



**A Little
Goes a
Long Way**

**Independent Evaluation of Cabo Verde's United
Nations Development Assistance Framework
(UNDAF) 2018 - 2022**

Annexe

28 February 2022

This annex volume is a complement to the main report of the Evaluation of Cabo Verde’s United Nations Development Framework (UNDAF) 2018 - 2022

Submitted to the United Nation’s Resident Coordinator Office (RCO) in Cabo Verde

Evaluation team:

Core team:

- Dr. Riselia Bezerra, [team leader](#)
- Ms. Vanda Medeiros, [team member](#)

Systematic Desk Review:

- Ms. Sandra Fernandes
- Mr. Gabriel B. Saether

Online survey administration and editor:

- Mr. Michael S. Gerber

UN Evaluation Management

The evaluation was commissioned and managed by the UN RCO, in collaboration with the UNCT and the Government through the joint Gov/UN Steering Committee. The evaluation was managed by the nominated Evaluation Manager at the Cabo Verde’s RCO, Mr. António Pires.

Quality Assurance

The United Nations Development Coordination Office provided quality assurance for the entire evaluation, including the report.

The United Nation Evaluation Group (UNEG) provided Professional Peer Review of the report.

Acknowledgements and Disclaimer

The evaluation team wishes to express its gratitude to the persons and institutions who contributed their valuable knowledge and time toward this evaluation. The high quality of their inputs and generosity in sharing knowledge has been essential to the team’s understanding, and analysis.

This report is the responsibility of the evaluators and does not necessarily reflect the views of the RCO, the Government of Cabo Verde or any other organization or persons consulted. The evaluation team assumes responsibility for the interpretation and analysis in this report.

Contents

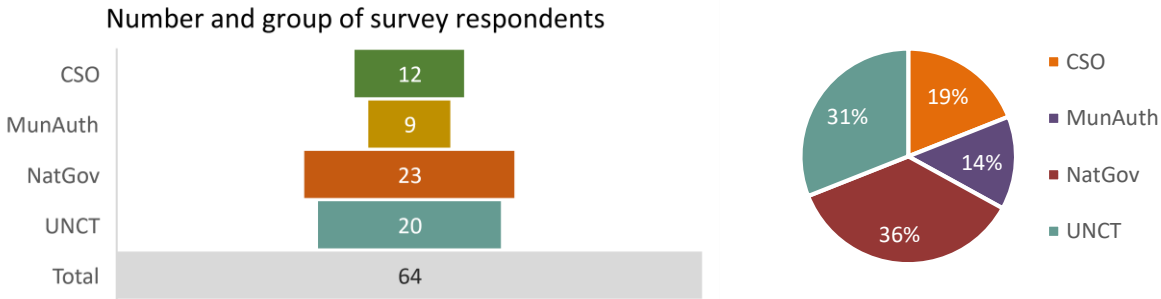
- 1 Results of the Online Survey..... 1**
- 1.1 Relevance and coherence 2**
- 1.2 Effectiveness..... 7**
 - 1.2.1 Gender 12
 - 1.2.2 Justice sector 14
 - 1.2.3 Partnership and Funding 15
- 1.3 Efficiency 17**
- 1.4 Sustainability 18**
- 1.5 Way Ahead 19**
- 1.6 Lessons Learned..... 20**
- 2 Evaluation Approach and Methodology..... 22**
- 2.1 Evaluation purpose and scope 22**
 - 2.1.1 Scope 22
 - 2.1.2 Evaluation Questions 23
- 2.2 Approach and Methodology 24**
 - 2.2.1 Data collection instruments 27
 - 2.2.2 Qualitative methods 28
 - Document review 28
 - Systematic review of evaluations 28
 - Semi-structured stakeholders’ interviews..... 29
 - Workshops..... 29
 - 2.2.3 Quantitative methods..... 29
 - Online survey..... 29
 - Analysis of existing data 30
- 2.3 Methodological Challenges and Limitations 31**
- 2.4 Rating Scale 32**
- 2.5 List of persons consulted 32**
- 3 Tools for Data Collection 38**
- 3.1 ToC workshops Guide 38**
- 3.2 Semi-structured Interview Guides 40**
- 3.3 Online Survey 50**
- 5 UNDAF Results Framework 62**
- 6 Works cited..... 71**

