETS: 4%</p>	<p>20% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in STRATEGIES: 20% Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the BUDGETS: 10%</p>	<p>(data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in STRATEGIES: 5% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the BUDGETS: 4% (data from UNDP)</p> <p>Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 15%</p>	<p>(data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in STRATEGIES: 5% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the BUDGETS: 4% (data from UNDP)</p>	<p>that integrate child and gender-sensitive risk information including climate risk in STRATEGIES: 5% (data from UNDP) Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the BUDGETS: 4% (data from UNDP)</p> <p>Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets: 14% (data from UNICEF)</p>	
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						(data from UNICEF)			
		OP2.1 - i2.1.3	Existence of an integrated strategy for risk and vulnerability reduction through water, sanitation and hygiene in schools	Baseline: 0 = No	Target: 1 = Yes	No (data from UNDP) No (data from UNICEF)	No (data from UNDP)	No (data from UNDP) No (data from UNICEF)	Source: ME annual reports Responsible: UNICEF
OP 2.2	Selected government institutions and local communities have enhanced technical capacity to implement climate change adaptation and mitigation measures	OP2.2 - i2.2.1	Number of municipalities that adopt gender-sensitive, climate-smart practices for sustainable use of water resources in Joint Office-supported programmes	Baseline: 0	Target: 5	0 (data from UNDP)	0 (data from UNDP)	0 (data from UNDP)	Source: Local development plans Responsible: UNDP It is in the process of preparing a project document to respond to this output and indicator. This project document will be implemented in 2020
		OP2.2 - i2.2.2	Number of municipalities carrying out mandatory enforcement of the new energy efficiency code	Baseline: 0	Target: 5	0 (data from UNDP)	0 (data from UNDP)	22 (data from UNDP)	Source: Municipal monitoring reports Responsible: UNDP The energy efficiency code has already been prepared and awaits official approval by the Government of Cape Verde. 2020: Legislation already approved, with national character.

OP 2.3	Enhanced legal, policy and institutional frameworks are in place for conservation, sustainable use and access, and benefit-sharing of natural resources, biodiversity and ecosystems	OP2.3 - i2.3.1	Number of institutional policy frameworks in place for conservation, sustainable use of natural resources, biodiversity and ecosystems	Baseline: 0	Target: 3	No data	No data	No data	Source: NDE Responsible: UNDP
		OP2.3 - i2.3.2	Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem	Baseline: 17 Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 17 Number of TERRESTRIAL areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 7	Target: 28 Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 28 Number of TERRESTRIAL areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity	Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 17 (data from UNDP) Number of TERRESTRIAL areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity	Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 17 (data from UNDP) Number of TERRESTRIAL areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity	Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 17 (data from UNDP) Number of TERRESTRIAL areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 7 (data from UNDP)	Source: NDE annual reports and Protected Areas System Management Unit Responsible: UNDP

				Number of MARINE areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 0	and ecosystem: 11 Number of MARINE areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 17	and ecosystem: 7 (data from UNDP) Number of MARINE areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 10 (data from UNDP)	and ecosystem: 7 (data from UNDP) Number of MARINE areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 10 (data from UNDP)	Number of MARINE areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem: 10 (data from UNDP)	
		OP2.3 - i2.3.3	Percentage of tourism operators doing business in protected areas complying with national standards for sustainable tourism	Baseline: 0%	Target: 80%	0% (data from UNDP)	0% (data from UNDP)	0% (data from UNDP)	Source: Ministries of Economy and Employment and Environment Responsible: UNDP Pilot project scheduled to 2020. 2020: sustainable tourism certification - proposal prepared - in progress for approval and effective implementation in 2021

Outcome #	Outcome Description	OC Indicator #	OC Indicator Description	OC Indicator Baseline	OC Indicator Target 2022	OC Indicator Value 2018	OC Indicator Value 2019	OC Indicator Value 2020	Comments on Outcome
OC 3	By 2022, all Cape Verdeans of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, which leads to more sustainable and inclusive economic development.	OC3 i3.1.2	Number of informal production units by activity sector, gender and age of owner	Baseline: 33,228 (total) (Women: 20,767; Men: 12,460)	Target: decrease by 15,000 informal production units Total: 18,228 Women: 11,418 Men: 6,810	Total: 33,228 (data from UNDP) Women: 20,767 (data from UNDP) Men: 12,460 (data from UNDP)	Total: 33,228 (data from UNDP) Women: 20,767 (data from UNDP) Men: 12,460 (data from UNDP)	Total: 33,228 (data from UNDP) Women: 20,767 (data from UNDP) Men: 12,460 (data from UNDP)	Source: National Institute for Statistics (INE) Responsibility: INE
		OC2 i3.1.3	Unemployment rate (over 15 years) by sex/age/area of residence	Baseline: 15% (Women: 17.4%; Men: 12.9%)	Target: 8.8% Men: 6.4% Women: 11.2%	Unemployment rate: 12.2% (data from UNDP) Men: 11.8% (data from UNDP) Women: 12.8% (data from UNDP)	Unemployment rate: 10.7% (data from UNDP) Men: 9.8% (data from UNDP) Women: 11.9% (data from UNDP)	Unemployment rate: 19.2% (data from UNDP) Men: 19.2% (data from UNDP) Women: 19.2% (data from UNDP)	Source: INE Responsibility: INE Total unemployment rate: 2020: data from PCNA+ (Post Crisis Needs Assessment) in the scope of COVID19. No disaggregation available. Men unemployment rate: 2020: data from PCNA+ (Post Crisis Needs Assessment) in the scope of COVID19. No disaggregation available. Women unemployment rate: 2020: data from PCNA+ (Post Crisis Needs Assessment) in the scope of COVID19. No disaggregation available.
		OC2 i3.1.5	Proportion of jobs in selected sectors of total jobs	Baseline: 19.7% (agriculture, livestock, hunting, forestry and fisheries), 9.9% (industry), 7.8%	Target: TBD Proportion of jobs: Agriculture, livestock, hunting,	Agriculture, livestock, hunting, forestry and fisheries sector: 13.6% (data from UNDP)	Agriculture, livestock, hunting, forestry and fisheries sector: 13.6% (data from UNDP)	Agriculture, livestock, hunting, forestry and fisheries sector: 11% (data from UNDP)	Source: INE Responsibility: INE 2020: most recent data from INE IMC 2019

				(accommodation and restaurant)	forestry and fisheries sector: 22% Proportion of jobs: Industry sector: 11% Proportion of jobs: Accommodation and restaurant sector: 12%	Industry sector: 9.5% (data from UNDP) Accommodation and restaurant sector: 9.1% (data from UNDP)	Industry sector: 9.5% (data from UNDP) Accommodation and restaurant sector: 9.1% (data from UNDP)	Industry sector: 10% (data from UNDP) Accommodation and restaurant sector: 9% (data from UNDP)	
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<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator #</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Output</u>
OP 3.1	The Ministries of Finance, Economy and Employment have strengthened institutional capacity for the formulation and implementation of policies and programmes that harness the demographic dividend for inclusive and sustainable economic	OP3.1 - i3.1.1	Extent to which sector programmes related to the promotion of economic growth are pro-poor, gender- and age-sensitive	Baseline: 1	Target: 4	2 (data from UNDP)	3 (data from UNDP)	3 (data from UNDP)	Source: Ministry of Finance (MFF) Responsible: UNDP Rating scale from 1-4:1. Not adequately: capacities do not yet show improvement and sector programmes of economic growth are not adequately pro-poor, gender and age-sensitive;2. Very partially - capacities show limited improvement and sector programmes of economic growth are very partially pro-poor, gender and age-sensitive;3. Partially - capacities show some of the requirements to lead to sector programmes of economic

	growth								<p>growth partially pro-poor, gender and age-sensitive;4. Largely - capacities have enabled to have sector programmes related to economic growth that are largely/fully pro-poor, gender and age-sensitive</p>
		<p>OP3.1 - i3.1.2</p>	<p>Number of analyses of the implications of the demographic dividend elaborated and used in public policymaking</p>	<p>Baseline: 1</p> <p>Number of analyses of the implications of the demographic dividend elaborated: 1</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 0</p>	<p>Target: 3</p> <p>Number of analyses of the implications of the demographic dividend elaborated: 3</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 2</p>	<p>Number of analyses of the implications of the demographic dividend elaborated: 2 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 0 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 3 (data from UNFPA)</p>	<p>Number of analyses of the implications of the demographic dividend elaborated: 2 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 2 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 4 (data from UNFPA)</p>	<p>Number of analyses of the implications of the demographic dividend elaborated: 3 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 3 (data from UNDP)</p> <p>Number of analyses of the implications of the demographic dividend used in public policymaking: 1 (data from UNFPA)</p>	<p>Source: National Directorate of Planning Responsible: UNFPA</p> <p>Elaborated and used in public policymaking: Mapping of Youth Associations and Organizations; Youth Profile. 2020: PCNA+; COVID19 Impact in Economy; Labor Market in 2030 Horizon</p>

		OP3.1 - i3.1.3	Number of child poverty analyses elaborated and used in public policymaking	<p>Baseline: 0</p> <p>Number of child poverty analyses elaborated and used in public policymaking: 0</p> <p>Number of child poverty analyses elaborated: 0</p> <p>Number of child poverty analyses used in public policymaking: 0</p>	<p>Target: 2</p> <p>Number of child poverty analyses elaborated and used in public policymaking: 2</p> <p>Number of child poverty analyses elaborated: 2</p> <p>Number of child poverty analyses used in public policymaking: 1</p>	<p>Number of child poverty analyses elaborated and used in public policymaking: 1 (data from UNDP)</p> <p>Number of child poverty analyses elaborated: 1 (data from UNDP)</p> <p>Number of child poverty analyses used in public policymaking: 0 (data from UNDP)</p> <p>Number of child poverty analyses elaborated and used in public policymaking: 1 (data from UNICEF)</p>	<p>Number of child poverty analyses elaborated and used in public policymaking: 1 (data from UNDP)</p> <p>Number of child poverty analyses elaborated: 1 (data from UNDP)</p> <p>Number of child poverty analyses used in public policymaking: 1 (data from UNDP)</p> <p>Number of child poverty analyses used in public policymaking: 0 (data from UNDP)</p>	<p>Number of child poverty analyses elaborated and used in public policymaking: 1 (data from UNDP)</p> <p>Number of child poverty analyses elaborated: 1 (data from UNDP)</p> <p>Number of child poverty analyses used in public policymaking: 1 (data from UNDP)</p> <p>Number of child poverty analyses elaborated and used in public policymaking: 1 (data from UNICEF)</p>	<p>Source: MHSI</p> <p>Frequency: Biannual</p> <p>Responsible: UNICEF</p>
OP 3.2	Young people and women have enhanced ability to secure employment, including self-employment	OP3.2 - i3.2.1	Number of young people and women that successfully complete technical and vocational training courses	<p>Baseline: 1,050</p> <p>Total: 1,050</p> <p>Young Women: 635</p> <p>Non Young Women: 0</p> <p>Yount Men: 415</p>	<p>Target: 1,500 (youth: 525; women: 975)</p> <p>Total: 1,500</p> <p>Young Women: 975</p> <p>Non Young Women: 0</p>	<p>Total: 1,510 (data from UNDP)</p> <p>Young Women: 911 (data from UNDP)</p> <p>Non Young Women: 0</p>	<p>Total: 1,729 (data from UNDP)</p> <p>Young Women: 1,044 (data from UNDP)</p> <p>Non Young Women: 0 (data from UNDP)</p>	<p>Total: 5,256 (data from UNDP)</p> <p>Young Women: 3,101 (data from UNDP)</p> <p>Non Young Women: 0</p>	<p>Source: National Institute for Professional Training reports</p> <p>Responsible: UNDP</p>

					Yount Men: 525	(data from UNDP) Yount Men: 599 (data from UNDP)	Yount Men: 685 (data from UNDP)	(data from UNDP) Yount Men: 2,155 (data from UNDP)	
		OP3.2 - i3.2.2	Percentage of youth beneficiaries and women of employment and entrepreneurship programmes integrated in the labour market within three years	Baseline: 60% (40% youth; 20% women) Total: 60% Youth Women: 20% Non Youth Women: 0% Youth Men: 40%	Target: 75% (50% youth; 25% women) Total: 75% Youth Women: 25% Non Youth Women: 0% Youth Men: 50%	Total: 63% (data from UNDP) Youth Women: 21% (data from UNDP) Non Youth Women: 0% (data from UNDP) Youth Men: 42% (data from UNDP)	Total: 63% (data from UNDP) Youth Women: 21% (data from UNDP) Non Youth Women: 0% (data from UNDP) Youth Men: 42% (data from UNDP)	Total: 52% (data from UNDP) Youth Women: 24% (data from UNDP) Non Youth Women: 0% (data from UNDP) Youth Men: 28% (data from UNDP)	Source: Institute of Employment and Professional Training reports Responsible: UNDP Data not available yet in terms of percentage. We can report that 511 youth inserted in the labor market (273 by way of employment and 238 self-employment)
OP 3.3	Municipalities have strengthened technical capacities to develop integrated and SDG-aligned territorial development strategies that promote local employment opportunities particularly for youth and	OP3.3 - i3.3.1	Percentage of members of local development platforms that are young women and men	Baseline: 0 Young women and men: 0% Young women: 0% Yount men: 0%	Target: 30% Young women and men: 30% Young women: 10% Yount men: 20%	Young women and men: 30% (data from UNDP) Young women: 25% (data from UNDP) Young men: 35% (data from UNDP) Young women and men: 50% (data from UNFPA)	Young women and men: 18% (data from UNDP) Young women: 9% (data from UNDP) Yount men: 9% (data from UNDP) Young women and men: 40% (data from UNFPA)	Young women and men: 23% (data from UNDP) Young women: 10% (data from UNDP) Yount men: 13% (data from UNDP) Young women and men: 100% (data from UNFPA)	Source: Minutes of platform meetings Responsible: UNFPA

	women	OP3.3 - i3.3.2	Number of elaborated territorial local economic development strategies that explicitly promote employment opportunities for youth and women	Baseline: 0	Target: 6	6 (data from UNDP)	8 (data from UNDP)	20 (data from UNDP)	Source: Municipal assembly minutes Responsible: UNFPA referring to PEMDS (Municipal Strategic Sustainable Development Plans)
OP 3.4	The Ministry of Family and Social Inclusion has enhanced technical capacity to ensure access to the social protection system by the most vulnerable groups, particularly women and children.	OP3.4 - i3.4.1	Existence of a functional integrated system for monitoring and evaluating the social protection programme	Baseline: 0 = No	Target: 1 = Yes	No (data from UNDP) No (data from UNICEF)	No (data from UNDP)	No (data from UNDP) No (data from UNICEF)	Source: MHSI reports Responsible: UNICEF The monitoring and evaluation system has not yet been set up, but during 2018 the office started with the Ministry of the Family to define the parameters of the system components. However, these actions were fully financed with UNICEF funds. 2020: ongoing
		OP3.4 - i3.4.2	Extent to which policy and institutional reforms increase access to social protection targeting the poor at municipal level (disaggregated by sex, rural and urban)	Baseline: 0 Rural Women: 0 Urban Women: 0 Rural Men: 0 Urban Men: 0	Target: 3 Rural Women: 3 Urban Women: 3 Rural Men: 3 Urban Men: 3	Rural Women: 0 (data from UNDP) Urban Women: 0 (data from UNDP) Rural Men: 0 (data from UNDP) Urban Men: 0 (data from UNDP)	Rural Women: 0 (data from UNDP) Urban Women: 0 (data from UNDP) Rural Men: 0 (data from UNDP) Urban Men: 0 (data from UNDP)	Rural Women: 2 (data from UNDP) Urban Women: 2 (data from UNDP) Rural Men: 2 (data from UNDP) Urban Men: 2 (data from UNDP)	Source: MHSI Responsible: UNDP In the area of social protection, the Office has carried out a number of actions to achieve results that respond to this indicator. However, these actions were fully financed with UNICEF funds. 2020: The country has a unique social registry (CSU) that is disaggregated by sex and type of residence (rural and urban); also the technical

									capacities of the Local and Municipal teams are strengthened in matters related to the CSU, targeting on monitoring and follow-up of vulnerable families; also in 2020 with support from the ILO the country prepared the proposal for a Strategic Plan for Social Protection 2020-2023
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<u>Outcome #</u>	<u>Outcome Description</u>	<u>OC Indicator #</u>	<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Outcome</u>
OC 4.1	By 2022, Cape Verdean citizens benefit from a system of democratic governance and public administration that is more effective, transparent, and participative.	OC4 i4.1.1	Number of national and local government programmes elaborated and implemented with results-based management approach	Baseline: 0	Target: 1 (national), 12 (municipality), 3 (islands) Total: 13	National: 1 (data from UNDP) Local: 8 (data from UNDP) Islands: 3 (data from UNDP) Total: 9 (data from UNDP)	National: 1 (data from UNDP) Local: 8 (data from UNDP) Islands: 3 (data from UNDP) Total: 9 (data from UNDP)	National: 1 (data from UNDP) Local: 20 (data from UNDP) Islands: 8 (data from UNDP) Total: 21 (data from UNDP)	Source: PEDS, Sector and Municipal reports Responsibility: Ministry of Finance (MFF) Islands: Eight municipalities drafted and approved their Strategic Development Plans (PEMDS). These municipalities are based in the islands of Santiago, Fogo and Santo Antão.

									<p>Source: Minutes of meetings between elected representatives and public petitions Responsibility: MFF</p> <p>Source: Sector Budget Execution Report/Municipal Plans Responsibility: MFF</p> <p>Minutes of meetings between elected representatives and public petitions; Sector budget execution reports/municipal plans</p> <p>In the State Budget for 2020 there are 70% of projects marked with "Gender Marker" G1, G2 and G3. At the municipal level, this indicator will be informed during the year 2019, within the framework of the actions of the Local Development Platforms Program. 2020: In the State Budget for 2021 there are 70% of projects marked with "Gender Marker" G1, G2 and G3.</p>
		OC4 i4.1.2	Percentage of gender-sensitive local and national budget lines	Baseline: 0	Target: 70% of programmes with gender marker	51% (data from UNDP)	70% (data from UNDP)	71% (data from UNDP)	
		OC4 i4.1.3	Percentage of women elected to parliament and local government	Baseline: 26.3%	Target: 40.3%	26.3% (data from UNDP)	26.3% (data from UNDP)	40.6% (data from UNDP)	<p>Source: National Election Commission (NEC), Inter-Parliamentary Union Responsibility: NEC</p> <p>This indicator will only evolve after the next elections that will take place in 2021.</p>

								2020 Municipal elections results: - 40,6% women elected for Local Town Hall; - 42,1% women elected for Municipal Assemblies
OC4 i4.1.4	Number of functional participation mechanisms for identification of priorities or public policies at national and local levels	Baseline: 3 (national), 0 (local)	Target: 4 (national), 8 (local)	National: 3 (data from UNDP) Local: 4 (data from UNDP)	National: 3 (data from UNDP) Local: 8 (data from UNDP)	National: 6 (data from UNDP) Local: 20 (data from UNDP)	National: Concertation dialog with youth; SDG's Dialog; Youth Forum; Youth Advisory Council; Social Concertation Council; Interministerial Committee for Gender Equality Local: Of the 9 municipalities that have Local Development Platforms, 8 already have Platforms approved by the Municipal Assemblies. 2020: 20 Local Platforms	
OC4 i5.1.1	Functionality of a Resource Mobilization and Partnership Development mechanism	Baseline: 0 = No	Target: 1 = Yes	Yes (data from UNDP)	Yes (data from UNDP)	Yes (data from UNDP)	Source: Ministry of Foreign and Communities Affairs (MFAC) and MFF Responsibility: MFA, MFF The Ministry of Finance has a department in charge of promoting partnerships and resource mobilization. In 2019 two important investors conferences were organized, being one in Sal Island and one in Boston, USA, which mobilized important investments for development.	
OC4 i5.1.2	Number of formal, signed partnership agreements (South-South, triangular)	Baseline: 0	Target: 4	1 (data from UNDP)	1 (data from UNDP)	1 (data from UNDP)	Source: MFAC, MFF Responsibility: MFAC, MFF The new ProPALOP TL SAI	

							project, like the previous one, is a core project, South-south cooperation. Platform Project promoted agreement between Fogo Island and USA diaspora
OC4 i5.1.4	Number of CSOs that participate in the formulation and monitoring of development plans, budgets and public policies	Baseline: TBD 0	Target: TBD 4	4 (data from UNDP)	1 (data from UNDP)	6 (data from UNDP)	Source: MFF Responsibility: MFF 2020: AJEC; Plataforma ONGs; AME; Morabi; OMCV; Representative Youth Associations
OC4 i5.1.5	Number of national SDGs progress reports submitted.	Baseline: 0	Target: 4	1 (data from UNDP)	1 (data from UNDP)	1 (data from UNDP)	Source: MFAC Responsibility: MFAC 2018 - The Voluntary National Report on SDGs was presented at the High Level Political Forum held in New York. 2019 - vast mission led by UNDP and composed of experts from various agencies of the United Nations System and the World Bank and the European Union was in Cabo Verde from 28/10 to 08/11 to conduct two complementary exercises (MAPS and INFF) aiming to define acceleration mechanisms for the implementation of the SDG's. 2020 - in the scope of "Ambition 2030" exercise.