1 Results of the Online Survey

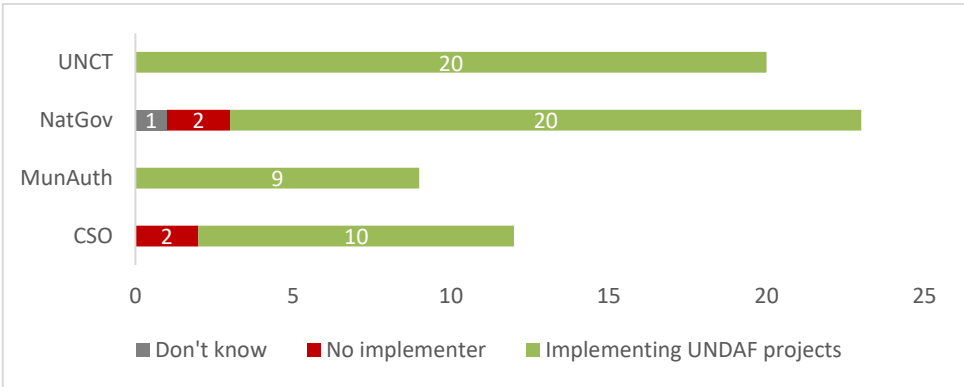
About the Survey and Respondents

1. An online survey was administered as part of the primary data collection for the Evaluation of Cabo Verde United Nations Development Framework (UNDAF) 2018-2022. The survey questionnaire was offered in Portuguese and English. The survey was sent on 13 November and originally foreseen to close on 30 November, subsequently extended to 5 December 2021. The Alchemer Survey platform was used to administer the online survey.

2. The survey was sent to four groups of UNDAF’s stakeholders: (i) Civil society organisations (CSO), which includes 9 NGOs and 2 private sector organisations (ii) Municipal Authorities (MunAuth), (iii) National Government (NatGov), and (iv) United Nations country team for Cabo Verde (UNCT). The survey questionnaire was sent to 148 stakeholders. Sixty-four UNDAF stakeholders responded to the online survey (43% response rate), 57 provided complete and 7 incomplete responses. The table below shows the number and percentage of respondents by stakeholder group.



3. There were respondents from Fogo, Sal, , Santiago, Santo Antão, São Nicolau, São Vicente although 80% of the respondents are from Santiago. Most respondents (92%) reported that their institution or organisation implemented at least a project or programme within the scope of the UNDAF.



Stakeholder group bias

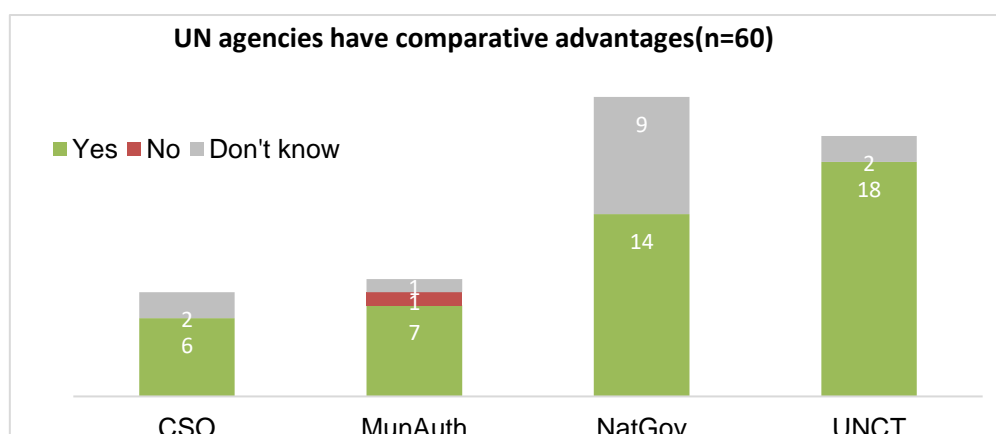
4. Although the survey analysis represents 43% response rate from solicited UNDAF’s stakeholders, 67% of the responses are from national Government and UNCT respondents. The analysis disaggregates by stakeholder group wherever there are notable differences between stakeholder groups so that the voices of CSOs and municipal authorities are not lost.