<u>Outcome #</u>	<u>Outcome Description</u>	<u>OC Indicator #</u>	<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Outcome</u>
OC 4.2	By 2022, Cape Verdeans, particularly women, youth and children, benefit from increased human security, improved social cohesion and a responsive and inclusive justice system that leads to the fulfilment of human rights.	OC4 i4.2.2	Proportion of women and girls who are victims of gender-based violence (by age/area of residence)	Baseline: 23% (15-19: 14.9%, 20-29: 23.8%, 30-39: 25.8%, 40-49: 14.8%)	Target: 7%	Total: 11% (data from UNDP) Girls 15-19: 7% (data from UNDP) Young women: 20-29: 11% (data from UNDP) Women 30-39: 12% (data from UNDP) Senior women: 40-49: 7% (data from UNDP)	Total: 10.9% (data from UNDP) Girls 15-19: 7% (data from UNDP) Young women: 20-29: 11% (data from UNDP) Women 30-39: 12% (data from UNDP) Senior women: 40-49: 7% (data from UNDP)	Total: 10.9% (data from UNDP) Girls 15-19: 7% (data from UNDP) Young women: 20-29: 11% (data from UNDP) Women 30-39: 12% (data from UNDP) Senior women: 40-49: 7% (data from UNDP)	Source: Demographic and Reproductive Health Indicators reports Responsibility: IDSR
		OC4 i4.2.4	Percentage of universal periodic review (UPR) recommendations implemented	Baseline: 57%	Target: 90%	67% (data from UNDP)	77% (data from UNDP)	77% (data from UNDP)	Source: Ministry of Justice and Labour (MoJL) reports Responsibility: MoJL
		OC4 i4.2.5	Percentage of court cases with free legal support	Baseline: 10%	Target: 25%	23% (data from UNDP)	13% (data from UNDP)	25% (data from UNDP)	Source: MoJL reports Responsibility: MoJL 2020: as per Justice Report 2019/2020

		OC4 i4.2.7	Number of children and youth in detention centres	Baseline: 217 per year	Target: 150 per year	217 (data from UNDP) 198 (data from UNICEF)	293 (data from UNDP)	301 (data from UNDP) 309 (data from UNICEF)	Source: MoJL reports Responsibility: MoJL 2020: The data refers to youth between 16-21 years old in prisons. CO is also correcting the value for 2019
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<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator #</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2022</u>	<u>OC Indicator Value 2018</u>	<u>OC Indicator Value 2019</u>	<u>OC Indicator Value 2020</u>	<u>Comments on Output</u>
OP 4.4	Institutions at central and local levels have enhanced capacity to effectively implement national instruments for the promotion of gender equality and combating gender-based violence	OP4.3 - i4.4.1	Number of municipalities that undertake gender-responsive planning and monitoring of service delivery	Baseline: 0	Target: 8	4 (data from UNDP)	8 (data from UNDP)	20 (data from UNDP)	Source: Municipal planning departments Responsible: UNDP 8 PEMDS 2020: 20 PEMDS
		OP4.3 - i4.4.2	Percentage of health and education professionals and police with competencies on GBV prevention and response	Baseline: Health - 11.6%; Education - 5.1%, Police - 22.5%	Target: Health - 50%, Education - 30%, Police - 70%	Total Percentage of health and education professionals and police with competencies on GBV prevention and	Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 42% (data from UNDP) Percentage of EDUCATION professionals	Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 45% (data from UNDP) Percentage of EDUCATION professionals with competencies on	Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 45% (data from UNDP) Percentage of EDUCATION professionals

				<p>prevention and response: 39% Percentage of EDUCATION professionals with competencies on GBV prevention and response: 5.1% Percentage of HEALTH professionals with competencies on GBV prevention and response: 11.6% Percentage of POLICE professionals with competencies on GBV prevention and response: 22.5%</p>	<p>response: 50% Percentage of EDUCATION professionals with competencies on GBV prevention and response: 30% Percentage of HEALTH professionals with competencies on GBV prevention and response: 50% Percentage of POLICE professionals with competencies on GBV prevention and response: 70%</p>	<p>with competencies on GBV prevention and response: 10% (data from UNDP) Percentage of HEALTH professionals with competencies on GBV prevention and response: 20% (data from UNDP) Percentage of POLICE professionals with competencies on GBV prevention and response: 35% (data from UNDP)</p> <p>Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 15.5% (data from UNFPA)</p>	<p>GBV prevention and response: 10% (data from UNDP) Percentage of HEALTH professionals with competencies on GBV prevention and response: 25% (data from UNDP) Percentage of POLICE professionals with competencies on GBV prevention and response: 40% (data from UNDP)</p> <p>Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 50% (data from UNFPA)</p>	<p>with competencies on GBV prevention and response: 10% (data from UNDP) Percentage of HEALTH professionals with competencies on GBV prevention and response: 25% (data from UNDP) Percentage of POLICE professionals with competencies on GBV prevention and response: 40% (data from UNDP)</p> <p>Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 35% (data from UNFPA)</p>	
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		OP4.3 - i4.4.3	Number of community-based organizations capacitated with training and tools in C4D for behavioural change on gender stereotyping and discrimination affecting children and adolescents	Baseline: 0	Target: 3 13	2 (data from UNDP) 1 (data from UNICEF)	2 (data from UNDP)	0 (data from UNICEF)	Source: Cabo Verdean Institute for Gender Equality and Equity reports Responsible: UNICEF
OP 4.5	The justice system has enhanced capacity to promote human rights, with a focus on women and children in contact with the law, and greater efficiency in the judicial process	OP4.5 - i4.5.1	Number of institutions and interministerial mechanisms effectively monitoring UPR recommendations and reporting on human rights instruments	Baseline: 1 (I: 1; IMM: 0) Total Number of institutions and interministerial mechanisms: 1 Number of institutional mechanisms: 1 Number of interministerial mechanisms: 0	Target: 7 (I:6; IMM: 1) Total Number of institutions and interministerial mechanisms: 7 Number of institutional mechanisms: 6 Number of interministerial mechanisms: 1	Total Number of institutions and interministerial mechanisms: 1 (data from UNDP) Number of institutional mechanisms: 1 (data from UNDP) Number of interministerial mechanisms: 1 (data from UNDP)	Total Number of institutions and interministerial mechanisms: 1 (data from UNDP) Number of institutional mechanisms: 1 (data from UNDP) Number of interministerial mechanisms: 1 (data from UNDP)	Total Number of institutions and interministerial mechanisms: 1 (data from UNDP) Number of institutional mechanisms: 1 (data from UNDP) Number of interministerial mechanisms: 1 (data from UNDP)	Source: MoJL Responsible: UNDP
		OP4.5 - i4.5.2	Number of judicial institutions able to deliver free legal aid to vulnerable groups	Baseline: 0	Target: 4	1 (data from UNDP)	3 (data from UNDP)	4 (data from UNDP)	Source: MoJL Responsible: UNDP
		OP4.5 - i4.5.3	Existence of an operational integrated child-sensitive justice case management information system	Baseline: 0 = No	Target: 1 = Yes	No (data from UNDP) No (data from UNDP)	No (data from UNDP)	No (data from UNDP) Yes (data from UNICEF)	Source: MFF reports Responsible: UNICEF UNICEF PROGRAM 2020: platform development ongoing, with UNICEF Programme

Data Source: Data provided by the Joint Office and from IRRF_CPD_SP_Indicators:

<https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSection2ddca29762bc1276521c>

ANNEX 7. CCPD THEORY OF CHANGE

Operationalization of the ToC

To assess the CCPD results, a **theory-based contribution analysis** approach has been applied. Contribution analysis utilized an explicit Theory of Change for each CCPD outcome, proceeding through a process to test the theory against logic and evidence to test that CCPD has contributed to expected results. A review of the theory of change has been made for each of these programme outcomes, to verify how relevant, effective and sustainable the interventions have been in that framework.

Figure ToC1. A Basic Generic Theory of Change

There are many ways to depict theories of change. Figure ToC1 illustrates a basic generic theory of change that has proven useful in several settings, as the model to be used by the evaluation team. The sequence of boxes in the figure is the associated impact pathway, the results chain. The components of the CCPD ToC included:

Goods and services produced are the direct outputs resulting from the activities undertaken by the JO.

Reach and reaction are the target groups who are intended to receive the CCPD intervention’s goods and services and their initial reaction⁶⁶.

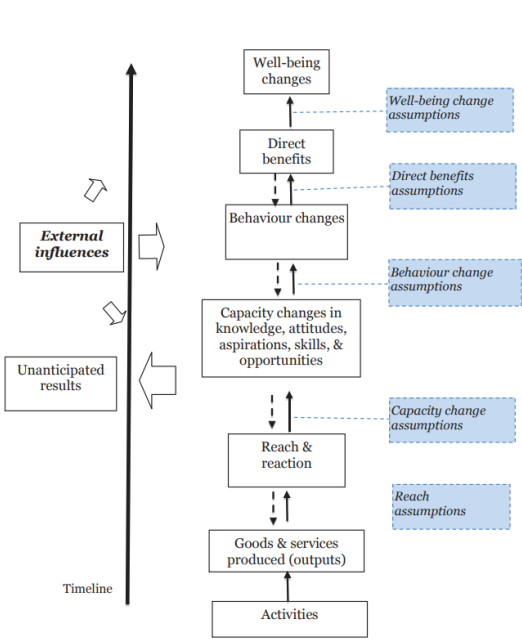
Capacity changes are the changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the CCPD intervention’s goods and services.

Behavioural changes are the changes in actual practices that occur, that is, those in the CCPD target reach group do things differently or use the intervention products.

Direct benefits are the improvements in the state of individual beneficiaries.

Impact or well-being changes are the improvements in the state of individual beneficiaries

The causal link *assumptions* shown in the dotted boxes in Figure identify what salient events and conditions have to occur for each link in the causal pathway to work as expected.



⁶⁶ Reach is important to include as a component in causal pathways. “A lack of explicit thinking about reach in logic models can lead to problems such as narrow/constricted understanding of impact chains, favoring of ‘narrow and efficient’ initiatives over ‘wide and engaging’ initiatives and biased thinking against equity considerations” (Montague & Porteous, 2013).

In order to draw lessons, it is essential to know the theory behind the interventions. The interventions have been organized by CCPD outcomes (5). A review of the theory of change has been made for each of these programme outcomes, to verify how relevant, effective, efficient and sustainable the interventions have been in that framework.

The main data derived from interviews and Focus Group with JO and RO staff, and interviews with national stakeholders at national and local level, survey to national stakeholders, and secondary data from the review of the documents. To prevent conflict of interest and to ensure the impartiality and absence of bias the evaluation methodology included multiple methods (triangulation) i.e. use of an appropriate mix of quantitative and qualitative data with participatory elements to ensure validity and reliability of the findings.

Applying contribution analysis approach, the evaluation team explored attribution through assessing the contribution CCPD is making to observed results. The theory of change behind the CCPD was verified considering other influencing factors.

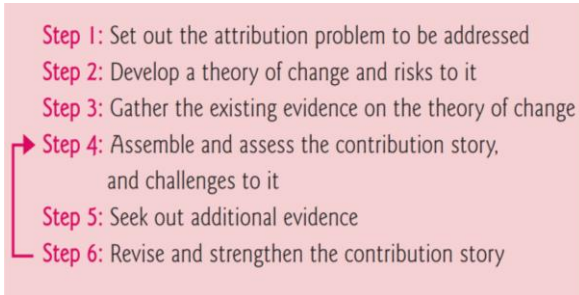
Operationalization of the ToC

To operationalize the ToC, the interventions have been organized by CCPD outcomes. The six steps proposed in the inception report have been applied.

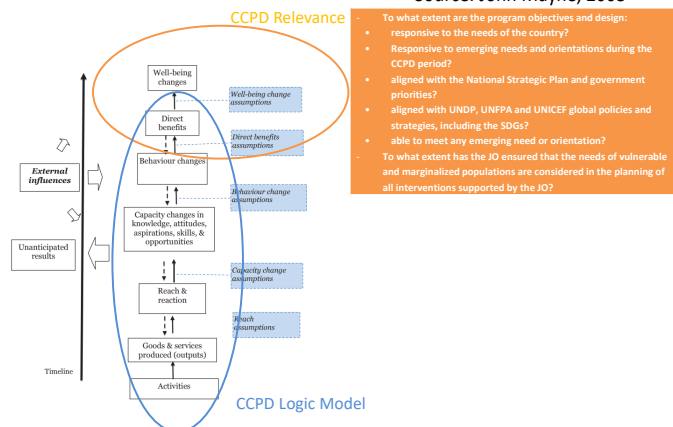
The **first step** was to understand and assess the impact pathway or the CCPD logic model for each outcome. The logic model describes causal pathways showing the linkages between the sequence of steps in getting from activities to impact. At this stage, in addition to understanding the logic model, the relevance analysis of the CCPD was carried out according to the evaluation questions outlined: the extent to which the CCPD objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change⁶⁷. At the end of this stage, the evaluation team captured:

- ✓ Assumptions and context—relate to the social, political, and economic factors that exist in the local where the CCPD is being implemented and the influence of these on the potential success of the programme. Stated assumptions are based on the thorough

Conducting contribution analysis



Source: John Mayne, 2008



⁶⁷ BETTER CRITERIA FOR BETTER EVALUATION OECD/DAC Network on Development Evaluation. January, 2020.

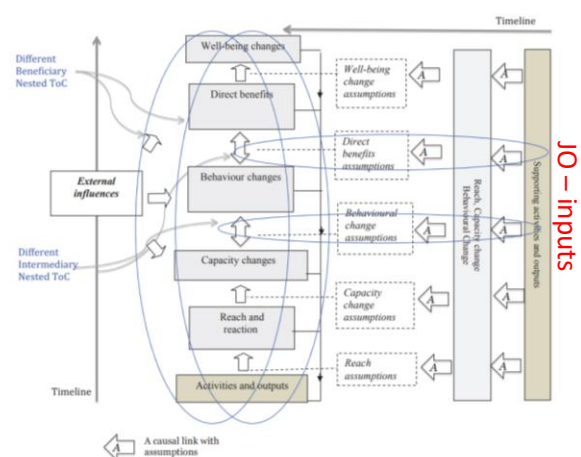
understanding of the contextual factors as well as theories and evidence-based knowledge that may be available from similar programs in the same locale. Covid-19 impact assessment on CCPD results has been key at this stage.

- ✓ Problem statement—describes the nature and extent of the problem that needs to be addressed by each of the CCPD outcomes, and how relevant is the program.
- ✓ Logic Model: inputs, activities, outputs, outcomes, impacts. Identify the inputs required for implementing the program’s activities, describing the activities themselves, and then the immediate outputs. At this regard, the “Indicators Matrix Joint Evaluation Cape Verde” and the “CCPE Cape Verde Project Table” files have been key inputs.

- Key variables ToC 1st step – relevance analysis
- Needs assessment: varied needs of diverse stakeholder groups prior to the programming of the CCPD and AWP
 - Selection of target groups for JO-supported interventions in the five outcomes of the programme - consistency with identified needs as well as national priorities in the CCPD and AWP
 - "Leaving no one behind" principle by using disaggregated data to identify women, children, youth and vulnerable groups and addressing barriers preventing them from accessing services and opportunities
 - Prioritizing the most vulnerable, and/or excluded population groups in interventions and AWP
 - Objectives and results in the PEDS 2017-21, Ambição 2030 and sectoral plans - Objectives and results of the CCPD
 - Result of the Strategic Plan of UNDP, UNFPA or UNICEF - Objectives and results of the CCPD
 - ToC of UNDP, UNFPA and UNICEF - ToC of the CCPD
 - UNDAF Goals and priorities - Objectives and results of the CCPD
 - Principles and policy of gender equality and the empowerment of women - Objectives and results of the CCPD
 - JO response to the health, political and social changes caused by the Covid-19 pandemic
 - Adaptation of the objectives, interventions and use of funds considering changes in national priorities
 - COVID-19 support provided to vulnerable women, and children, youth and other groups.
 - The JO strategies and AWP - post Covid-19 country context
 - JO Actions taken - crisis management and multi-sectoral response
 - JO Actions taken - GBV and sexual violence in the context of the health crisis
 - JO Actions taken - socio-economic impact in the context of the health crisis
 - JO Actions taken - health services and school activities, among others, in the context of the health crisis

The **second step** was to apply the ToC, ex-post⁶⁸ assessment, by outcome. Figure ToC1 relates to a “basic” generic theory of change. It only shows one actor undertaking activities. But for more complicated interventions, as the CCPD, it needs to engage and work with a variety of other intermediaries— delivery partners, governments, the private sector, NGOs—and influence their behaviour. For this evaluation, it was developed a sub-theory of change for each outcome—a **nested**

Nested Theories of Change



⁶⁸ Theories of change are models of how change is expected to happen (e.g., in the post case). Mayne, 2015

Source: adapted from J. Mayne

theory of change or theory of reach⁶⁹, adding the assumptions to the causal links in the logic model. Only when we add the assumptions to the causal links in the logic model do we get a theory of change. The causal link assumptions identify what salient events and conditions have to occur for each link in the causal pathway to work as expected.

The evaluation team analyzed, for each key level of CCPD interventions, the causal links with the assumptions. In probabilistic terms, the team used the rubric⁷⁰ *fully-partially-none contributed*⁷¹ to describe level of adequacy of the intervention causal package, meaning that, in this case, the causal package most likely produced a contribution to the observed result.

In assessing the **effectiveness** of the CCPD, it has been analyzed the degree of control the JO has or might have over the causal link assumptions. Assumptions has been labelled as [O], over which the JO has no or very little influence; [I], where the JO can (should) have an influence, direct or indirect; or [C], where the JO should be able to directly control. The evaluation team assessed whether the core intervention is a triggering contributory cause and a **sustaining** contributory cause for the outcome results.

- Key variables ToC 2nd step – effectiveness and sustainability analysis
EFFECTIVENESS
- Performance of CCPD output and outcome indicators
 - Direct outputs resulting from the activities undertaken by the JO.
 - Target groups who are intended to receive the CCPD intervention’s goods and services
 - Capacity changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the CCPD intervention’s goods and services.
 - Behavioural changes in actual practices that occur in the CCPD target reach group.
 - Direct benefits or improvements in the state of individual beneficiaries.
 - Causal link assumptions identifying salient events and conditions necessary for each causal link in the expected impact pathway (ToC).
 - Relationship between JO and national partners
 - Interventions on national capacity (individual, organizational and enabling environment)- sectorial gaps
 - Regulatory frameworks in the mandate of the three agencies
 - Public policies in the mandate of the three agencies
 - Gender effectiveness scale
 - Disaggregated data – including on HR and GE –in the output and outcome indicators of the CCPD
 - Innovative guidelines for local planning to address priority HR and Gender issues by Outcome
 - Results of CCPD linked to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination
 - Vulnerable populations - participation in the design of activities of which they are intended beneficiaries
 - AWP’s and annual results reports - benefits delivered to vulnerable groups
 - Leaving No One Behind (LNOB) approach - outputs and activities in each outcome

⁶⁹ Nested theories of change offer a way to break down a more messy theory of change into something more understandable and practical.
⁷⁰ Adapted from Matt Andrews, 2018 and 2021 (Andrews, M., 2018. Public Policy Failure: "How Often?" and "What is Failure, Anyway?": A Study of World Bank Project Performance. Center for International Development at Harvard University and Andrews, M., 2018. Successful Failure in Public Policy Work. CID Faculty Working Paper No. 402. Center for International Development at Harvard University)
⁷¹ Fully contributed: Inputs mobilized, outputs and intermediate outcomes results achieved, and some impacts achieved.
 Partially contributed: Inputs mobilized, most outputs delivered, and some intermediate outcomes achieved.
 None contributed: limited input mobilization and outputs achievement, and no change to outcome results.

- JO key partners and beneficiaries - perception of JO interventions
- Use of Management information systems by partners
- SDG Voluntary National Report – CCPD activities
- Cross-sectoral/cross-ministry working groups on data integration - CCPD activities

SUSTAINABILITY

- Strategies and mechanisms for national ownership of results
- Analysis or strategies for (national) scale-up
- Production and systematization of good practices with potential to scale
- JO's financial support - investment of resources from other donors (foundations, civil society organizations, IOs, etc.) in projects in line with CCPD's programmatic areas and priorities
- Formal political and financial commitments to give sustainability to the Joint Program Products (policies, plans, studies, systems)
- Level of budget support for CCPD outcomes, including public policy and strengthening of capacity (e.g. recurrent formation of public human resources)
- Gender equality actions and protection of the most vulnerable by the Government
- Knowledge in CCPD capacity building activities - training/capacity development programmes implemented as part of the Joint Programme
- Integration of training modules/curricular in national standards / protocols / accreditation systems
- Selection criteria and evaluation of individual capacity development interventions (trainings) at different levels (e.g. policy makers, service providers, logistics).
- Rational and use of the organizational capacity development interventions (technical assistance)
- Enabling environment capacity development interventions (rules, policies)
- Women and men have participated and equally accessed to the training opportunities (percentage of man and women as course participants)
- Risk of environmental factors (e.g. sea level rise, changing precipitation pattern, biological populations size and distribution) hampering CCPD outcomes

The **next step** (3) was to **gather evidence** and assembling all readily available material, leaving more exhaustive investigation until later after interviews, FGD and survey (please refer to the data collection description in this document). Gathering evidence has been an iterative process, first gathering and assembling all readily available material, leaving more exhaustive investigation until later. Evidence to validate the theory of change has been needed at the three levels: observed results, assumptions about the theory of change, and other influencing factors. Please refer to the data collection section of the evaluation report.

The (iv) **fourth step** was to assess the contribution story by outcome, analyzing if the results chain is strong and which are weak. A causal theory of change diagram model has been designed by outcome to show the impact pathways and the causal link assumptions details of the theory of change. The (v) **fifth step** was to seek out additional evidence. The evaluation team used triangulation techniques to assure technical quality. Finally, the (vi) **sixth step** was to revise and strengthen the contribution story, before including it in the evaluation report.

CCPD Reconstructed ToC by Outcomes

Figure 1. Reconstructed Theory of Change – Outcome 1 CCPD

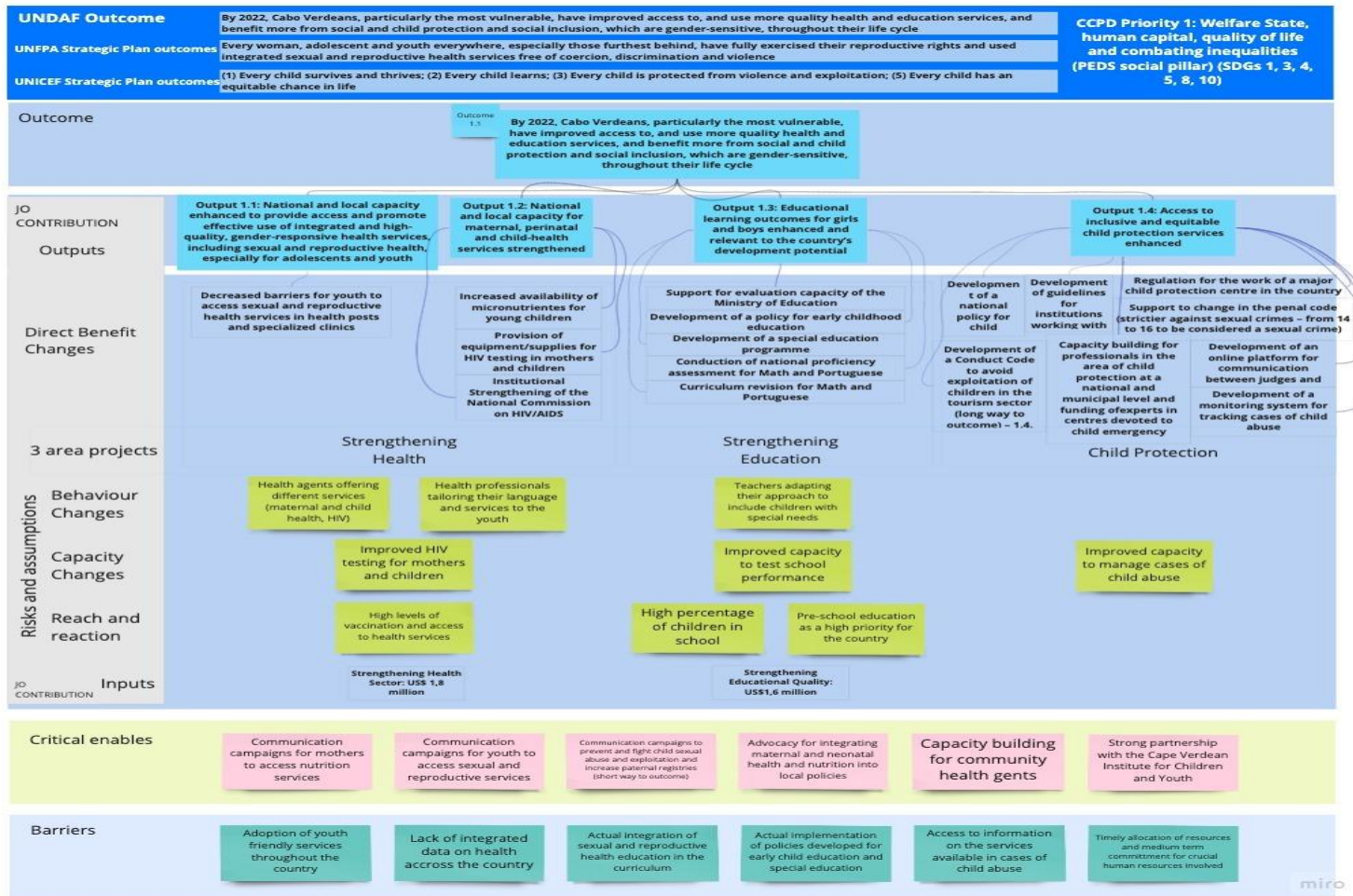
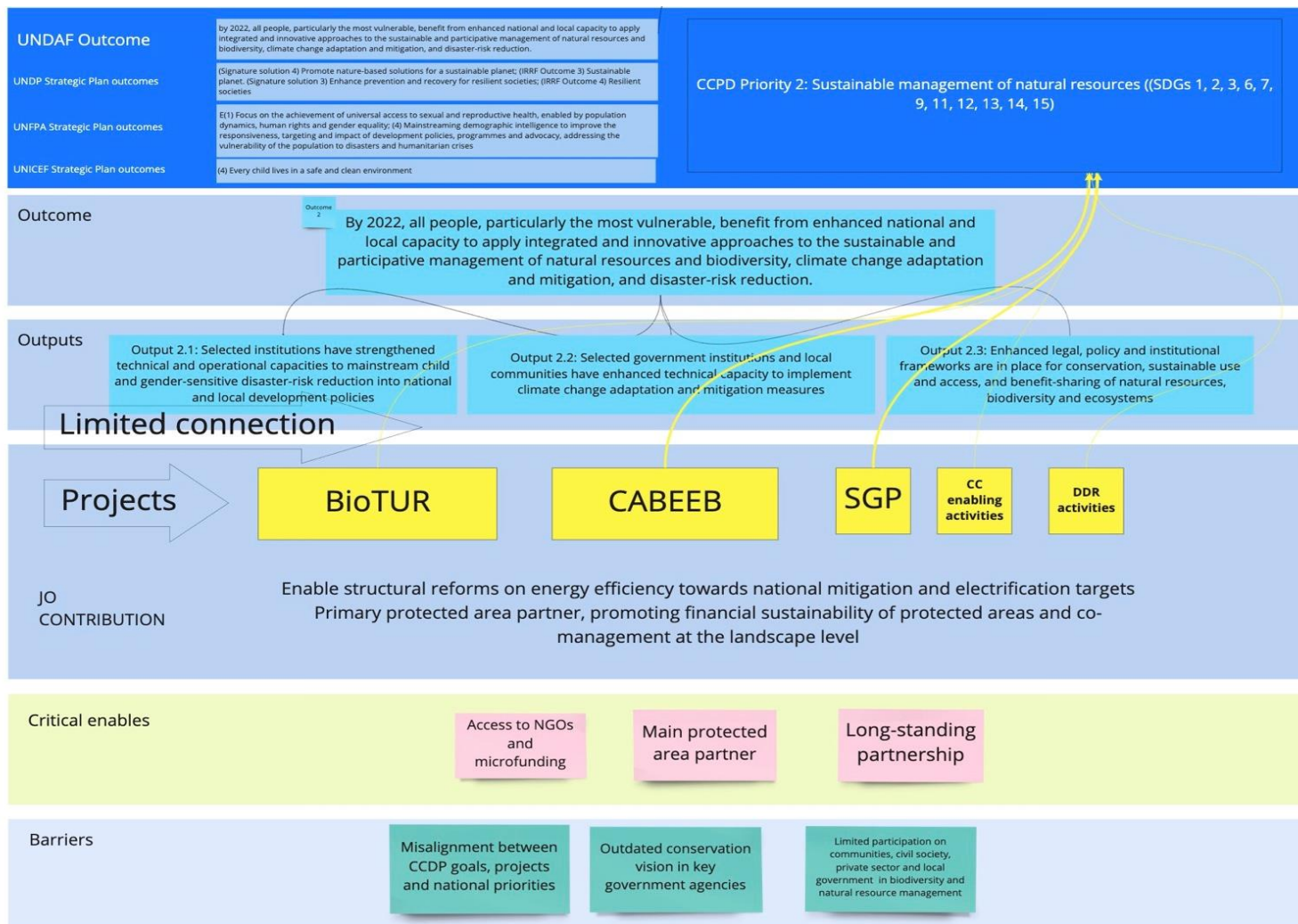


Figure 2. Reconstructed Theory of Change – Outcome 2 CCPD



miro

Figure 3. Reconstructed Theory of Change – Outcome 3 CCPD

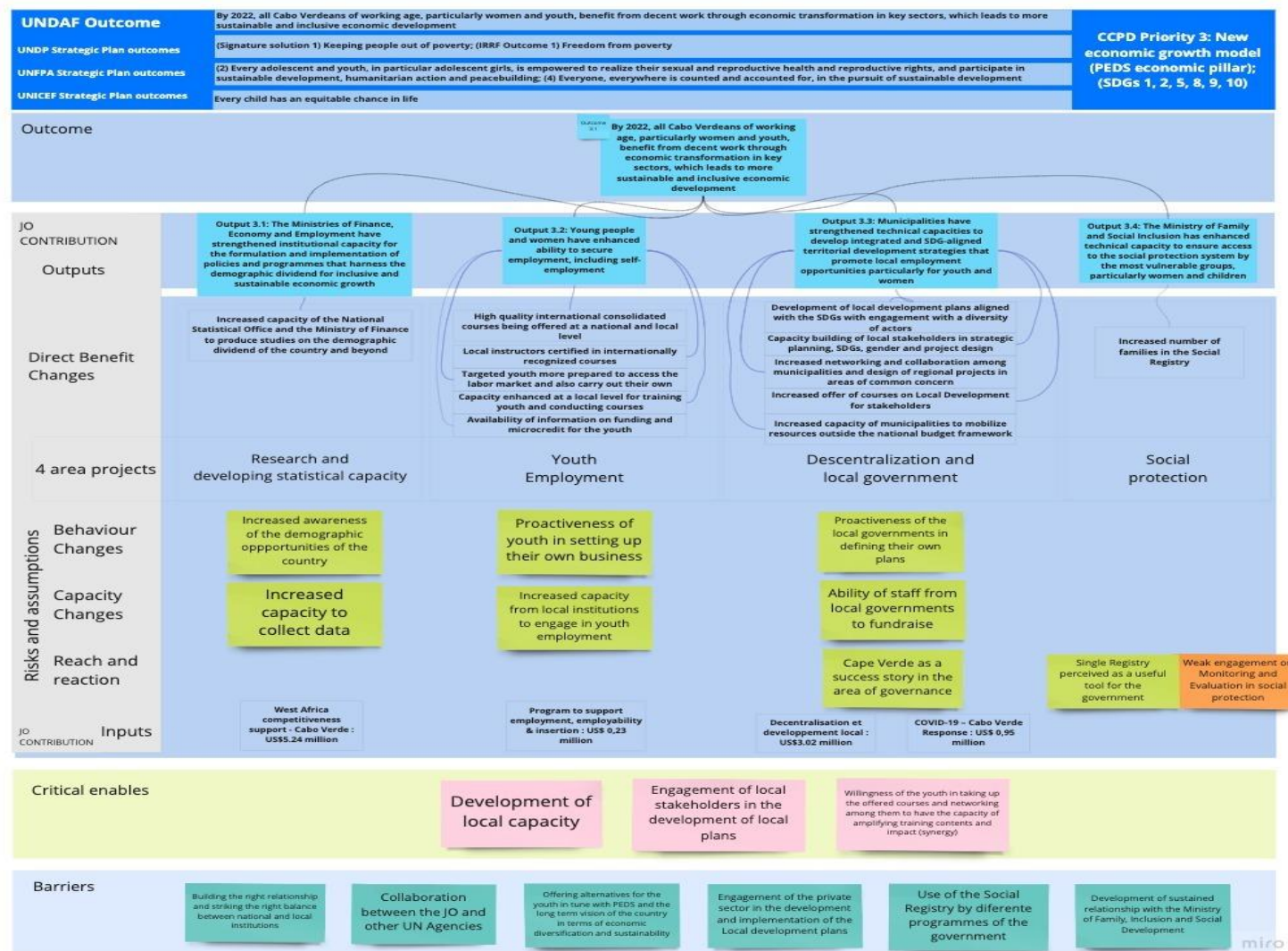
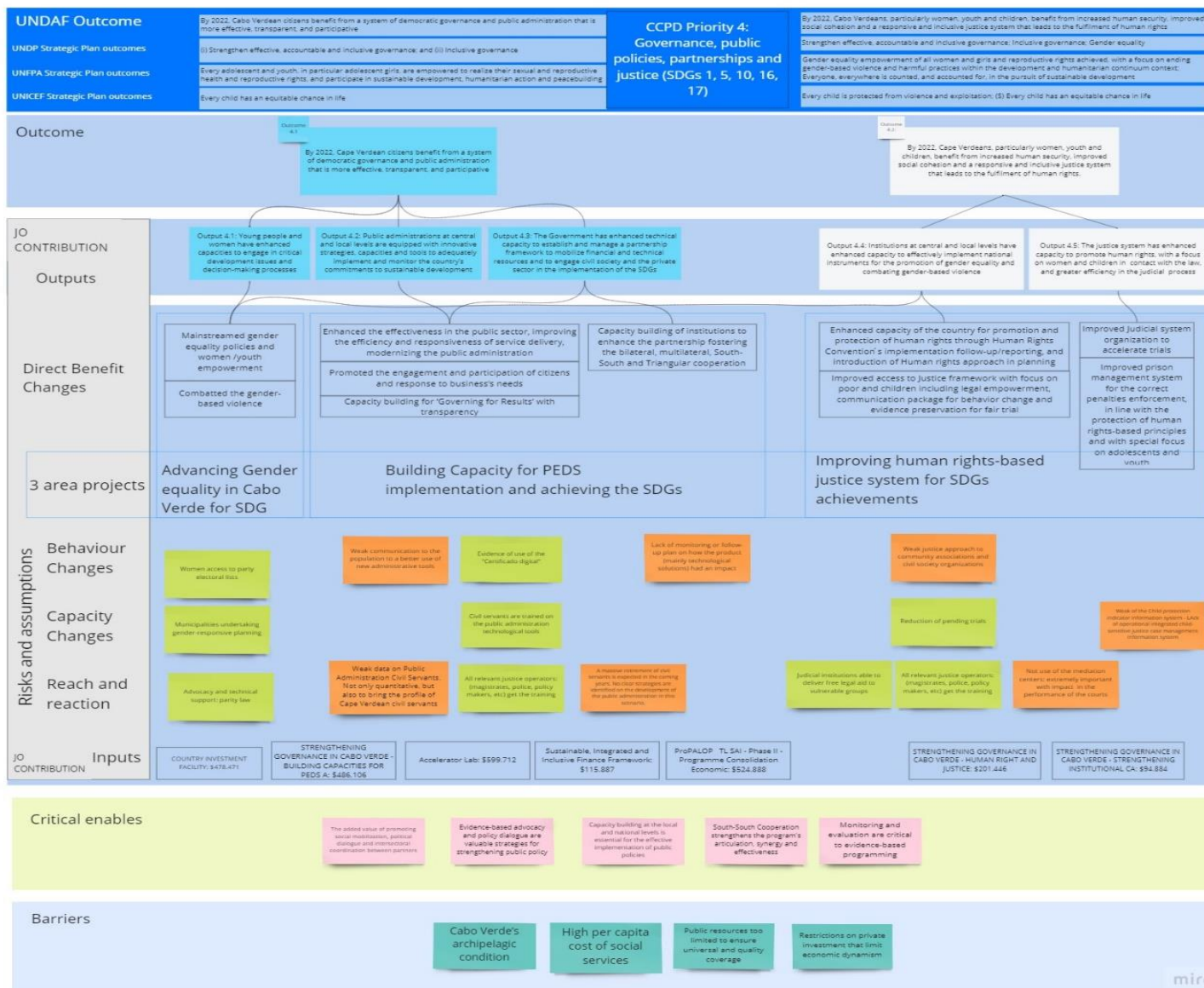


Figure 4. Reconstructed Theory of Change – Outcome 4.1 and 4.2 CCPD



ANNEX 8. DETAILED ANALYSIS OF OUTPUTS AND OUTCOMES

Priority 1: Sustainable development of human capital

Outcome 1: By 2022, Cabo Verdeans, particularly the most vulnerable, have improved access to, and use more quality health and education services, and benefit more from social and child protection and social inclusion, which are gender-sensitive, throughout their life cycle

The first outcome of the CCPD addresses health and educational services with a focus on children, youth and women. The table below shows the outcome indicators, considering the target year of 2022 (end of CCPD cycle) with the targets and results achieved according to the data available. Two thirds of the indicators do not have data available.

Outcome indicators	Baseline	Target year	Target	Result achieved
Rate of adolescent pregnancy (15-19 years)	14%	2022	10%	Not reported
Population with access to integrated care services (by sex/age)	0	2022	TBD	Not reported
Prevalence of anaemia in children aged 0-5 years (by municipality)	52.4%	2022	39%	In progress: 48% (IMEP, 2020)
Rate of access to preschool education (by sex/urban/rural)	85%	2022	100%	Not reported
Percentage of children with satisfactory learning outcomes in math and Portuguese at end of primary school	34.8% (math), 30.2% (Portuguese)	2022	66%	In progress: 61,6% for Portuguese and 2,85% for Math (MEC, 2019, average performance in Portuguese)
Number of children at risk of exclusion reached by the child protection system (including public and NGO institutions)	2,800	2022	3,600	Not reported

When it comes to the **Rate of Adolescent Pregnancy**, the latest official data available is from the Demographic Health Survey carried out in the country in 2018 (first year of the CCPD) for which adolescent pregnancy rate was 12%. The source of data for the baseline was not identified. In this case, little can be said about the progress in this indicator. However, there has been relevant work in helping to provide youth friendly health services which will be latter discussed.

In the case of the **population with access to integrated care services**, there is no data available and a target was not identified in the design of the CCPD. There has been work in providing increased access to health and reproductive health and strengthening health databases, but the integration of care services

presupposes a modality of work which makes services comprehensive in a certain area and which provides a common point of referral for the patient. It touches more on the model of a certain system and specific work in this area has not been identified.

In the case of **anaemia in children aged 0-5 years**, progress has been identified. The baseline was 52.4% and the data available for 2020 was 48%. In fact, the evaluation identified a significative support from UNICEF in purchasing and distributing micronutrients for children and making communication campaigns for encouraging its use which is acknowledged by the government. Child malnutrition is a significant health problem in the country as it has been discussed in the section of context.

Access to preschool education in the country is a high-level priority for the country and the CCPD has strongly supported the government in this direction. There is evidence of work and results at the level of outputs which will be later discussed, but limited information on the progress at the outcome level, as no information is available on the rate of access to preschool education (by sex/urban/rural).

Improving the **quality of education** is also a high-level priority for Cape Verde in the area of education. The JO has helped revise the curriculum of Math and Portuguese and implement evaluation in the country. At the level of outcome, this target was identified to be in progress. However, this data needs to be looked with caution, as the differences with the baseline are great and the source of the baseline could not be identified to ensure that the right comparison was being made. The baseline for performance of children was 34,8% for math and 30,2% for Portuguese. The Ministry of Education report from 2019 shows a performance rate (performance expected for their level of education) of 70,8% for 6th year students for reading ability, 34,3% for the knowledge on how the language works and 80,5% for writing ability (average of 61,6%). In the case of Math, children have had more difficulties and performed very poorly: 1,4% of children demonstrated ability to deal with numbers and operations, 5,6% with direct proportionality, 2% with statistics and 2,4% with Geometry (average of 2,85%). These figures show the urgency and relevance of the efforts in improving education in the country.

In terms of **number of children reached by the child protection system**, there is no data available to report. There is a very close relation between the JO and the Institute for the Protection of Children and Adolescents in the country and a record of outputs delivered, however, the lack of data limits other comments at the level of outcomes.

Output 1.1: National and local capacity enhanced to provide access and promote effective use of integrated and high-quality, gender-responsive health services, including sexual and reproductive health, especially for adolescents and youth.

Output indicators	Baseline	Target year	Target	Result achieved
Number of health facilities providing integrated adolescent-friendly health services	3	2022	11	In progress: 3 (IMEP, 2019)
Number of district health delegations that have integrated adolescent health interventions within local health plans	3	2022	11	In progress: 9 (IMEP, 2019)

This output was very much affected by the COVID-19 pandemic. It was based on the National Adolescent and Youth Health Program (2018-2020) and in close alliance with the Ministry of Health and the Civil Society Organization Verdefam. There was a pilot in 2018 where Verdefam supported with the creation and provision of a service and space dedicated to adolescents in the area of sexual and reproductive health. Later, an agreement was signed between the Ministry of Health and the municipalities and three Municipalities adhered to the adolescent friendly health services: Ribeira Grante in Santo Antão and São Filipe and Mosteiros in Fogo benefiting about 6.500 adolescents between 12 and 19 years of age per year. However, with the pandemic in 2020, the focus turned into ensuring vaccination and the continuity of basic health services (see section on the work of the JO during the pandemic). In this case, the target of **number of health facilities providing integrated adolescent-friendly health services** was not achieved, but it is in progress. The number of **district health delegations that have integrated adolescent health interventions** within local health plans is more advanced with 9 out of 11 districts of the target being benefited. Protocols have been produced under the CCPD to help integrate youth in the health posts.

Output 1.2: National and local capacity for maternal, perinatal and child-health services strengthened

Output indicators	Baseline	Target year	Target	Result achieved
Number of district health delegations providing care for children with multiple micronutrient powder	10	2022	22	In progress: 9 (IMEP, 2019)
Percentage of district health delegations with at least one infrastructure integrating early child development in their child development monitoring services with nutrition services as entry point	0	2022	30%	Not reported

In output 1.2, progress was also affected by the pandemic. Even though the hard data shows that only 9 out of the 22 municipalities have been able to provide children with multiple micronutrient powder and there is not data for the percentage of district health delegations with at least one infrastructure integrating early child development, work is in progress as reported by different interview respondents. **Maternal and neonatal health and nutrition were integrated into annual plans of the municipalities.** In the area of Early Child Development, the integration of health and education is taking place through the community health agents, for example, in the promotion of breastfeeding. UNICEF has promoted training for health agents in this respect and cross-sectoral issues.

Another important progress in this front has been the integration of HIV testing and **prevention to vertical transmission in the reproductive health services.** In fact, the country is pledging for the Certificate of the Elimination of Vertical Transmission with the support of UNICEF. UNICEF has assisted with HIV testing (viral load and CD4 and also the equipment for early diagnosis in children). In the area of nutrition, UNICEF has also given support for Milk Banks in the country and for the institutional strengthening of the National Commission on HIV/AIDS. In addition, the JO has supported the elaboration of the National Plan for HIV.