1.1 Relevance and coherence

5. 47% of respondents think that the **UNDAF priorities align well with the national development plans (PEDS) and Agenda 2030**. Areas of weakest alignment are (i) Access to food security and nutritional services and (ii) Increased human security and a responsive and inclusive justice system and law application institutions.

| Areas where the UNDAF have good alignment with the PEDS | MunAuth | NatGov | UNCT | CSO | Grand Total (n=61) |
|--|---------|--------|------|-----|--------------------|
| Access to quality health and education. | 56% | 52% | 60% | 27% | 51% |
| Access to food security and nutritional services. | 56% | 24% | 45% | 36% | 38% |
| Social and child protection services. | 56% | 33% | 55% | 64% | 49% |
| 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. | 56% | 43% | 60% | 73% | 56% |
| Increase in decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development. | 78% | 29% | 70% | 55% | 54% |
| Improved system of democratic governance and public administration that is more effective, transparent, participative, and gender sensitive. | 33% | 52% | 60% | 36% | 49% |
| Increased human security and a responsive and inclusive justice system and law application institutions. | 0% | 29% | 45% | 18% | 28% |
| Improved national and local capacities for the mobilization, coordination and efficient management of partnerships and funding for development. | 33% | 52% | 55% | 73% | 54% |
| None of the above | 0% | 0% | 0% | 0% | 0% |

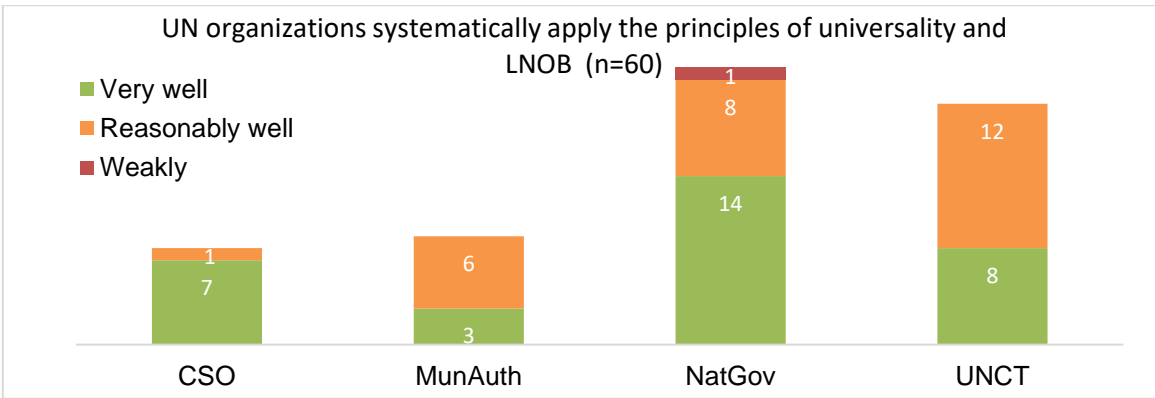
Most respondents (43, 74%) think the **UN agencies have comparative advantages**. Almost one quarter (14/58) chose the “don’t know” option, as shown in the table below. The uncertainty was mostly within the national government group, 40% of which chose that option. In contrast, only 10% of UNCT respondents had any doubt.