In the area of health, UNICEF has also assisted with communication campaigns for vaccination in the country while UNICEF and UNFPA have supported with the **information system on nutrition, children and youth, with some progress, but also many challenges.** The data are not integrated across municipalities, which makes them imprecise as the families move across the islands.

Output 1.3: Educational learning outcomes for girls and boys enhanced and relevant to the country’s development potential

Output indicators	Baseline	Target year	Target	Result achieved
Existence of a functional integrated early childhood education programme	0	2022	1	Target achieved: 1 (interviews)
Number of adolescents reached by a comprehensive sexuality education programme aligned with international standards	0	2022	40,000	Not achieved: 225 (UNFPA 2020 report)
Existence of a comprehensive special education programme	0	2022	1	Target achieved: 1 (interviews)

In the case of output 1.3, important progress has been made in terms of the support of **UNICEF in assisting the government to develop a policy for early childhood education and a special education programme.** There was a gap in guidance and regulation for both areas which the JO has helped to fill. Universalization of preschool is a goal of the Government. There are two Ministries working together towards this goal: the Ministry of Education and the Ministry of Family and Social inclusion. The JO has

helped to develop a policy for early childhood education and has also given support to training of teachers in preschool and special education and in the acquisition of teaching materials. UNICEF is a specially recognized partner in the area of education not only by the government but other partners in the country as well. There is a group of partners in education in Cape Verde in which UNICEF has a leading role and more specifically in the area of inclusive education.

As far as **comprehensive sexuality education, less progress has been made**. An initial Guide for Sexual Guidance in Schools was prepared with the assistance of UNFPA and the theme was incorporated in the curriculum of cross-cutting issues in the country (special abilities). However, even though the theme is recognized by the government as important, there has been instability in the agenda and a very limited number of young people were benefited by education in this area. This agenda has also been taken up by Civil Society Organizations partnering with the JO and the Ministry of Health.

Output 1.4: Access to inclusive and equitable child protection services enhanced

Output indicators	Baseline	Target year	Target	Result achieved
Existence of a national policy for child protection aligned with the child rights convention	0	2022	1	Target achieved: 1 (interviews, IMEP, 2020)
Existence of an integrated child protection information and monitoring system	0	2022	1	Target achieved:1 (UNFPA 2020 report)
A national multi-stakeholder communication for development strategy to prevent and fight child sexual abuse and exploitation is designed and implemented	0	2022	1	Target achieved: 1 (IMEP, 2020, interviews)

In the area of Child Protection, important progress has been made in all the three targets: existence of a national policy for child protection aligned with the child rights convention, existence of an integrated child protection information and monitoring system and a national multi-stakeholder communication strategy to prevent and fight child sexual abuse and exploitation. UNICEF has helped to design the **Policy and Plan for Child Protection (2021-2023)** which is under discussion to be approved. It has also helped with hiring experts and psychologists in various islands to work in the centers of child emergency. In addition, UNICEF has helped to assess the National Plan of Fighting Sexual Abuse against children in Cape Verde. As for the management system, it was designed to help manage and follow-up on the cases of child abuse. An integrated information system was being developed as the evaluation was carried out.

UNICEF has also helped strengthen the Institute of Protection for Children and Adolescents through the revision of their Career Plan, provision of experts and various training activities. They are a very close partner to UNICEF. In terms of communication, various sensitization campaigns have taken place. UNICEF

has also supported the approval of the bylaws for the **Civil Society Centre for the protection of children** and has worked to strengthen Municipal Councils to work with the rights of children. It has also helped to draft a **Conduct Code to avoid exploitation of children in the tourism sector**. Now, both UNICEF and the Institute of Protection for Children and Adolescents are working to design specific guidelines and monitor the students to verify whether the rights of children are being respected.

UNICEF has promoted capacity building activities for 100 professionals in the area of justice and created a website for a closer interaction of the judges with their regions. They have also supported the judiciary police to strengthen their laboratories to acquire tests to confirm paternity of children without the father’s name in their birth certificates. UNICEF has helped with campaigns for fathers to register their children (about 1054 children have had their fathers included in their registry with the assistance of UNICEF) in a partnership with the Prosecutor’s Office. As far as the legal framework, a **change in the penal code was made on the sexual crimes against children**. UNICEF has supported a consultancy to draft an ante-project which was approved by the government. The new legislation is more severe (the maximum age of the victim changed from 14 to 16 to be considered sexual crime).

The logic frame identifies the contribution of the JO for each output, the critical enablers, the challenges, risks and assumptions involved. The straight lines identify whether the contribution is more direct in the short term for the achievement of the output and the dotted line indicates a relationship which is more long term to achieve the output expected.

Priority 2: Sustainable management of natural resources

Outcome 2: By 2022 all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation and disaster risk reduction.

Outcome indicators	Baseline	Target year	Target	Result achieved
Proportion of municipalities that incorporate and implement principles of sustainable urban development in the planning process	1	2022	5	20 PEMDS implemented
Percentage of selected municipalities that integrate resilience and adaptive capacity to climate-related hazards and natural disasters in their development strategies	0%	2022	50%	Workshops on resilient recovery included 20 municipalities
Rate of integration of renewable energy for electricity production	20%	2022	24%	Not implemented

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

Outcome 2 was originally budgeted at USD 14.3 million to produce three outputs that would bring about the intended targets (table 1), of which the joint office mobilized a total of USD 6.9 million (48%) and USD

4.6 million disbursed (67% of mobilized funding) till August 2021. Two GEF-funded projects carried the bulk of the portfolio on protected areas and energy efficiency: Mainstreaming Biodiversity Conservation into the Tourism Sector in Synergy with a Further Strengthened Protected Areas System in Cape Verde (BioTUR), and Cape Verde Appliances & Building Energy-Efficiency Project (CABEEP). These two projects amount to 83% and 85% of the environment portfolio budget and expenditure and 21% and 20% of the CCPD budget and expenditure.

The environmental portfolio has achieved some critical results in energy efficiency and legal framework issues in managing protected areas, potentially leading to significant impacts and contributions towards national and SDG targets.

However, these results are not, cannot be, reflected in the CCPD outcome targets due to the misalignment between projects (activities), outputs, and outcomes (Table 1). The environmental results chain of the environmental outcome is incomplete and not logically connected. Moreover, the spirit of the joint office is lost in the environmental portfolio, entirely managed by the UNDP, with just the most tenuous links to the other two agencies: UNICEF planned to cover two WASH-related targets, but only implemented COVID-19-response related measures to improve school hygiene outside the CCPD budget. For the renewable energy outcome target, baseline and targets are not supported by evidence: the current (2020) renewable share in electricity generation is 18.4%, with the government aiming 30% by 2025. No current or past joint office project has contributed to increase the renewable share in electricity generation.

The CCPD log frame for outcome two has an evident municipal focus. In contrast, the two main projects of the outcome aimed at systemic changes at the national level with implementation at the level of protected areas, for BioTUR, which do not fall under the jurisdiction of the municipal governments. The CABEEPCABEEP project supported efficiency labels for household appliances, and the efficiency measures introduced in the construction code are an extraordinary step supporting national mitigation targets. However, its real success is yet to be demonstrated, as local governments (municipalities) must apply the code. Municipalities have already been lax in implementing the old code and other environmental responsibilities, such as waste management. The solid municipal focus of the fourth CCPD outcomes offered an opportunity for real gains in environmental developments that the joint office, especially the UNDP, has not exploited. Thus, the Luxembourg project *Fond de Decentralisation*, linked to outcome 3 of the CCPD, focuses on improving municipal social services. While the project supports the municipal strategic sustainable development plans, which incorporate the municipal responsibilities of solid waste management and green areas, there is no evidence of any resulting improvements in waste management or water treatment, which remain unsolved issues throughout the archipelago.

Moreover, municipalities are not or only marginally involved in main environmental issues such as biodiversity and fisheries management or renewable energies (SDG and PEDS targets). The workshops conducted under the project Building Capacities for Resilient Recovery are reported by the Joint Office to have approved resilient recovery procedures. However, these workshops have failed to increase preparedness or disaster risk reduction capacities yet significantly. Disaster risk management capacities

are the subject of a 10-million-dollar World Bank project that started implementation in 2019, whose baseline diagnostic concludes that lack of clear procedures and responsibilities impede systematic and comprehensive response to disaster risk.

Output 2.1: Selected institutions have strengthened technical and operational capacities to mainstream child and gender-sensitive disaster-risk reduction into national and local development policies

Output indicators	Baseline	Target year	Target	Result achieved
Percentage of selected national institutions that integrate risk reduction in their policies, strategies and budgets with a gender perspective	4%	2022	50%	Not reported
Percentage of municipalities that integrate child and gender-sensitive risk information including climate risk in the plans, strategies and budgets	14%	2022	50%	Not reported
Existence of an integrated strategy for risk and vulnerability reduction through water, sanitation and hygiene in schools	0	2022	1	Not reported

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

The selected national institutions are not defined in the first output target, but it is likely that municipalities are referred here, making the two first indicators identical. UNDP activities in disaster risk reduction were framed in the Building Capacities for Resilient Recovery- Phase II, and, reportedly, municipal governments and Civil Protection revised and approved institutional mechanisms for recovery, including PDNA guidelines. However, capacities for disaster risk reduction or resilient recovery at the municipal or national level have not been significantly increased and more assistance in training, equipment and procedures is needed. UNICEF WASH activities (third targets) were not implemented.

Output 2.2: Selected government institutions and local communities have enhanced technical capacity to implement climate change adaptation and mitigation measures

Output indicators	Baseline	Target year	Target	Result achieved
Number of municipalities that adopt gender-sensitive, climate-smart practices for sustainable use of water resources in Joint Office-supported programmes	0	2022	5	Not reported
Number of municipalities carrying out mandatory enforcement of the new energy efficiency code	0	2022	5	CABEEP resulted in the approval of the municipal code, covering all 22 municipalities. Yet to be enforced.

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

The joint office did not implement any project supporting municipalities to adopt gender-sensitive, climate-smart practices for sustainable use of water resources within this CCPD. The joint office supported the development of municipal strategic development plans (PEDM) but these did not include climate-smart practices.

The CABEEPCABEEP project, which resulted in the adoption of a new building code with efficiency measures and efficiency labelling for household appliances is this outcome’s greatest success, and a significant contribution to Cabo Verde’s national targets.

Output 2.3: Enhanced legal, policy and institutional frameworks are in place for conservation, sustainable use and access, and benefit-sharing of natural resources, biodiversity and ecosystems

Output indicators	Baseline	Target year	Target	Result achieved
Number of institutional policy frameworks in place for conservation, sustainable use of natural resources, biodiversity and ecosystems	0	2022	3	Not reported
Number of terrestrial and marine areas of global importance that have management instruments in place for conservation, sustainable use and valorization of biodiversity and ecosystem	17	2022	28	Preparation of management tools for 8 more protected areas, increasing PA cover by 205,424.01 ha
Percentage of tourism operators doing business in protected areas complying with national standards for sustainable tourism	0%	2022	80%	Study proposing modalities for the implementation of sustainable tourism certification in tourism enterprises

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

BioTUR has identified eight new potential protected areas, marine and terrestrial and produced studies on protected area management models. However, protected area management plans for the newly identified areas have not been produced. More importantly, implementation or enforcement of the numerous protected area management plans and financial sustainability strategies produced with support of previous UNDP-implemented projects has been virtually nil, and most protected areas in Cabo Verde are paper parks, except for those where local and international NGOs are engaged with communities and tourist operators, without any direct link to BioTUR.

The target of having 80% certified tourist operators is very unlikely to be reached. Together with the Institute for Intellectual Property and Quality Management (IGQPI), the project has produced a study proposing modalities for the implementation of sustainable tourism certification in tourism enterprises. However, even if launched, it is unlikely that most tourist operators will adopt it, since it does not offer any additional value added for tourist. Experiences in home stay, community guides and nature-

based tourism are already taking place, linked to protected areas through the work of local and international NGOs, engaging directly with tourist operators.

Priority 3: Economic transformation and sustainable and inclusive growth

Outcome 3: By 2022, all Cabo Verdeans of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, which leads to more sustainable and inclusive economic development.

Outcome indicators	Baseline	Target year	Target	Result achieved
Number of informal production units by activity sector, gender and age of owner	33,228 (total) (Women: 20,767; Men: 12,460)	2022	decrease by 15,000 informal production units	Not achieved: 33227 (IMEP, 2020)
Unemployment rate (over 15 years) by sex/age/area of residence	15% (Women: 17.4%; Men: 12.9%)	2022	8.8%	Not achieved: 19% (IMEP, 2020)
Proportion of jobs in selected sectors of total jobs	19.7% (agriculture, livestock, hunting, forestry and fisheries), 9.9% (industry), 7.8%	2022	TBD	Not reported

At the level of outcome 3, none of the targets have been achieved. However, one has to consider the high impact of COVID-19 over the economy and the labor market of the country. At the level of outputs more progress has been made. This is going to be further discussed at the end of the section with an exploration of the Logic Model in this area. The number of informal production units has kept stable, the unemployment rate has risen to 19% and for the proportion of jobs in selected sectors, there is no data available. The resources for the Youth Employment programme financed by the Government of Luxembourg were reprogrammed to help fight the COVID-19 crisis (see more under section on COVID-19 in terms of the cash transfers and benefits paid by UNDP).

Under this outcome the project 'WEST AFRICA COMPETITIVENESS SUPPORT PROJECT' was also included, however, after request of the Government in the context of the pandemic crisis, it has been reprogrammed to address the emerging needs of the Country. Resources were directed to support informal workers and MSME's through the Funding of a Solidarity Income Regime. See section on Relevance for COVID-19 related actions. No results have been reported under the initial scope of the project.

Output 3.1: The Ministries of Finance, Economy and Employment have strengthened institutional capacity for the formulation and implementation of policies and programmes that harness the demographic dividend for inclusive and sustainable economic growth

Output indicators	Baseline	Target year	Target	Result achieved
Extent to which sector programmes related to the promotion of economic growth are pro-poor, gender- and age-sensitive	1	2022	4	In progress: 3 (IMEP, 2020)
Number of analyses of the implications of the demographic dividend elaborated and used in public policymaking	1	2022	3	In progress: 2 (IMEP, 2018)
Number of child poverty analyses elaborated and used in public policymaking	0	2022	2	In progress: 1 (IMEP, 2020)

Under Output 3.1, a clear contribution of the JO can be identified jointly between UNDP and UNFPA.

The JO has contributed to build capacity and support the National Statistical Office and the Ministry of Finance to produce several studies on the demographic dividend of the country. They include: 1) National Plan for Youth Employment; 2) National Employment Plan and the 3) National Development Plan. In addition, it has helped foster the Forum Ambition 2030 with the participation of youth in the country. According to the UNDP reports, the JO has also helped to incorporate the dimensions of equity through sector programmes (3 in a target of 4) and fostered child poverty analysis to include in public policy making. However, for the lack of data, no triangulation was possible in these two items and little can be said in this regard from an evaluation point of view.

The JO has helped to **build capacity of the National Statistical Office** and also within the Ministry of Education, Health and Employment which also produce data in the country. The focus was on socioeconomic profile of the youth and the quality of the data produced to help with decision making. The JO in the former cycle contributed to two landmark studies: Profile of Youth and Profile of the Associations. These two studies were very influential to help create the National Youth Institute in the Country which has engaged in the Youth Employment Programme and other initiatives (e.g. Youth Connect Cape Verde).

Output 3.2: Young people and women have enhanced ability to secure employment, including self-employment

Output indicators	Baseline	Target year	Target	Result achieved
Number of young people and women that successfully complete technical and vocational training courses	1,050	2022	1,500 (youth: 525; women: 975)	Target Achieved: 5256 (IMEP, 2020)
Percentage of youth beneficiaries and women of employment and entrepreneurship programmes integrated in the labour market within three years	60% (40% youth; 20% women)	2022	75% (50% youth; 25% women)	Not achieved: 52% (IMEP, 2020)

This output was developed under the initiative **Youth Employment** (Emprego Jovem) carried out in partnership with the International Labor Organization in Cape Verde and the financial support of the Luxembourg government. The focus of the JO through UNDP was financial education, project elaboration and leadership. The youth was also guided on how to access credit. Microfinance opportunities were mapped for the youth in a Microfinance Manual available in print and online. In the area of microfinance, there also capacity building for banking institutions and assistance to the creation of financial products for the youth. This is the second phase of the initiative.

The target of youth taking part in the vocational training courses was met and the project was successful in adapting the course to the online mode and going beyond the target. Even though, participants declared their preference for the in-presence courses, there was no alternative at the peak of the pandemic. This project did not only address the training to the youth, but also launched a **start-up challenge at a national level** and funded promising youth enterprises for a year.

In terms of **placing youth in the labour market**, the project did not achieve its full target, however, the context of COVID-19 has to be considered. About 1000 youth were placed in the labour market. The project helped create local training centers in the municipalities (the Antenas) with the support of local institutions. This model was successful in involving local actors and helping with sustainability, however, there are disputing views to whether this was the best model to adopt. The country is in a process of decentralizing its work, but there are views from central institutions is terms of having a greater participation in projects like these. This has to be thought through in future initiatives.

An important value added of this project was the **methodology of the ILO** which has contributed to build capacity within the government in globally certified courses. The courses applied had a history of success in other countries and the project benefited from this partnership and know-how of ILO, despite of some coordination problems identified in terms of provision of information to partners and data discrepancy.

The public institutions in the area of employment have a long history of cooperation with UNDP. The **largest employment programmes in the country have always counted with UN funding and support.** PAENSE was already in place before the Youth Employment initiative. However, in this project, the implementation model changed. For PAENSE, the central institutions received resources to manage the project. In the current initiative, the focus was on the local training centres created for the initiative which caused some overlapping between the central and local institutions, there were communication challenges in some cases. **Parallel work** took place in some occasions between the national institutions and the local employment centers funded by the programme.

The trainings provided within this output were dense and helped with the **networking within the Youth.** It helped them broaden their perspective with funding opportunities. Cape Verde has a very busy scenario of Civil Society Associations. Learning how to write projects and fund raise is a relevant theme for the target group and it was one of the areas approached in the courses provided. No clear linkages were found between the long-term vision of the country in terms of developing IT, blue and green economies and the courses provided. Entrepreneurship was encouraged, but there may be room in future initiatives in terms of fostering opportunities in new and less explored areas in the country and perhaps in longer courses. For some of the courses, there was a mismatch between the content and the time slot allocated to teach them.

Output 3.3: Municipalities have strengthened technical capacities to develop integrated and SDG-aligned territorial development strategies that promote local employment opportunities particularly for youth and women

Output indicators	Baseline	Target year	Target	Result achieved
Percentage of members of local development platforms that are young women and men	0	2022	30%	In progress: 23% (IMEP, 2020)
Number of elaborated territorial local economic development strategies that explicitly promote employment opportunities for youth and women	0	2022	6	Target achieved: 20 (IMEP, 2020)

This output incorporated a major project funded by the Government of Luxembourg and the European Union to help with **decentralization in the country** through the elaboration of local development plans and the funding for local initiatives on the basis of the SDGs. The first initiative started in 2017 and ends in 2021 and the second initiative started in 2020 and will end in 2023. It conceives a new way of working with the municipalities. If before, consultants were hired to develop a strategic plan which was often not implemented; now, the Municipal Chambers (executive body of each municipality) take the leading role and invite citizens and key actors in the city to take part. The project not only designs strategic plans but promotes a new form of governance (see more details in Outcome 4).

This outcome has been very successful leading to the **design of 22 local development plans**, out of which 20 have explicitly incorporated employment opportunities for youth and women. The design of the local plan involves a territorial diagnosis and identifies an approach for each SDG in dialogue with the National Development Plan (PEDS). The Strategic Plan has 5 areas: 1) Social services; 2) Gender Equality; 3) Local Economic Development; 4) Governance and Decentralization and 5) Environment and risk.

In this context, more than 1000 local municipalities’ staff members have received training on strategic planning and other 1800 stakeholders have received training on localizing SDGs, gender as a cross-cutting issue and project design. The initiative has helped to foster the Agenda 2030, locating SDGs at a local level. This was indeed an experience that Cape Verde has presented in the High-Level Political Forum in July 2021.

This project has also helped to strengthen networking among the municipalities and promote **regional projects**, as there are challenges which cannot be addressed only at the level of one municipality, but involve greater areas. Many stakeholders are now talking about decentralization at a regional level. In addition, the project has involved cooperation with municipalities outside Cape Verde, in **Spain and Italy**. The Municipality of Santo Antonio, for example, has partnered with a municipality in Italy to help in forest protection under a Regional Project on climate change.

In order to foster capacity building, a class was organized with the University of Cape Verde to bring expertise on local development for each municipality. The course is planned to be integrated in the curriculum of the University. In addition, a Specialization Course on Local Development and Agenda 2030 was carried out and has finished in July 2021.

Another achievement of the project has been the dialogue with the Cape Verdean Diaspora. They have received USD 400.000 for activities of the strategic plans. The project helped the municipalities to design and present projects and **mobilize resources** in a more independent way. However, a challenge remains in increasing mobilization of the private sector.

Output 3.4: The Ministry of Family and Social Inclusion has enhanced technical capacity to ensure access to the social protection system by the most vulnerable groups, particularly women and children.

Output indicators	Baseline	Target year	Target	Result achieved
Existence of a functional integrated system for monitoring and evaluating the social protection programme	0	2022	1	Not reported
Extent to which policy and institutional reforms increase access to social protection targeting the poor at municipal level (disaggregated by sex, rural	0	2022	3	In progress: 2 (IMEP, 2020)

and urban)				
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The JO has given support to increase the number of families integrated in the Single Registry of the Country, which contains data on the vulnerable families of the country as a basis for targeting social protection programmes. There are indications based on public information that this has advanced and has helped in the context of COVID-19, but there is no data on how many new families were actually integrated into the Single Registry.

There were **challenges reported in** terms of establishing a system for monitoring and evaluation of the social protection programme. There have been changes in the Ministry of Family and difficulties in deepening the dialogue in this agenda. In terms of increased using of targeting for social protection at a municipal level, this is in progress as reported by UNDP, but no triangulation was possible in this case, given the limits in the time available for data collection and the breadth of the themes covered by the evaluation. No interview was carried out with the Ministry of Family and Social Inclusion despite several attempts. The JO reported the difficulties in the establishment of the relationship with this department.

The logic frame of Outcome 3 next helps to make a synthesis of key contributions of the JO to the outputs along with risks, assumptions, inputs critical enablers and challenges. Again, the full line indicates a shorter path to the achievement of the outputs and the dotted lines indicates either challenges or a longer path to the achievement of the output.

Priority 4: Governance, public policies, partnerships and justice

Outcome 4.1: By 2022, Cape Verdean citizens benefit from a system of democratic governance and public administration that is more effective, transparent, and participative.

The status of outcome indicators is the following, according to the CCPD Indicators Matrix:

Outcome indicators	Baseline	Target 2022	Result achieved
OC4 i4.1.1 Number of national and local government programmes elaborated and implemented with results-based management approach	Baseline: 0	Target: 1 (national), 12 (municipality), 3 (islands) Total: 13	National: 1 Local: 20 Islands: 8 Total: 21
OC4 i4.1.2 Percentage of gender-sensitive local and national budget lines	Baseline: 0%	Target: 70% of programmes with gender marker	71%
OC4 i4.1.3 Percentage of women elected to parliament and local government	Baseline: 26.3%	Target: 40.3%	40,6%
OC4 i4.1.4 Number of functional participation mechanisms for identification of priorities or public policies at national and local levels	Baseline: 3 (national), 0 (local)	Target: 4 (national), 8 (local)	National: 6 Local: 20
OC4 i5.1.1 Functionality of a Resource Mobilization and Partnership Development mechanism	Baseline: 0	Target: 1	Yes
OC4 i5.1.2 Number of formal, signed partnership agreements (South-South, triangular)	Baseline: 0	Target: 4	1
OC4 i5.1.4 Number of CSOs that participate in the formulation and monitoring of development plans, budgets and public policies	Baseline: 0	Target: 4	6
OC4 i5.1.5 Number of national SDGs progress reports submitted.	Baseline: 0	Target: 4	1

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

The programme is focused on strengthening the capacity of civil society and the public administration to support the effective and efficient use of resources; to create spaces for citizens to participate more effectively in governance processes; to combat gender inequalities and gender-based violence; and to improve the response of the justice system to protect human rights. As can be seen, most outcome indicators have achieved expected results one year before the end of the period.

This outcome has three related outputs. The first one focuses on **young people and women** to enhance the capacities to engage in critical development issues and decision-making processes. The second one is oriented to implement innovative strategies, capacities and tools in the **public administration** at central and local levels. The third one aims to **mobilize financial and technical resources** and to engage civil society and the private sector in the implementation of the SDGs.

Output 4.1: Young people and women have enhanced capacities to engage in critical development issues and decision-making processes

Output indicators	Baseline	Target	Result achieved
OP4.1 - i4.1.1 Extent to which women's groups and youth groups have strengthened capacity to engage in critical development issues	Baseline: 1 Extent to which WOMEN's groups have strengthened capacity to engage in critical development issues: 1 Extent to which YOUTH groups have strengthened capacity to engage in critical development issues: 1	Target: 3 Extent to which WOMEN's groups have strengthened capacity to engage in critical development issues: 3 Extent to which YOUTH groups have strengthened capacity to engage in critical development issues: 3	⁷² Extent to which WOMEN's groups have strengthened capacity to engage in critical development issues: 2 Extent to which YOUTH groups have strengthened capacity to engage in critical development issues: 2
OP4.1 - i4.1.2 Number of girls and boys leading within civic engagement initiatives at national or local level in the context of the sustainable development goals.	Girls and boys: 0 Girls: 0 Boys: 0	Girls and boys: 200 Girls: 100 Boys: 100	⁷³ Girls and boys: 150 Girls: 45 Boys: 105
OP4.1 - i4.1.3 Number of mechanisms at national and local levels that facilitate the participation of young people and adolescents in decision-making processes	Baseline: 0 Total number of mechanisms: 0 Number of mechanisms at National level: 0 Number of mechanisms at Local level: 0	Target: 4 Total number of mechanisms: 4 Number of mechanisms at National level: 3 Number of mechanisms at Local level: 1	Total number of mechanisms: 10 Number of mechanisms at National level: 3 Number of mechanisms at Local level: 7

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

As can be seen in the indicators table, during the period considerable progress was achieved on mechanisms that facilitate the participation of young people and adolescents in decision-making processes. A National Strategic Debate "Youth and the Future of Cape Verde" has been organized in the frame of the 2030 Ambition, contributing to an effective participation on youth in high-level dialogues. The focus was on the concept of demographic dividend, 5 panels were presented: Projections for the demographic dividend in Horizonte 2030; Profile of the Cape Verdean Youth; Youth and Employment in 2030; Youth and the Digital World - Innovate to create wealth; Youth and Citizenship. Live transmission were carried out reaching + 17,000 youth.

A Youth Advisory Council (Resolution nº 95/2017) has been established in order to advise the Prime Minister on relevant issues related to the development of the country. Under the intervention "National

⁷² Rating Scale from 1-3: 1. Not adequately - capacities do not show improvement, even if some actions have been undertaken to strengthen them; 2. Partially - capacities show some of the improvements required to engage in critical development issues; 3. Largely - capacities required to engage in critical development issues are largely of fully in place

⁷³ Out of 932 youth associations currently known, it has been considered that 150 with scope in SDG's.

Leadership Training” 100 youth leaders were empowered. The aim was to strengthen the participation and get greater engagement of young people as agents of change. The training was carried out online due to the COVID-19 pandemic.

Due to the Covid-19 Pandemic, the National Youth Forum was cancelled, which is a very important mechanism for youth participation. To mitigate this, in the city of Tarrafal/ Santiago it was held the International Youth Day participating different youth associations. Under the thematic "Youth Engagement for Global Action" the event were broadcast in live streaming. 17,538 people were reached on the digital platforms and the event was viewed by over 4,300 internet users.

An important milestone in this output is the Parity Law. The Parity Law has been approved with the joint technical support of JO and UNWOMEN. This is a huge step toward a more gender egalitarian society and the base to increase the participation of women in politics. The parity law safeguards a minimum of 40% and maximum of 60% of both sexes in the electoral lists and in the management leadership position in public administration. For the implementation of parity law, the JO has strongly supported the advocacy for local elections lists and a higher number of women were elected both for Local Townhall (40,6%) and for municipal assemblies (42,1%). Women exercising politics are more prepared for political communication as the result of capacity building. A group of Influent men were mobilized and trained for gender equality, especially for the combat of gender-based violence and the combat of toxic masculinity.

450 Youth (boys and girls) participants in the youth conference of Mindelo are more aware of their responsibility to participate in politics and others civic activities for social cohesion and informed on the potentialities and opportunities of south-south cooperation. More than 200 hundred women and youth participated in the presentation of the national plan for gender equality and the Plan to fight gender-based violence for the period 2019-2022.

Output 4.2: Public administrations at central and local levels are equipped with innovative strategies, capacities and tools to adequately implement and monitor the country’s commitments to sustainable development.

Output indicators	Baseline	Target	Result achieved
OP4.2 - i4.2.1 Number of national and municipal reports that use updated and disaggregated data to monitor progress on sustainable development targets	<p>Baseline: 0</p> <p>Total number of national and municipal reports: 0</p> <p>Number of national reports: 0</p> <p>Number of municipal reports: 0</p>	<p>Target: National - 5; Municipal - 5 (consolidated reports)</p> <p>Total number of national and municipal reports: 10</p> <p>Number of national reports: 5</p> <p>Number of municipal reports: 5</p>	<p>Total number of national and municipal reports: 12</p> <p>Number of national reports: 1</p> <p>Number of municipal reports: 11</p>
OP4.2 - i4.2.2 Number of national and selected sectoral development plans integrating	<p>Baseline: 0</p> <p>Total number of national</p>	<p>Target: 4</p> <p>Total number of</p>	<p>Total number of national and selected sectoral development</p>

population considerations and the demographic dividend	and selected sectoral development plans: 0 Number of national development plans: 0 Number of selected sectoral development plans: 0	national and selected sectoral development plans: 4 Number of national development plans: 1 Number of selected sectoral development plans: 3	plans: 0 Number of national development plans: 0 Number of selected sectoral development plans: 0
OP4.2 - i4.2.3 Number of selected sector plans that integrate child-sensitive indicators and targets	Baseline: 0	Target: 5	3

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

Public administration has been supported by the JO at central and local levels trying to facilitate innovative strategies and tools to adequately implement and monitor the SDGs. As such virtual conferences and studies were carried out to enable the 2030 Ambition Forum, with the declaration of 30 commitments by 2030 and the Ambition 2030 document was produced.

ARAP (Regulator Agency for Public Acquisitions) and IGF (General Inspectorate of Finance) have reinforced capacity for respectively public acquisition control and for internal control of financial management in PA. JO continued the support to the modernization of the Public Administration to ensure access to public services for citizens, with several key contributions:

1. Portal «Ponton di nos ilha» for the authentications of applications was launched;
2. Platform e-participation for interaction between the Public Administration and the citizens with the chatbox;
3. Systems of information on recruitment and selection of human resources;
4. System of information on the management of performances for the public administration staff;
5. Court of Accounts with the capacity for administrative and human resources management, to perform ex ante and ex post audits of accounting judgments for efficiency and transparency of public resources with the installed integrated IT system.

In the scope of the Project PALOP-TL Economic Governance, budget transparency has been reinforced due to the installation of the portal facilitating the monitoring of budget expenditure by citizens. Parliamentarians have strengthened capacity to do budget analysis, legislative oversight and to promote open Parliament. Some key contributions can be highlighted, in the frame of the Covid pandemic:

- The Ministry of Finance developed the transparency web. In the pandemic, this portal changed expenses to covid expenses. It meant a huge gain in budget transparency.
- Integrated system of the court of auditors of CV: allows the online accountability of public accounts.
- The Parliament drew up a contingency plan so that plenums were broadcasted and watched online.

- ProPalop is the main partner of the Cape Verde Public Acquisitions Agency, which regulates and oversees public acquisitions.

Regarding local development the perspective has been the installation of platforms for multi-level and multi actors interaction. After the first pilot experiences in three Islands of Cabo Verde and 8 municipalities, 12 more platforms have been added in other municipalities in different Islands with JO technical support and financed by the municipalities themselves, FAMSI (Andalousie), FELCOS (Italie), et Madrid (Spain). They have elaborated their own local development plans, the PEMDS, under UNDP guidance. A guide for the SDGs localization was elaborated to help municipalities for SDG achievements and to keep the spirit of territorial articulation ART and participatory planning. The implementation of PEMS have been supported with the financing of impact projects in various thematic areas in the scope of Decentralization Fund funded by Luxembourg. An interesting result is the agreement with the University of Cabo Verde to create the course on local development.

Output 4.3: The Government has enhanced technical capacity to establish and manage a partnership framework to mobilize financial and technical resources and to engage civil society and the private sector in the implementation of the SDGs.

Output indicators	Baseline	Target	Result achieved
OP4.3 - i4.3.1 Extent to which the sustainable development financing strategy with related coordination tools is elaborated	Baseline: 0	Target: 3	2
OP4.3 - i4.3.2 Number of new partnerships accessed to support the realization of children's rights in Agenda 2030	Baseline: 0	Target: 3	3
OP4.3 - i4.3.3 Number of new technical and financial partnership accessed to support national implementation of the ICPD areas in the context of Agenda 2030	Baseline: 0	Target: 3	1

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

Significant progress was made in this output, mainly in the response to the Covid Pandemic. A National Response and Recovery Plan for COVID-19 crisis was developed through the Response and Recovery Coordination Platform, installed by the Government and the UN. The platform integrates the various Ministries as well as CSOs, private sector and international partners. With the JO support, the COVID-19 Post-Crisis Needs Assessment Plus (PCNA+) Phase 1 - SEIA, including the Recovery plan was elaborated and presented in a public conference with international partners.

Discussions regarding the development of alternative approaches to poverty, vulnerability and impact measurement have been launched. This will help allocate financing to those more vulnerable population.

The INFF is a key project allowing the country to effectively quantify the post-crisis needs and set the strategy for resource mobilization.

The JO supported the government in establishing the ecosystem for South-South cooperation involving the MoFA, the MoF, the line Ministries, the Universities and the CSOs. Cape Verdean Officials of MoFA and from the National Directorate of Plan have participated in the AMECID conference letting the opportunity for Cabo Verde to develop the South South Cooperation with Mexico.

The Accelerator Lab has been launched in Cabo Verde. The novelty is to apply the lab methodology to explore, map and test innovative solutions to accelerate country-relevant development challenges and progress towards the SDGs and 2030 schedule. Considering Cape Verde’s main challenges and vulnerabilities as a developing island country, they are working on 3 pillars: Blue Economy, Tourism, Digital Economy. The JO has implemented the following programs: 1- Maio Platform program to support business organization in the adaptation and formalization; 2- Business platform developed for the private sector in Cabo Verde in order to help entrepreneurs, business-woman and MSMEs to transform their business and recover from the pandemic; 3-Technological solution COMVIDA, involving all institutions throughout the cycle of combat to COVID19, serving as the main communication platform; 4- Tourism Recovery project to respond the need for Security imposed by Pandemic in order to promote the destination as an incentive to visit Cape Verde; 5- Drone - the technological solution to support the fight against the spread of covid19 namely to disinfect streets and to assist farmers in pests combat or others needs in the agriculture.

Outcome 4.2: By 2022, Cape Verdeans, particularly women, youth and children, benefit from increased human security, improved social cohesion and a responsive and inclusive justice system that leads to the fulfillment of human rights.

The status of outcome indicators is the following, according to the CCPD Indicators Matrix:

Outcome indicators	Baseline	Target 2022	Result achieved
OC4 i4.2.2 Proportion of women and girls who are victims of gender-based violence (by age/area of residence)	Baseline: 23% (15-19: 14.9%, 20-29: 23.8%, 30-39: 25.8%, 40-49: 14.8%)	Target: 7%	Total: 10.9% Girls 15-19: 7% Young women: 20-29: 11% Women 30-39: 12% Senior women: 40-49: 7%
OC4 i4.2.4 Percentage of universal periodic review (UPR) recommendations implemented	Baseline: 57%	Target: 90%	77%
OC4 i4.2.5 Percentage of court cases with free legal support	Baseline: 10%	Target: 25%	25%
OC4 i4.2.7 Number of children and youth in detention centres	Baseline: 217 per year	Target: 150 per year	301

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

Output 4.4: Institutions at central and local levels have enhanced capacity to effectively implement national instruments for the promotion of gender equality and combating gender-based violence.

Output indicators	Baseline	Target	Result achieved
OP4.3 - i4.4.1 Number of municipalities that undertake gender-responsive planning and monitoring of service delivery	Baseline: 0	Target: 8	20
OP4.3 - i4.4.2 Percentage of health and education professionals and police with competencies on GBV prevention and response	Baseline: Health - 11.6%; Education - 5.1%, Police - 22.5% Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 39% Percentage of EDUCATION professionals with competencies on GBV prevention and response: 5.1% Percentage of HEALTH professionals with competencies on GBV prevention and response: 11.6% Percentage of POLICE professionals with competencies on GBV prevention and response: 22.5%	Target: Health - 50%, Education - 30%, Police - 70% Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 50% Percentage of EDUCATION professionals with competencies on GBV prevention and response: 30% Percentage of HEALTH professionals with competencies on GBV prevention and response: 50% Percentage of POLICE professionals with competencies on GBV prevention and response: 70%	Total Percentage of health and education professionals and police with competencies on GBV prevention and response: 45% Percentage of EDUCATION professionals with competencies on GBV prevention and response: 10% Percentage of HEALTH professionals with competencies on GBV prevention and response: 25% Percentage of POLICE professionals with competencies on GBV prevention and response: 40%
OP4.3 - i4.4.3 Number of community-based organizations capacitated with training and tools in C4D for behavioural change on gender stereotyping and discrimination affecting children and adolescents	Baseline: 0	Target: 3	No data

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

The National Plan for Gender Equality has been finalized after the participatory discussions in workshops organized in Praia and Mindelo, allowing the Country to have a guiding plan to take a step forward regarding Gender Equality. Gender equality agenda is included in the local level as stated before with important support of the JO through the Luxembourg funds.

Police agents and Judges, coming from all judicial districts were capacitated to deal with the Gender Based Violence. Judges in North Islands have been trained to deal with the gender-based violence cases. Interventions were also carried out from the perspective of communities and young people: (i) 400 community members has been sensitized to deal with the gender-based violence; (ii) 15 universities students and secondary schools received training focusing on preventions measures against gender based violence.

After this CCPD interventions, the Parliament and Parliamentarians have been trained for gender perspective analysis of State Budget proposal 2021 and 2020 budget execution as the result of the JO technical assistance, in the frame of the PALOP-TL project. Also workshops with women’s civil society organizations on gender sensitive budgeting and state budget analysis have been hold. The Ministry of Finance and line Ministries received interventions to improve the gender-based budgeting and reporting of State policies, including gender indicators in programs. Gender markers are also incorporated in SIGOF (State Financial Management Platform).

In the field of women's political participation, the JO supported the ICIEG in the parity law implementation, namely in the elaboration of electoral lists near political parties in local elections that occurred in October 2020. In addition, advocacy activities have been identified for gender equilibrium in the nominations for high levels positions in Public Administrations.

In times of covid19, low level of gender-based violence were observed during the confinement condition (just 8% of increase against around 30% before the COVID-19 pandemic). The prevention campaigns realized with JO support may have contributed to this scenario.

Output 4.5: The justice system has enhanced capacity to promote human rights, with a focus on women and children in contact with the law, and greater efficiency in the judicial process.

Output indicators	Baseline	Target	Result achieved
OP4.5 - i4.5.1 Number of institutions and interministerial mechanisms effectively monitoring UPR recommendations and reporting on human rights instruments	Baseline: 1 (I: 1; IMM: 0) Total Number of institutions and interministerial mechanisms: 1 Number of institutional mechanisms: 1 Number of interministerial mechanisms: 0	Target: 7 (I:6; IMM: 1) Total Number of institutions and interministerial mechanisms: 7 Number of institutional mechanisms: 6 Number of interministerial mechanisms: 1	Total Number of institutions and interministerial mechanisms: 1 Number of institutional mechanisms: 1 Number of interministerial mechanisms: 1
OP4.5 - i4.5.2 Number of judicial institutions able to deliver free legal aid to vulnerable groups	Baseline: 0	Target: 4	4
OP4.5 - i4.5.3 Existence of an operational integrated child-sensitive justice case management information system	Baseline: 0 0 = No	Target: 1 1 = Yes	No

Source: JO Indicators Matrix CCPD Cape Verde 2018-2022

The child protection programme had significant achievements in the period in partnerships with the main child protection stakeholders and partners. A new legal framework on sexual crime was approved. A key

contribution is in the development of the new national action plan to prevent and fight against sexual violence for the period of 2021-2023.

The programme contributed to the development and approval of the Orlando Pantera Center's organic. The center is meant for children in contact with the law and dealing with the justice system (12-15 years).

The technical and institutional capacities of the Caboverdien Institute of Child and Adolescence/ICCA and other actors are strengthened, particularly for the protection of children against COVID-19. More than 45 child protection professionals received remote/online training on risk communication and community engagement and it was aimed to strengthen the technical capacities of 200 community health workers from all the municipalities in different health domains, including physical, sexual and psychological violence against children, ECD, Child Labour. 4.000 brochures of the guide – COVID19: a guide for parents and teachers: how to protect your children and students have been produced and distributed to the public schools at national level. Through the main partners, around 12.790 children, parents and primary caregivers were provided with community based mental health and psychosocial support and 377 children without parental or family care were provided with appropriate alternative care arrangements and 1.617 girls and boys who have experienced violence were reached by social work and justice enforcement services.

JO has also supported the Ministry of Justice and Labor and the Judiciary Police in the purchase of reagents for the creation of conditions to do 1000 analyses for the DNA tests for paternity investigation, taking into account the existence of a high number of pending cases in the prosecutor's in relation with the Paternity investigations. The Public Ministry designed and launched a site for child and family (<http://menores.ministeriopublico.cv/>) and more than 100 professional from the justice system had their capacities strengthened in different domain of child protection (24-27 November) and two collections on national and international legislation on child protection have been edited and published.

The JO has been supporting the country for human rights-based planning and strengthening the National Commission for Human Rights for the permanent advocacy on the protection and promotion of human rights. National institutions have received capacity building interventions on human rights-based approaches.

The aim of the capacity building interventions was to ensure that human rights considerations are mainstreamed in policies. As an example, it can be highlighted the three days training on indicators of human rights for HRBA in planning and for the mounting of human rights observatory with the participation of all line Ministries and some municipalities and civil society organizations. The joint initiative between the Joint Office, OHCHR, the national Commission of Human Rights and the National Directorate of Planning and the National Institute of Statistics should be highlighted in this field.

In times of the Covid-19 pandemic, the population has been sensitized on key issues like the human rights protection of elders, persons in prison, persons with deficiency, children and women, as the result of strong campaigns.

In the field of justice system, the JO supported the operationalization of the judicial information system, providing the courts with equipment to facilitate the registration of judgments. The judicial information

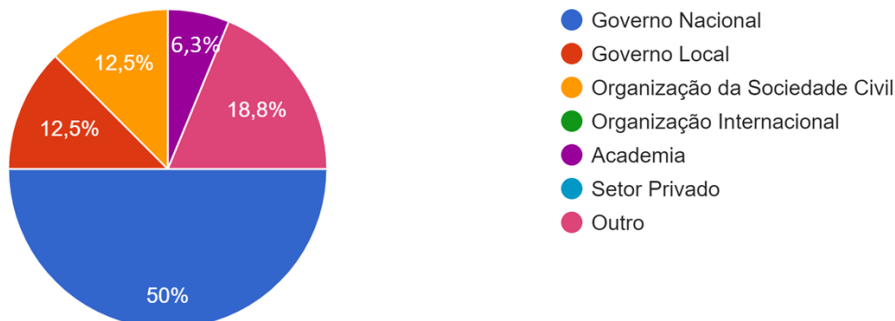
system and courts has been strengthened, with conditions to record the judgements. In terms of the LNOB approach, it should be highlighted the better access to justice for the poorest with the integration of the legal assistance platform, the social register and SIGOF (State financial platform) allowing a better management of the legal aid.

ANNEX 9. ANSWERS SURVEY TO NATIONAL PARTNERS

1. Indique o tipo de organização para a qual trabalha:

16 respostas

**Type of organization you work for
16 responses to the survey**



2. Por favor, especifique em que sector a sua instituição trabalha.

Diversos (Camara Municipal)

Centro de Investigação e Formação em Género e Família (CIGEF) - Uni-CV (Educação, Género e Família)

Órgão de soberania - Tribunal de Contas

Serviço Público

Sector Financeiro/Mercado de Capitais

Instituto Nacional de Estatística

Juventude e Desporto

Instituição Nacional de Direitos Humanos - INDH

Municipal

Saúde-VIH-SIDA

Desporto e Juventude

Setor da Justiça

Ministério da Educação Direção Geral do Planeamento Orçamento e Gestão

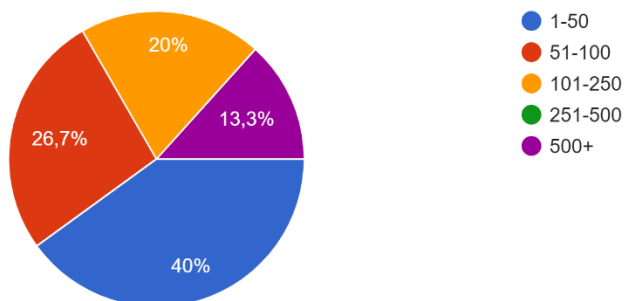
Promoção e defesa dos direitos da criança

Infância e adolescência

violência baseado no género, direitos humanos

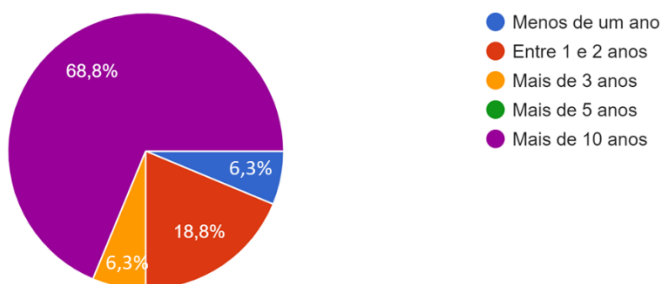
3. Indique a dimensão da sua organização/instituição (número de funcionários: número total de pessoas)

15 respostas



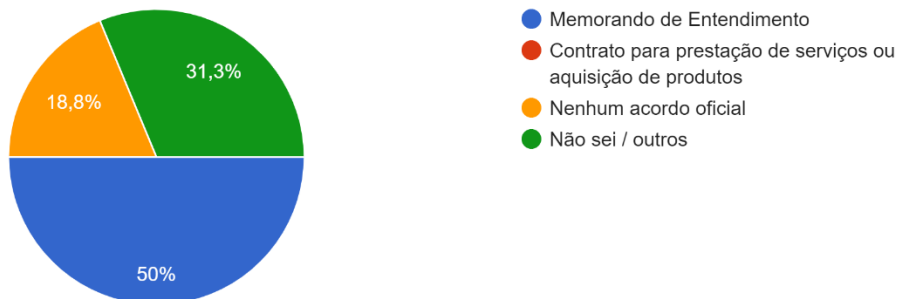
5. Há quantos anos a sua organização trabalha em parceria com uma agência das Nações Unidas do Escritório Comum (UNICEF, UNFPA, PNUD)?

16 respostas



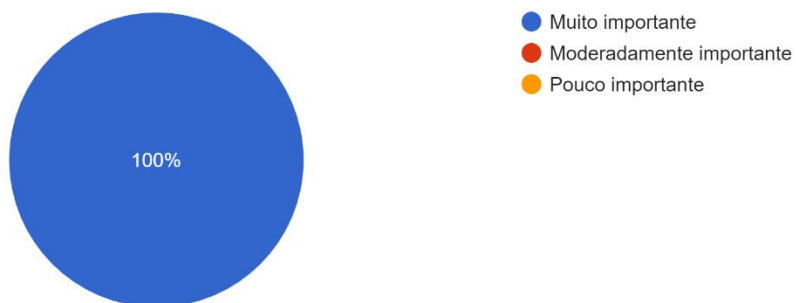
6. Que tipo de acordo/parceria a sua organização tem com uma das agências das Nações Unidas que fazem parte do Escritório Comum (PNUD, UNFPA, UNICEF)?

16 respostas



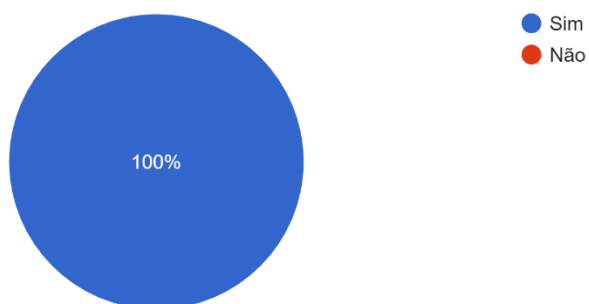
7. Quão importante é a parceria com o Escritório Comum para a sua Instituição?

16 respostas



8. Considera que a colaboração entre a sua instituição e o Escritório Comum contribuiu para alcançar resultados sustentáveis?

16 respostas



9. As agências das Nações Unidas do Escritório Comum contribuíram efectivamente para (indicar os principais ganhos alcançados):

Empoderamento das famílias através de projetos diversos, estando atualmente em curso o projeto Banco Social.

Com certeza. Através da parceria técnica e financeira, contribuindo, para o reforço institucional e, conseqüentemente, realização de um conjunto de ações concretas, visando a igualdade de género, não-violência, em prol do desenvolvimento sustentável e inclusão social e de género.

Transversalização da abordagem de género, sensibilização e ações de formação, pesquisas realizadas com impactos concretos a nível da elaboração e implementação de políticas públicas de igualdade de género.

Reforço institucional do Tribunal de Contas e a capacitação do seu pessoal

Reforço de capacidades técnicas e Institucionais da Provedoria de Justiça, o Órgão Provedor de Justiça mais próximo dos cidadãos

Participação/Desenvolvimento Plano Estratégico Ambição 2030; Desenho INFF, Estratégia Plataforma Blu-X (Desenvolvimento Sustentável)

1) Melhoria da produção e difusão estatística. 2) Reforço da capacitação técnicos dos colaboradores. 3) Apoio na liderança e desenvolvimento de projetos mundiais (por exemplo, a elaboração do Handbook das Estatísticas da Governança pelo Praia City Group). 4) Apoio na mobilização de recursos junto dos parceiros (por exemplo, a realização da reunião para o financiamento do Censo 2021). 5) Melhoria das condições técnicas de trabalho.

Alinhamento Financiamento Implementação Capacitação Tudo relacionado com o setor do Desporto e da Juventude

A promoção dos direitos humanos em Cabo Verde

Capital cabo-verdiana da juventude, projeto womsn green, fundo de descentralização

Assistir o país na melhoria de serviços da saúde incluindo o de VIH dirigido às populações chave e vulneráveis designadamente os homens que fazem sexo com homens, as profissionais de sexo, as pessoas que vivem com VIH , grávidas, meninas, adolescentes; Apoiou e apoia o país na estratégia da eliminação da transmissão vertical do VIH.

Consolidação e Reforço Institucional Reforço do setor da juventude Reforço do Programa Youth Connekt Cabo Verde Consolidação dos ODS na comunidade associativa juvenil

ajudar o Governo na execução do Programa do Governo, ao nível de reforço Institucional, reformas legislativas e capacitação dos Operadores da Justiça e troca de experiências

Revisão curricular do ensino Básico, formação dos professores, universalização do pré -escolar, assistência técnica em diversas áreas, educação especial, avaliação averida no EB

Promover o diálogo e mais engajamento das instituições do Estado no que tange a implementação de ações de prevenção e combate à abuso e a exploração sexual de crianças, com a elaboração do primeiro Plano Nacional de Combate à Violência Sexual contra Crianças e Adolescentes; a participação na campanha "Basta de Violência Sexual contra Criança"

Reforçar a capacidade técnica, elaborar, aprovar e executar vários projetos importantes , permitir a participação ativa das crianças e adolescentes nas, reforçar o respeito pelos direitos das crianças, permitir a proteção das crianças, melhorar a justiça para as crianças

muita dificuldade para conseguir financiamento direto

10. Que factores internos ou externos / que desafios, limitam e dificultam o alcance dos resultados esperados estabelecidos conjuntamente com o Escritório Comum?

Situações como a pandemia da Covid19, que afetou em grande parte as atividades que exigem contato e que são fundamentais para a promoção de cultura de igualdade e da não-discriminação (com escolas e comunidades); Algumas vezes, atrasos nas execuções financeiras (a nível interno), tendo em conta os procedimentos burocráticos necessários;

Fatores externos: disponibilidade imediata de técnicos qualificados para prestação de serviços esperados pela Instituição.

Em parte alteração do estatuto do novo Provedor de Justiça está depende pela aprovação do parlamento.

Engajamento de parceiros (terceiros)

1) Excesso de burocracia dos serviços do Ministério das Finanças; 2) Empresas demoram na emissão de faturas proforma e também na entrega dos produtos; 3) Pandemia da COVID-19;

Alinhamento

Fatores internos - Numero reduzido de recursos humanos para implementação das atividades. Fatores externos - Morosidade no pagamento das faturas

Insularidade, informação, técnicos,

As epidemias sobretudo a de COVID-19 que ameaçam os ganhos conseguidos mas sempre trazendo desafios para acelerar e criar resiliências.

Necessidade de Reforço em termos de Recursos Humanos qualificados

O impacto das reformas feitas tem sido positivo, no entanto a falta de mecanismos eficazes para medir esse impacto e traduzi-lo em dados estatísticos dificulta em certa medida a sua visibilidade.

Falta de pessoal qualificado para apoiar em determinadas áreas, melhor articulação entre o sector e as agências das Nações Unidas no processo de planeamento e execução dos projetos

Desafios: A falta de parceria direta com as diferentes ONG que trabalham para a promoção e defesa dos direitos da criança em situação de vulnerabilidade

A assinatura atrasada do PTA que atrasa a disponibilização do financiamento no início do ano, o que muitas vezes leva ao atraso no início das atividades. A possibilidade de contratação de mais técnicos.

nao trabalham diretamente com ONGs

11. Por favor, explique as principais lições aprendidas até agora, na implementação do Programa Escritório Comum 2018-2022?

Tem sido importante trabalhar de forma articulada. As sinergias entre os diferentes parceiros na implementação das atividades tem gerado resultados bastante pertinentes; A implementação das atividades anuais e execução financeira em tempo útil são fundamentais para o sucesso do Programa; A implementação do programa em si, constitui um momento de aprendizagem para os principais envolvidos.

Sem observações relevantes

Relacionamento entre as partes para a adequada concepção de projetos; identificação/alavancagem de parcerias para os projetos; inventariação de soluções inovadores multidimensionais com alcance regional/internacional e alinhadas com principais desafios do país, compromisso com questões ambientais

1) Metodologia de trabalho diferente em relação a outros parceiros; 2) Facilitada de comunicação; 3) Articulação permanente com o Escritório Comum; 4) Elaboração de planos de trabalho realistas e concretos.

Temos condições de realizar um trabalho excepcional para os setores em causa, precisamos é aprofundar a cooperação e sermos, ainda mais, assertivos

A importância das parcerias e cooperação. A importância da boa comunicação entre os parceiros. A importância do seguimento conjunto e avaliação dos projetos.

Governança(Socialização, gestão participativa)

Um Programa robusto que suporta Cabo Verde em domínios transversais de desenvolvimento e com impacto direto no acesso á saúde sobretudo por parte de grupos específicos e vulneráveis.

Melhor gestão dos recursos financeiros com foco nos resultados a serem alcançados de forma objetiva

A comunicação e a troca de experiências é uma mais valia, a capacitação dos recursos humanos é o melhor caminho para se chegar aos objetivos, os meios financeiros colocados ao serviço dos programas têm refletido em avanços positivas mas que precisam ser traduzidos em números para melhor servir o País no que respeita aos ajustes que podem ser feitos a meio percurso.

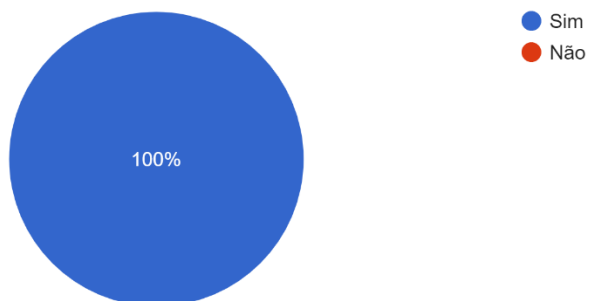
A experiência foi boa, e continua a ser boa, foram quatro anos de muita aprendizagem, acreditamos que os próximos anos ainda será melhor, tendo em consideração os desafios.

Não temos explicações sobre lições aprendidas, uma vez que pouco foi a nossa solicitação e participação plena na implementação do Programa Escritório Comum 2018-2022

Importância da planificação e o seu cumprimento; a instituição deve esforçar-se e ter quadros formados/especializados; necessidade de capacitação dos técnicos que já trabalham há muito tempo.

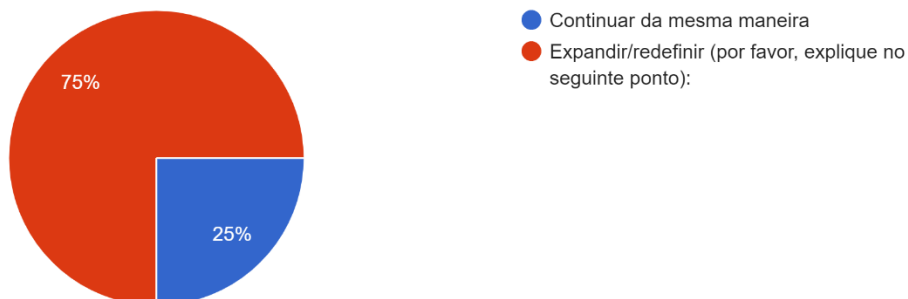
12. A sua organização gostaria de continuar a colaborar com a agência parceira do Escritório Comum nos próximos anos?

16 respostas



13. Continuará a colaborar com a agência parceira do Escritório Comum do mesmo modo que antes; ou considera haver potencial para expansão/ampliação ou redefinição da parceria?

16 respostas



14. Indique qualquer outro comentário relevante para si ou para a sua Instituição em relação à parceria com o Escritório Comum.

Investigação, Formação e Extensão Universitária. Sem essa parceria, dificilmente conseguiríamos implementar as nossas atividades e ter os impactos almejados. O profissionalismo dos pontos focais do Escritório Comum desde a fase da elaboração, passando-se pela fase de implementação, seguimento e avaliação tem-se revelado fundamental para que os objetivos preconizados sejam alcançados sem grandes constrangimentos. Um bem-haja!

Trata-se de um excelente projeto sem qual a maioria dos objetivos em matéria de controlo das Finanças Públicas não seriam alcançados.

Conseguir novas parcerias em diversas latitudes; Dar continuidade à partilha de conhecimento; Atingir mercados regionais e internacional
Concepção e Desenvolvimento de mecanismos/produtos inovadores e sustentáveis

Considerando que a produção e difusão estatística está em constante atualização devido às novas necessidades dos decisores e agendas nacionais/regionais/mundiais, a continuidade desta parceria será imprescindível para o desenvolvimento de Cabo Verde.

Alargar o escopo de atuação e, em conjunto, termos capacidade para mobilização de mais e melhores recursos (técnicos, logísticos e financeiros).

Estamos satisfeitos com a parceria, no entanto gostaríamos de ter maior autonomia na gestão dos fundos atribuídos à instituição, no âmbito do PTA - Plano de trabalho anual.

Mais financiamentos para maior inclusão económica, social.

Muito Obrigada Escritório Comum por ter contribuído grandemente para a promoção da saúde e prevenção de doenças em Cabo Verde.

Visão - projetos - orçamentação - implementação efetiva, mediante programas definidos num horizonte temporal definido.

A parceria tem sido um instrumento de grande importância para o desenvolvimento de Cabo Verde no setor da Justiça, a relação existente entre a Instituição e os escritórios comuns tem espaço para desenvolver uma parceria mais direta entre os dois Parceiros sem a necessidade de intermediários como tem vindo a ser até agora pois a nossa Instituição é a representação do Governo de Cabo Verde nesse setor mas a relação de parceria tem como face a CNDHC.

À parceria com o Escritório Comum é excelente, porque tem ajudado o sector nas diversas áreas contribuindo para alcançar objetivos importantes para o Desenvolvimento do país. Acreditamos que é necessário expandir e redefinir a parceria no sentido de trazer mais conhecimentos para o sector e apoiar no desenvolvimento e implementação dos projetos considerado importante para o sector e o país.

A ACRIDES é uma ONG com 23 anos de existência em prol da promoção e defesa dos direitos da Criança, e que no início da sua existência, grande foi o suporte da UNICEF para sua consolidação. Os problemas cresceram e desde 2015 direcionamos as nossas ações no combate e prevenção à violência sexual contra criança. Em parceria com a ONG ECPAT Luxemburgo, foi implementada o projeto

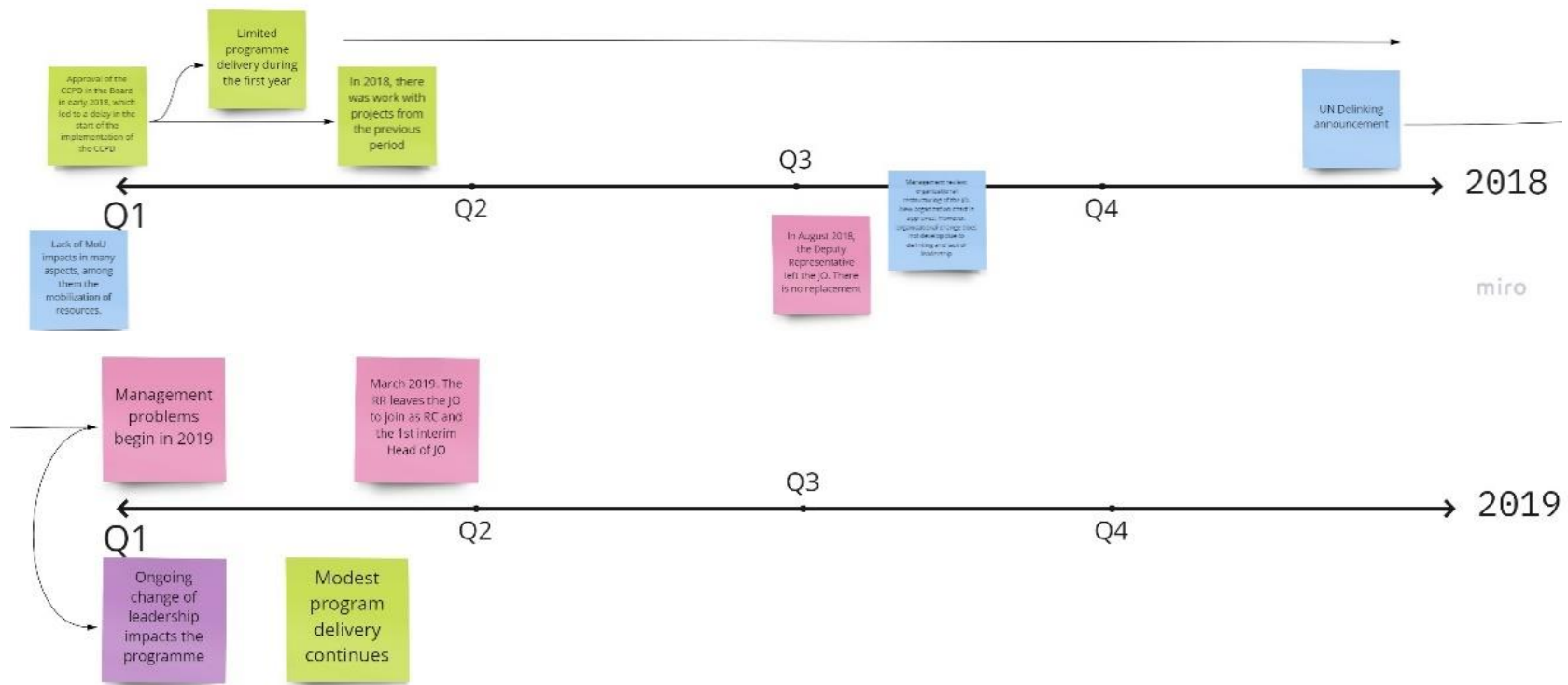
"Reforço das Capacidades dos profissionais no combate e prevenção à violência sexual contra crianças, o que nos ajudou a promover a criação das Redes Locais de Prevenção e Combate à violência Sexual contra Crianças em todas as Ilhas de Cabo Verde. Muito gostaríamos de ter uma forte parceria da UNICEF para a consolidação dessas Redes Locais como forma de reforçarmos as nossas intervenções em prol da proteção da criança, diminuindo a violência sexual e impedir o aumento da exploração sexual de crianças em Cabo Verde.

Seria muito importante se a agência apoiasse na formação/capacitação de técnicos na área em que a instituição não tem quadro. Por exemplo, psicologia forense.

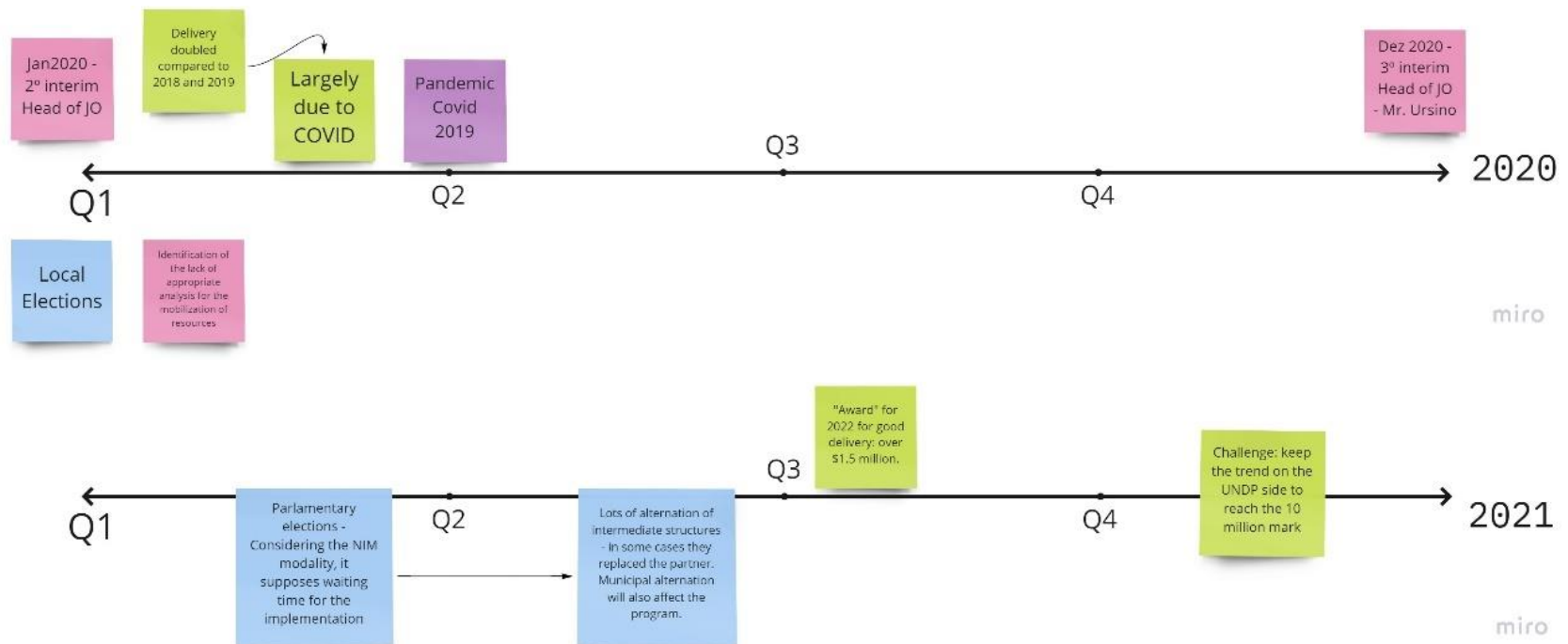
Retoma do escritório da ONU Mulheres

ANNEX 10. TIMELINE OF THE CCPD

Among the activities of this evaluation, a FGD was held with the JO staff. The factors that have affected the implementation of the CCPD were identified on a timeline. These are the following:



Change of leadership in **2019** impacted the programme implementation due to discontinuity of strategic direction. Low programme delivery continued in 2019 and in March 2019 the RR left the JO being appointed as Resident Coordinator. The 1st interim Head of JO took office, but no new Joint Resident Representative has been appointed until now: there is only a head of the Joint Office a.i in place leaving partners confused.



In January **2020** th^e 2nd interim Head of JO took office taking leadership of the pandemic response. In March 2020 the Pandemic Covid-19 has been declared impacting on the implementation of the CCPD. This involved the reallocation of funds, and the adjustment of interventions. The CCPD delivery doubled compared to 2018 and 2019, largely due to the COVID related funds mobilized. In December 2020 th^e 3rd interim Head of JO took office. During the year **2021** the country celebrated Legislative (April 2021) and Presidential (October 2021) elections. The change in intermediate structures implied time for the positioning of the JO with the new government leaderships, implying a time for repositioning. Finally a positive trend on resource mobilization has been found in 2021, as will be explained later in the report.

ANNEX 11. PLANNING TOOLS USED BY THE THREE AGENCIES IN THE JO

Table 1: JO Planning instruments

UNDP	UNFPA	UNICEF	UNCT
<p>1. Corporate Planning System (UNDP Intranet) <u>- Integrated Work Plan:</u> done at the beginning of each year and reviewed in June / July. The 2021 exercise was concluded at the end of January. <u>- Project Quality Assurance:</u> consists in evaluating the performance of the projects according to several previously established parameters. <u>- Transparency Dashboard:</u> aims to check if all projects in progress are properly filled in the ATLAS Platform so that they can be published on the open.undp.org site.</p> <p>2. ATLAS <u>- Set Annual Work Plan:</u> At the beginning of each year the Project Annual Work Plan is entered in the ATLAS Platform in the form of a budget. The registration of the 2021 PTAs is in progress. <u>- Set Annual Indicators, Baseline and Targets:</u> At the beginning of each</p>	<p>4. Strategic Information System - ATLAS Set Annual Indicators, Baseline and Targets in the Platform SIS (Strategic Information System).</p>	<p>5. Vision Platform Set and coding Annual Outputs and Activities (Prepared offline and sent to the RB for inclusion in the Vision Platform). The Joint Office must also send, offline, the AWP for 2021 duly signed.</p>	<p>6. UNINFO <u>Joint Work Plan</u> done at the beginning of each year, with the signature of the JWP with government counterpart. The following tasks are to be finalized and introduced in UNINFO: - Key Transformative Activities; - Review of indicators and annual targets; - Budget, Markers and tags for each activity</p>

year, the data relating to ongoing projects are inserted in ATLAS.

3. HACT SHARE POINT
- Annual HACT Assurance Plan: This is a Platform recently created by UNDP to include all the information on the HACT procedures application in the office.

Table 2: JO monitoring instruments

UNDP	UNFPA	UNICEF	UNCT
<p>1. Corporate Planning System (UNDP Intranet) <u>- Integrated Work Plan (Mid-term review):</u> It consists of the mid-term review of the information introduced during the Planning. <u>- Quarterly Results:</u> Quarterly update of results of ongoing projects. <u>- Risk Management:</u> Update of the risks associated with the Projects.</p> <p>2. ATLAS <u>- Monitoring, Risks and issues:</u> Updating of information on follow-up actions, risks and problems of the project.</p> <p>3. HACT SHARE POINT <u>- Spot Check Visits:</u> Insertion into the information system (reports) of the spot check visits made to the Implementation Partners. <u>- Programmatic Visits:</u> Insertion into the system of</p>	<p>4. Strategic Information System - ATLAS Quarterly Results of Milestones reported online in the Platform SIS (Strategic Information System).</p>	<p>5. Vision Platform Outputs and activities data provided offline.</p>	<p>6. UNINFO Quarterly Results of each Key Transformative Indicators.</p>

information (reports) on the Programmatic visits made to the Implementation Partners.
- NIM/HACT Audits: Insertion of information (reports) on audits and follow-up of implementation of recommendations.

Table 3: Annual reporting process

UNDP	UNFPA	UNICEF	UNCT
1. ROAR 2. IRRF 3. PROJECT STATUS 4. EVALUATION REPORTS 5. TRANSPARENCY INITIATIVE (Done online Using UNDP Platform – Corporate Planning System).	6. COAR (Done online using SIS, UNFPA Platform)	7. RAM + NARRATIVE 8. SMQ 9. KPI 10. COHERENCY REPORT All this report are done offline and information sent to the Regional Bureau for including in the respective Platforms.	11. UNINFO Annual reports, including financial delivery of each Key Transformative Activity, supported by evidences. Indicators reporting

ANNEX 12. TECHNICAL NOTE OF THE THEORETICAL FRAMEWORK

To assess the Joint Office governance modality, the evaluation team applied a case study approach⁷⁴ using the neo-institutionalism⁷⁵ and principal-agent theoretical framework. The questions to be addressed by the evaluation were: EQ4 To what extent has the Joint Office coordination modality been cost-effective to UNDP, UNFPA and UNICEF? and EQ5: To what extent does the Joint Office Modalities in the context of UNDS reform ensure the advancement of the 3 agencies mandates? As stated above, the key hypothesis/assumptions tested was that the Joint Office is a (i) cost-effective business model, (ii) effectively introduces a single set of programme and policy guidance; (iii) enhances a greater coherence in UN programming and operations and (iv) decreases the competition for funding among agencies and transaction costs⁷⁶. In the annex, it can be consulted the evaluation matrix with the indicators, sources of information and methods for data collection.

A case study approach allowed to intensively study complex phenomena and the context in which they are developed. The limited number of units of analysis (the JO case in Cabo Verde) has been compensated by the large number of variables, which is an obvious benefit for the assessment. As a typical case study a holistic approach has been taken, which involved the collection of a large amount of data in everything related to the case.

Concepts of new institutionalism has been applied in the analysis of incremental change in the Joint Office. The argument is based on Thelen (2003) path-dependence explanations on how institutions are created, reproduced and changed. The author examines two mechanisms of incremental change: layering and conversion of institutions. Layering institutions is a concept that “involves the partial renegotiation of some elements of a given set of institutions while leaving others in place” (quoting Schickler, 2001; Thelen, 2003, p. 225). The designers of institutions might have left some room for changes that allow adaptability. Layering suggests the idea that there is continuous negotiation of the arrangements on which the form of the institution and their functions are based. The historical side of the approach is necessary in order to follow the track of how the JO evolves through those minor changes. Those changes might not alter the core of the organization (i.e. changing the juridical nature of an organisation by increasing its autonomy) but its peripheral or operational aspects (i.e. adoption of different management practices) that do not require radical

⁷⁴ The case study is a research strategy in which one or several cases of the object of study are examined in a profound way and in their real environment (Van Thiel, 2014)

⁷⁵ Neo-institutionalism is an approach to the study of institutions that focuses on the constraining and enabling effects of formal and informal rules on the behavior of individuals and groups

⁷⁶ Summary brief on the Cape Verde Joint Office model. United Nations Development Operations Coordination Office. March, 2016.

changes. Organizational theorists Paul Di Maggio and Woody Powell have emphasized isomorphism as a strategy for both public and private organizations (DiMaggio and Powell 1983).

The principal-agent theory applies to the relationship between each of the three agencies and the Joint Offices. The JO has one organizational structure and a single programme (Common Country Programme – CCPD) encompassing the activities and mandates of the three participating agencies (the UNDP, UNFPA and UNICEF), and uses one set of business processes, rules and regulations under a “support agency” arrangement, which, in the case of Cabo Verde, is the UNDP. The Joint Office (the agent) should ensure the advancement of the three agencies mandates (the principals) in the context of UNDS reform

The case study will allowed the evaluation team to determine which variables have had an effect, their intensity and by what mechanism they acted, since the data from the case study provided detailed contextual information that allowed to interpret how and when causal mechanisms were produced.

Beyond the theoretical aspects to guide the selection, they also attended to more pragmatic aspects, such as having access to JO information, or obtaining a context of institutional and staff cooperation. The same applies for the numbers of measurements that has been taken during the study. In this case, it is evident that the evaluators performed a measurement at a fixed moment of the time that occurred during the execution of the evaluation; despite meta-evaluation techniques has been applied. In particular, the analysis made by the previous evaluation of the CCPD and the audits carried out have been attended.

The third element, after the identification of the case and the number of measurements, were the methods and techniques that have been used. Triangulation has been the key method to guarantee reliability and validity. As usual in the case studies, a combination of techniques has been used:

- ✓ Content analysis of documents of the JO historial trends and path, minutes of meetings on the development of the JO model.
- ✓ Semi-structured interviews with key stakeholders in the JO development process, both at the Cabo Verde and Regional levels and international donors or NGOs and other interested parties; as the local level.
- ✓ FGD with the JO staff to outline the JO timeline and discussion on main strengths and limitations. There will be group interviews with agencies regional staff too.
- ✓ Survey to assess the level of JO influence or determine the perception of national stakeholders involved in JO activities. This instrument contributed to corroborate or question the conclusions of the most qualitative methods.

As stated in the ToR, to better understand CCPD’s and the Joint Office arrangement performance, the specific factors that have influenced - both positively or negatively - CCPD’s performance and eventually, the sustainability of results in the country has been examined. The utilization of resources to deliver

results (including managerial practices); the extent to which the Joint Office fostered partnerships and synergies with other UN agencies and actors (i.e. through south-south or triangular cooperation); and the integration of gender equality and women’s empowerment and disability inclusion in design and implementation of the CCPD were also some of the aspects that have been assessed (Please refer to the Evaluation Matrix).

Key variables JO – efficiency and coherence analysis

EFFICIENCY

- JO - response to national needs
- JO - comparative strengths of the three agencies
- Planned resources - foreseen level in AWP
- Delivery of multi-year, predictable, core funding - implementing partners
- Budget / execution by output and outcome
- Expenditure by Expense Category
- Resources provided by each agency by output and outcome
- Resources provided by JO - additional resources from the government
- Resources provided by JO - additional resources from other partners, including other donors or NGOs
- JO coordination mechanisms – promotion of gender equality
- JO financing instruments, administrative regulatory framework, staff, timing and procedures
- IP selection process and criteria
- Total resources (core and non-core) and delivery rates per year of CCPD execution for each outcome area
- Total Management Expenditure
- Total Programme Expenditure
- Management ratio
- Administrative bottlenecks
- JO Risk management system
- JO Monitoring and mitigation activities - identified risks
- Organization chart - actual operating structure
- Size and expertise of the JO team - execution complexity of each CCPD thematic/outcome area
- Communication on risk and accountabilities between the JO and the RO of the three Agencies
- Strategies to avoid and mitigate the effects of work overload and staff turnover
- CCPD M&E system
- Use of Management information systems by partners
- Database for monitoring the implementation of CCPD-relevant public policies
- Cross-sectoral/cross-ministry working groups on data integration - CCPD activities

COHERENCE

- Good practices of synergies among the three agencies
- Good practices of synergies among the three agencies on gender equality and protection of the most vulnerable groups
- Exchange of knowledge and expertise among the agencies involved
- Coordination and complementarity features of the implementation of the CCPD outcome interventions
- JO strategies - coordination challenges
- JO resource mobilization strategy
- Accountability and feedback mechanisms between JO and ROs
- Technical assistance by RO on specific areas

ANNEX 13. CCPD FINANCIAL PERFORMANCE AND RESOURCE MOBILIZATION ASSESSMENT

This section analyzes the financial performance of the Country Program. It should be noted that 2018 was a year of transition in terms of CCPD in which projects and initiatives of the previous CCPD were finalized. For the analysis of the CCPD 2018-2022 these projects were not considered because they were in their last year of completion. The detailed list of projects of the former CCPD implemented in 2018 can be found in the Annex 5.

During the current programme cycle (2018-2022), the Cabo Verde **budget** for the five CCPD 2018 – 2022 outcomes amounted to **\$35.80 million** and its **programme expenditures to \$29.45 million**, reaching an **82% execution rate (Table 5)**. The programme expenditures in 2021 relate to the delivery as of 15 November, which lowers the execution rate since many funds are disbursed at the end of the year. The execution rate for the 2018-2020 period was 88%.

Table 1. Programme Budget, Expenditure and Execution Rate per year (CCPD 2018-2021)

Year	2018 ⁷⁷	2019	2020	2021	Total
Total Budget	\$3,752,031	\$6,907,698	\$10,548,757	\$14,595,008	\$35,803,494
Total Expenditure	\$3,077,515	\$6,011,581	\$9,611.638	\$10,747,058	\$29,447,792
Execution Rate	82%	87%	91%	74%	82%

Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021. Please find in the annex the list of projects.

The funds allocation and expenditures by agency are illustrated in Table 7 and the funds allocation and expenditure by agency and outcome are shown in Table 8.

Table 2. Programme Budget, Expenditure and Execution Rate by Agency (2018-2021)

Agency	Programme Budget	Programme expenditure	Execution rate
UNDP	\$28,296,995	\$23,043,490	81%
UNICEF	\$5,411,733	\$4,560,470	84%
UNFPA	\$2,094,766	\$1,843,832	88%
Total	\$35,803,494	\$29,447,792	82%

Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

⁷⁷ It should be noted that 2018 was a year of transition in terms of CCPD in which projects and initiatives of the previous CCPD were finalized. The JO level of project delivery in 2018, adding those interventions, amounted to \$5.72 million as explained before. For the analysis of the CCPD 2018-2022 these projects were not considered because they were in their last year of completion. The detailed list of projects of the former CCPD implement in 2018 can be found in the Annex 5.

In the current CCPD cycle (2018-2022), Outcome 3, which was focused on economic transformation and sustainable and inclusive growth, has received the highest allocation of funds (\$16.15 million) representing 45% of the overall budget, and has been the largest outcome in terms of expenditure (\$14.49 million) representing 49% of the overall Joint Office expenditures. This is due to two major projects: (i) West Africa competitiveness support – Cabo Verde (\$5.22 million expenditure) and (ii) Decentralisation et development local (\$3.04 million expenditure). The execution rate of Outcome 3 on economic transformation and sustainable and inclusive growth has been the highest (90%) followed by Outcome 1 on sustainable development of human capital (88%).

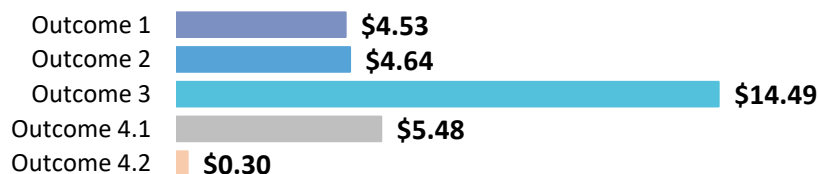
Table 3. Programme Budget and Expenditures by Agency and Outcome (2018-2021)

Outcome	UNDP		UNFPA		UNICEF		Total	
	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure
1	\$75,633	\$75,072	\$1,528,078	\$1,399,787	\$3,549,103	\$3,051,795	\$5,152,814	\$4,526,654
2	\$6,810,125	\$4,553,781	\$0	\$0	\$92,593	\$90,278	\$6,902,718	\$4,644,059
3	\$14,367,898	\$13,054,517	\$269,646	\$235,359	\$1,514,990	\$1,204,572	\$16,152,534	\$14,494,448
4.1	\$6,852,926	\$5,185,033	\$170,767	\$133,155	\$175,047	\$160,245	\$7,198,740	\$5,478,433
4.2	\$190,413	\$175,088	\$126,275	\$75,531	\$80,000	\$53,580	\$396,688	\$304,199
Total	\$28,296,995	\$23,043,490	\$2,094,766	\$1,843,832	\$5,411,733	\$4,560,470	\$35,803,494	\$29,447,792

Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

By comparing the expenditures of the outcomes, the analysis shows that the focus was on **Outcome 3** on economic transformation and sustainable and inclusive growth as mentioned previously, which represented 49% (\$14.49 million) of the overall expenditure of the Joint Office. **Outcome 4.1** on democratic governance and partnerships was the second largest programme area with 19% (\$5.48 million) of the expenditure, and **Outcome 2** on sustainable management of natural resources was the third largest programme area with 16% (\$4.64 million), followed by Outcome 1 on sustainable development of human capital with 15% (\$4.53 million). Outcome 4.2 on public policies, partnerships, and justice was the smallest programme area representing 1% (\$0.30 million) of the programme expenditure (Figure 18).

Figure 1. CCPD Programme Expenditure by Outcome (2018-2021)



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

By 15 November 2021, the Joint Office managed to mobilize 90% (\$35.80 million) of the total financial planned resources (\$39.59 million) of its CCPD for the whole programme cycle. The Joint Office resource mobilization target has not been achieved yet.

Disaggregated data by outcomes indicates that the Joint Office mobilized 226% of the planned resources for **Outcome 3** on economic transformation and sustainable and inclusive growth, going above the target. The Joint Office mobilized 104% for **Outcome 4.1** on planned resources for democratic governance and partnerships. However, resource mobilization targets were not achieved for the remaining outcomes, 78% for **Outcome 1** on sustainable development of human capital; 48% for **Outcome 2** on the sustainable management of natural resources; and 9% on **Outcome 4.2** for the public policies, partnerships, and justice.

Resources mobilized at an agency and outcome levels show that **UNDP** mobilized 262% for **Outcome 3** on economic transformation and sustainable and inclusive growth, 128% for **Outcome 4.1** on democratic governance and partnerships, 49% for **Outcome 2** on sustainable management of natural resources, and 6% for **Outcome 4.2** on public policies, partnerships, and justice. As of **Outcome 1** on sustainable development of human capital, there were no indicative resources for UNDP. However, UNDP allocated resources for COVID response to Outcome 1⁷⁸.

As regards to UNFPA, the agency mobilized 81% of the financial planned resources for **Outcome 1** on sustainable development of human capital, 33% for **Outcome 3** on economic transformation and sustainable and inclusive growth, 19% for **Outcome 4.1** on democratic governance and partnerships, and 11% for **Outcome 4.2** on public policies, partnerships, and justice. UNFPA did not conduct a project under **Outcome 2**.

With respect to UNICEF, the agency mobilized 178% of the financial planned resources for **Outcome 3** on economic transformation and sustainable and inclusive growth, 76% for **Outcome 1** on sustainable development of human capital, 27% for **Outcome 4.1** on democratic governance and partnerships, 15% for **Outcome 4.2** on public policies, partnerships, and justice, and 19% for **Outcome 2**.

As of the 'Support to programme/cross-sectoral costs', the resources from UNFPA and UNICEF allocated annually to this component are fixed and come from Regular Resources (Core funds)⁷⁹. As illustrated in Table 13. UNFPA contributed \$0.30 million, and UNICEF contributed \$0.80 million, which corresponds to approximately 80% of UNFPA's financial planned resources and approximately 73% of UNICEF's financial planned⁸⁰. Therefore, 75% of the total planned resources were mobilized to the 'Support to programme/cross-sectoral costs' as of 2021.

⁷⁸ CCPD Annex. Results and resources framework for Cabo Verde (2018--2022)

⁷⁹ Fixed costs include costs related to project monitoring and evaluation, micro-assessment of partners, audits, spot check visits, programmatic visits and, in some cases, payment of salaries for some staff members. UNFPA contributes USD 75,000 annually and UNICEF contributes USD 200,000 annually to cover these fixed costs.

⁸⁰ This data has been provided by the Joint Office.

Table 4. Common Country Programme Budget: planned vs. actual (2018-2022)

Programme Outcomes	Programme Outcomes	Planned budget (2018-2022) ⁸¹	Actual budget (2018-2022) ⁸²	% Mobilized Resources by Outcome & Agency	% Mobilized Resources by Outcome
Outcome 1	UNDP	\$0	\$75,633		78%
	UNFPA	\$1,890,000	\$1,528,078	81%	
	UNICEF	\$4,696,000	\$3,549,103	76%	
Outcome 2	UNDP	\$13,835,000	\$6,810,125	49%	48%
	UNFPA	\$0	\$0	0%	
	UNICEF	\$475,000	\$92,593	19%	
Outcome 3	UNDP	\$5,480,000	\$14,367,898	262%	226%
	UNFPA	\$825,000	\$269,646	33%	
	UNICEF	\$850,000	\$1,514,990	178%	
Outcome 4.1	UNDP	\$5,350,000	\$6,852,926	128%	104%
	UNFPA	\$900,000	\$170,767	19%	
	UNICEF	\$650,000	\$175,047	27%	
Outcome 4.2	UNDP	\$2,950,000	\$190,413	6%	9%
	UNFPA	\$1,135,000	\$126,275	11%	
	UNICEF	\$550,000	\$80,000	15%	
Total		\$39,586,000	\$35,803,494	90%	
Support to programme/cross-sectoral costs ⁸³	UNFPA	\$375,000	\$300,000	80%	75%
	UNICEF	\$1,089,800	\$800,000	73%	
Grand Total		\$41,050,800	\$36,903,494	90%	

⁸¹ Indicative resources from the CCPD 2018-2022 results and resources framework

⁸² Data from the Cabo Verde Joint Office as of 30 September 2021

⁸³ The "Actual Budget" for UNFPA and UNICEF support to programme/cross-sectoral costs has not been included in Table 5 since there is no information on these figures.

Annual data shows that the programme budget for the current CCPD cycle (2018-2022) has increased progressively from \$3.75 million in 2018 to \$14.60 million in 2021. The budget increase in 2021 is mostly due to funds allocated to UNDP, approximately \$4.06 million to the “West Africa Competitiveness Support – Cabo Verde”, \$2.10 million to the “Fonds d’appui au processus de 132e centralization au Cabo Verde”, and \$1.45 million to the “Mainstreaming biodiversity conservation into the tourism” projects. The “West Africa Competitiveness Support – Cabo Verde” project also received one of the highest budget allocations of approximately \$1.56 million in 2020 from UNDP, along with the “Pro-PALOP TL SAI – Phase II – Programme Consolidation Economic” project with \$1.29 million. The increase of the budget in 2020, has been in part due to the capacity to mobilize resources during the COVID-19 crisis mainly from the European Union and the Government of Luxembourg.

As of the highest funds allocated to **UNICEF**, in 2021, approximately \$0.70 million were assigned to the “COVID19 – Cabo Verde response” project, and in 2020, \$0.71 million to the “Strengthening Educational Quality” project. Regarding **UNFPA**’s resources allocation, the “Strengthening Health Sector” project received the maximum funds in 2021 and 2020 of \$0.38 million and \$0.60 million respectively.

In terms of expenditure, the Joint Office showed an increasing trend since 2018 reaching its highest annual value of \$10.75 in 2021. The “West Africa Competitiveness Support – Cabo Verde” (UNDP project) accounted for 33%, the “COVID-19 Cabo Verde response” (UNDP and UNICEF project) for 11.00%, and the “Strengthen Health Sector” for 6.00% (UNFPA and UNICEF project) of the expenditures in 2021. The high expenditure is in part due to the Joint Office’s immediate response to the COVID-19 pandemic with the disbursement of funds of the “West Africa Competitiveness Support and the “Pro-Palop”⁸⁴ projects. Both projects funded by the European Union have been reprogrammed to address the emerging needs of the country⁸⁵.

In addition, the Joint Office’s execution rate has remained high since 2018 standing at 91% in 2020. This high execution rate is in part due to the Joint Office capacity to reprogramme the Annual Work Plan’s project activities to address the pandemic with funds from the 3 agencies (**UNDP, UNFPA, UNICEF**)⁸⁶. In this context, the results achieved include: (i) under the “West Africa Competitiveness Support – Cabo Verde” project, funds were disbursed to support informal workers and micro, small and medium enterprises through the Funding of a Solidarity Income Regime, and (ii) under the “Pro-PALOP TL SAI – Phase II – Programme Consolidation Economic”, Cabo Verde Ministry of Finance strengthened budget transparency disclosing all resources and expenditure allocated to mitigate the impact of the pandemic in an online budget transparency portal⁸⁷.

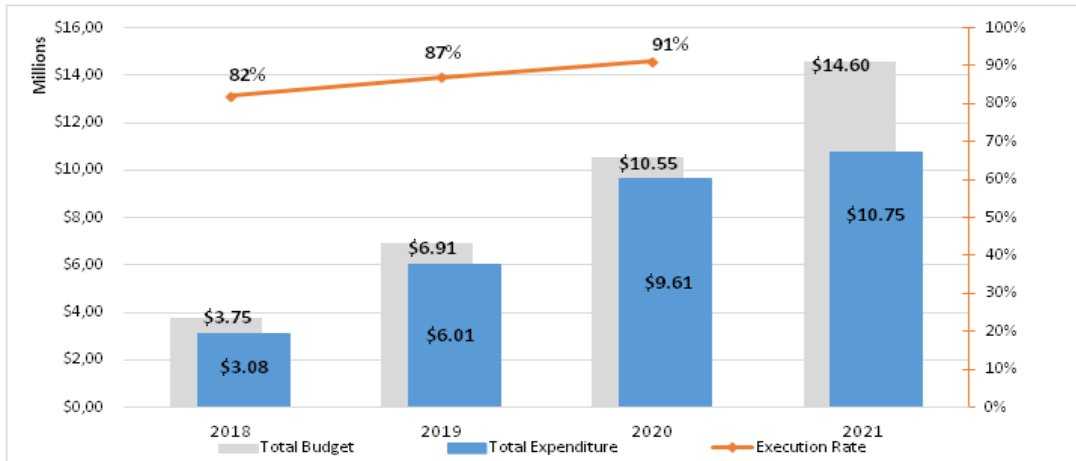
⁸⁴ UNDP ROAR 2020, page 23

⁸⁵ Ibid.

⁸⁶ Q3 COVID mini-ROAR Results, 30 September 2020

⁸⁷ Ibid.

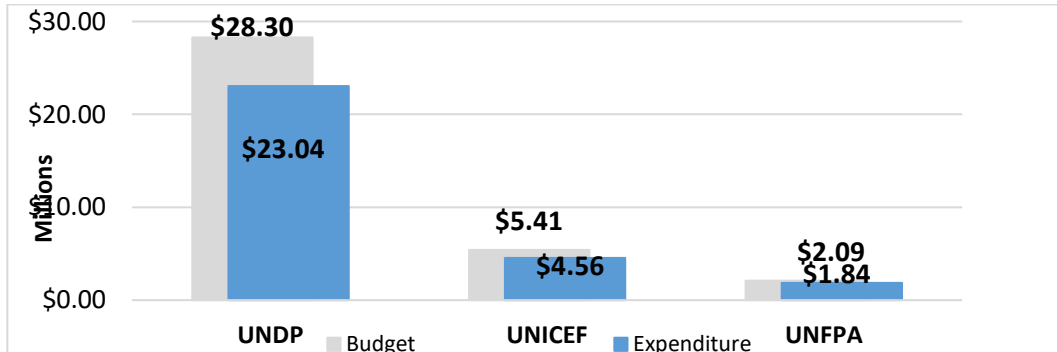
Figure 2. Joint Office Programme Budget, Expenditure, and Execution Rate (2018-2021)



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

Over the period under evaluation (2018-2022), UNDP had a budget of \$28.30 million, UNICEF amounted to \$5.41 million, and UNFPA with \$2.09 million. In terms of expenditure, the data shows that UNDP implemented for \$23.04, UNICEF \$4.56 million, and UNFPA \$1.84.

Figure 3. Programme Budget and Expenditure by Agency (2018-2021)



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

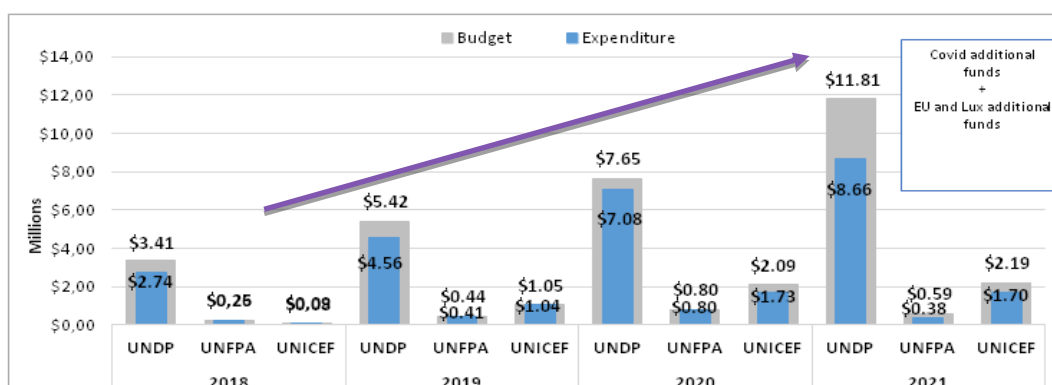
In the current cycle (2018-2020), the programme budget and expenditure has been increasing year to year for UNDP, UNFPA and UNICEF. From **2018 to 2019**, UNDP’s budget increased 59% and its expenditure grew 66%, while from **2019 to 2020**, UNDP’s budget increased 41% and its expenditure grew 55%. In terms of its execution rate, UNDP also experienced a slight increase of 4 percentage points from **2018 to 2019** and an increase of 10 percentage points from **2019 to 2020**. The increase of UNDP’s budget and expenditure is due in part to the project “West African Competitiveness Support Cabo Verde” and the project “COVID-19 Cabo Verde response”, which are under Outcome 3.

As of UNFPA, from **2018 to 2019**, its budget increased 68% and its expenditure grew 62%, and from **2019 to 2020**, its budget increased 84% and its expenditure increased 94%. Regarding its execution rate, UNFPA experienced a decrease of 3 percentage points from 2018 to 2019 and an increase of 5

percentage points from 2019 to 2020. UNFPA’s budget and expenditure increase in part is due to the project “Strengthen Health Sector”, which is under Outcome 1.

Lastly, from **2018 to 2019**, the budget and expenditure of UNICEF increased above 100%, and from **2019 to 2020**, its budget increased 99% and its expenditure 66%. In terms of its execution rate, UNICEF had no change from 2018 to 2019, and a decrease of 16 percentage points from 2019 to 2020. UNICEF’s budget and expenditure increase in part are due to the projects “Strengthen Health Sector” and “Strengthening Educational Quality” which are under Outcome 1, and the project “COVID19 Cabo Verde response” under Outcome 3.

Figure 4. Programme Budget, Expenditure, Execution Rate per Agency by year (2018-2021/2021)



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

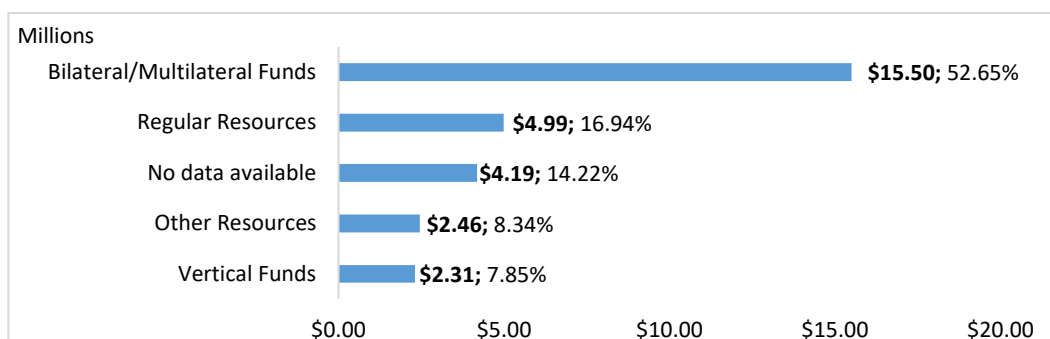
Resource mobilization

Cabo Verde’s UNDAF 2018-2022 is committed to catalyze and leverage public and private resources for the national achievement of SDGs, strengthening the effort of financing transformative changes. The JO Partnerships and Communications Strategy and Action Plan (PCAP), 2019-2021 outlines how UN JO Cabo Verde intends to mobilize enough resources for its 2018-2022 Program Cycle. During the period evaluated it has been found that Bilateral and Multilateral funds, which amounted \$15.50 million, has been the most important part of the Joint Office portfolio at 52.65% followed by Regular Resources with \$4.98 (16.94%), Other Resources with \$2.45 (8.34%) and Vertical Funds with \$2.31 (7.85%).

In terms of Bilateral and Multilateral funds, the Joint Office mobilized funds mainly from the European Union (54.41% of bilateral/multilateral funds) and the Government of Luxembourg (43.49% of bilateral/multilateral funds). UNDP National Determined Contributions (NDC) Fund and SDG’s Funds (MPTF) were the least significant source of Bilateral and Multilateral funds with 1.33% and 0.77% respectively⁸⁸ (Figure 22 and Table 10). In terms of regular resources (core funds), the Joint Office projects have been funded by core funds from the agencies (UNDP, UNFPA, UNICEF).

⁸⁸ UNDP National Determined Contributions (NDC) fund and SDG’s Funds (MPTF) are included under the Third-Party Cost Sharing fund subcategory, which are under the Bilateral/Multilateral Funds category.

Figure 5. Joint Office Expenditure by Fund Category and Percentage of Total Expenditure (2018-2021)⁸⁹



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

Table 5. Joint Office Bilateral and Multilateral Funds (2018-2021)

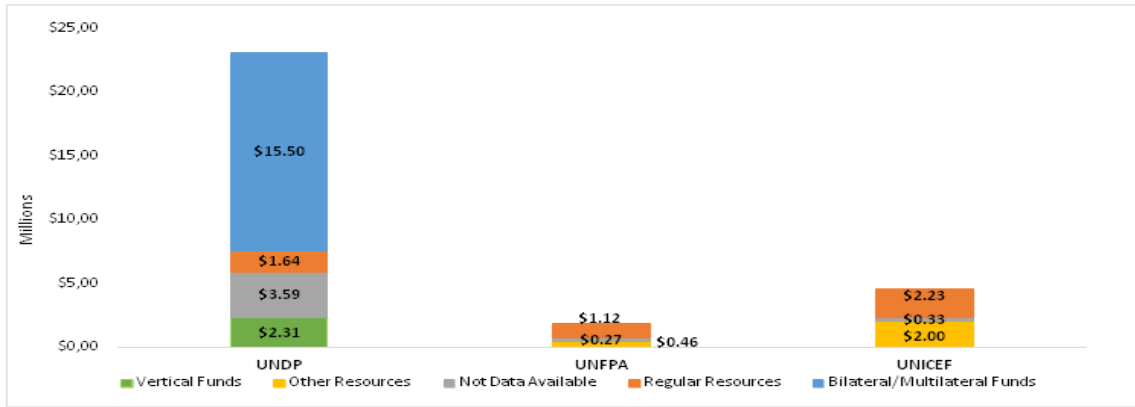
Bilateral/Multilateral Funds	Expenditure	Percentage
European Union	\$8,435,418	54.41%
Government of Luxembourg	\$6,742,633	43.49%
UNDP Nationally Determined Contributions	\$206,800	1.33%
SDG's Funds (MPTF)	\$118,671	0.77%
Total	\$15,503,522	

Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

As regards to the Joint Office agencies, **UNDP** programme has been mostly funded by Bilateral and Multilateral Funds (\$15.50 million), **UNFPA** by Regular Resources (\$1.12 million), and **UNICEF** by Regular Resources (\$2.23 million) and Other Resources (\$2.00 million).

⁸⁹ Not Applicable category includes closed and inactive projects expenditure. The definition of Other Resources category will be inquired to the Joint Office.

Figure 6. Expenditure by Fund Category and by Agency (2018-2021)

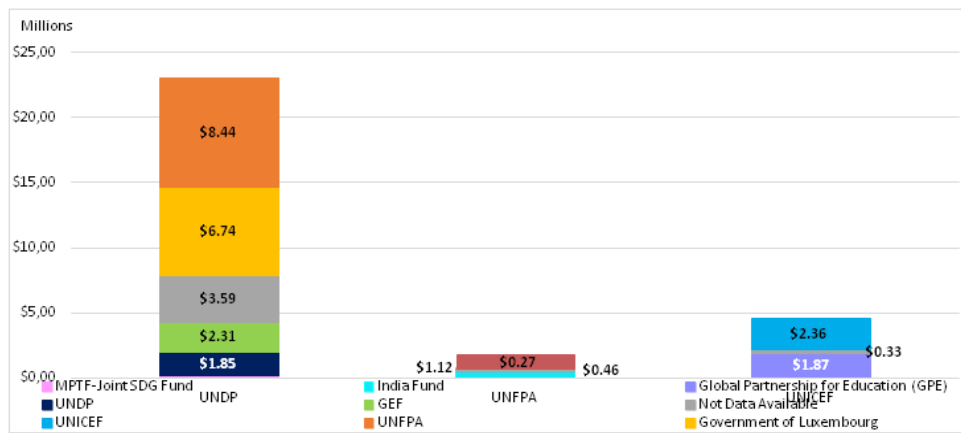


Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

Analysis of the funds from the Joint Office Partners: The analysis of the contributions from the Joint Office partners is presented by agency (UNDP, UNFPA, UNICEF) as follows. In terms of the Joint Office agencies funds, **UNDP** programme has been mostly funded by the European Union (\$8.44 million; 37% of UNDP’s total expenditure) and the Government of Luxembourg (\$6.74 million; 29%). **UNFPA** by UNFPA core resources (\$1.12; 60% of UNFPA’s total expenditure) and the India Fund (\$0.46 million; 25% of UNFPA’s total expenditure). **UNICEF** has been mainly funded by UNICEF core resources (\$2.36 million; 52% of UNICEF’s total expenditure), and the Global Partnership for Education (\$1.87 million; 41% of UNICEF’s total expenditure).

The European Union and the Government of Luxembourg (Bilateral/Multilateral resources) funded UNDP projects only. The India Fund funded UNFPA projects only and the Global Partnership for Education funded UNICEF projects only. The government of Cabo Verde has not provided funds during the current programme cycle.

Figure 7. Expenditure by Partner to each agency of total expenditure (2018-2021)



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

Sustainability of the CCPD interventions

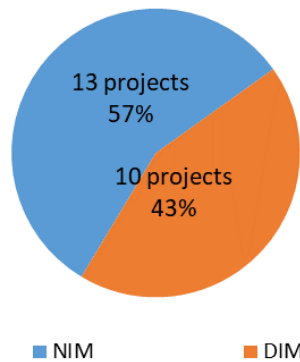
One of the distinguishing aspects of the JO work is the national implementation of funds, i.e., the National Implementation Modality (NIM) of the CCPD programme. The NIM work approach enables, even compels, national ownership of the project by the partners from the very first day, in addition it has helped to promote the development of capacities.

The Joint Office implemented 23 projects⁹⁰, of which 57% (13 projects) used the National Implementation Modality, and 43% (10 projects) were directly implemented by the JO from 2018 to 2021. In terms of programme expenditure, 51% of expenditure fell under the NIM category, and 49% of expenditure under the DIM category.

Disaggregated data by agencies shows that out of the 13 NIM projects, 6 projects were jointly funded by UNDP, UNFPA, and UNICEF, 6 projects by UNDP and 1 project by UNICEF⁹¹. As of the 10 DIM projects, 1 was jointly funded by UNDP and UNICEF⁹², and 9 by UNDP only.

Number of projects by Type of Implementation (2018-2021)

Number of Projects: 23



Data Source: Data from the Cabo Verde Joint Office as of 15 November 2021

Working within this framework is one of the aspects highlighted by the vast majority of partners, who noted that it was critical for achieving rapid ownership of the interventions and in particular continuing the work after agency withdrawal.

The nature of the financial collaboration is a key issue, and it has been especially important for the country since 2007, when Cabo Verde was removed from the group of countries eligible to receive official development assistance because of its graduation from LDC status. This has been a challenge during the economic crisis of the second decade of the century and the most recent one caused by Covid-19.

⁹⁰ Projects "Sustainable, Integrated and Inclusive Finance Framework" (Project ID 00128842) and "Integrated Sustainable and Inclusive Finance" (Project ID 00134971) have been counted only once since both projects are the same in terms of strategy, activities and management team. The reason for including different Project ID codes was due to purely administrative issues.

⁹¹ Project "Access to inclusive and equitable child protection services" under Outcome 1 was executed by UNICEF through NIM modality.

⁹² Project "COVID-19 – Cabo Verde response" under Outcome 3 was executed by UNDP and UNICEF through DIM modality.




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