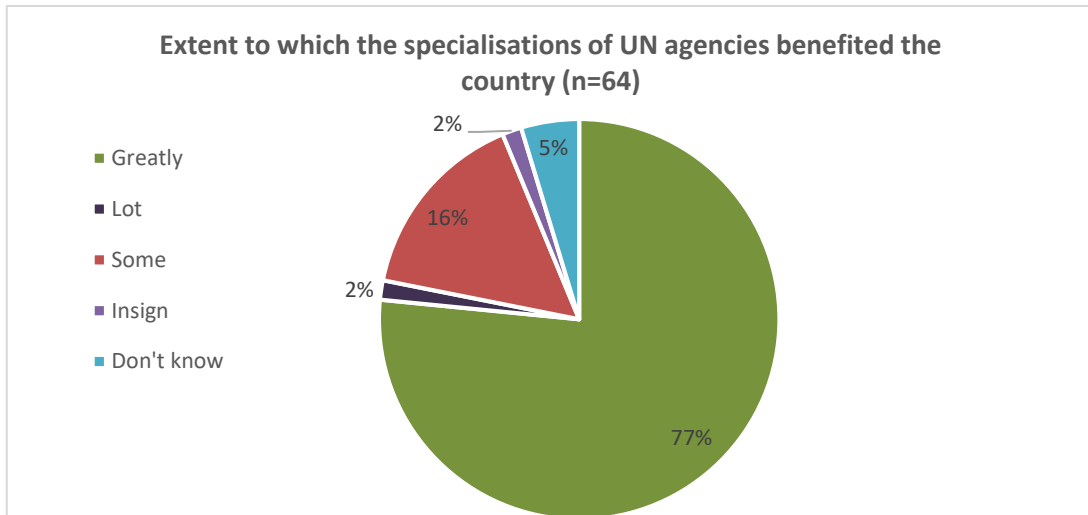
Stakeholders were asked to offer examples of comparative advantages. Their response are listed in the table below.

| Comparative advantages of UN agencies proposed by respondents | Number of respondents mentioning |
|--|----------------------------------|
| Expertise in specific domains (specialisation) and knowhow transfer adaptable to the Cabo Verdean context | 10 |
| Focus on improving the capacities of public institutions and administration | 8 |
| Key premise of "leaving no one behind," and the principles of women's rights, gender equality and empowerment | 10 |
| Establishment and management of strategic and useful partnerships | 5 |
| Resource mobilization capacity (partnerships, funds, expertise) | 5 |
| Projects management (integrated management, coordination between partners, efficiency) | 6 |
| Ability to mobilize the different national stakeholders in the fight against poverty | 5 |
| Neutrality | 2 |
| Multilateralism | 2 |
| Credibility guarantee in the realization of projects | 2 |
| Provide grants (vs. loans) | 2 |
| They can (or should) exert some pressure for the government to comply with the international agreements it signed. | 1 |
| Humanitarian and development nexus | 1 |
| Work with CSOs, not only with the Government, bringing balance to social development | 1 |

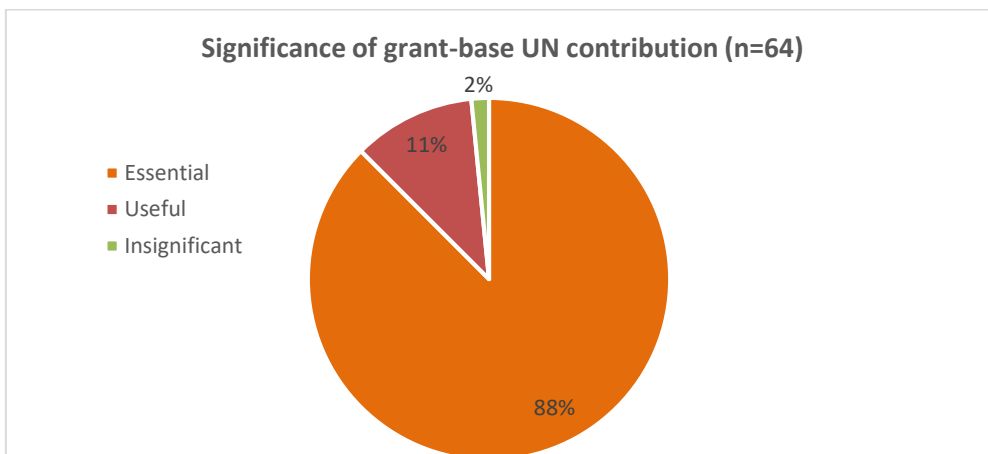
All bar 1 survey respondents stated that **UN organizations systematically apply the principles of universality and of Leaving No One Behind (LNOB)**, 32 stating that the UN applies the principles very well and 27 reasonably well. No respondent selected the "Not at all" option. From the viewpoint of stakeholder groups, municipal authorities and the UNCT respondents were notably less inclined to choose the top rating (33% and 40% respectively) than those in National Government and CSOs.



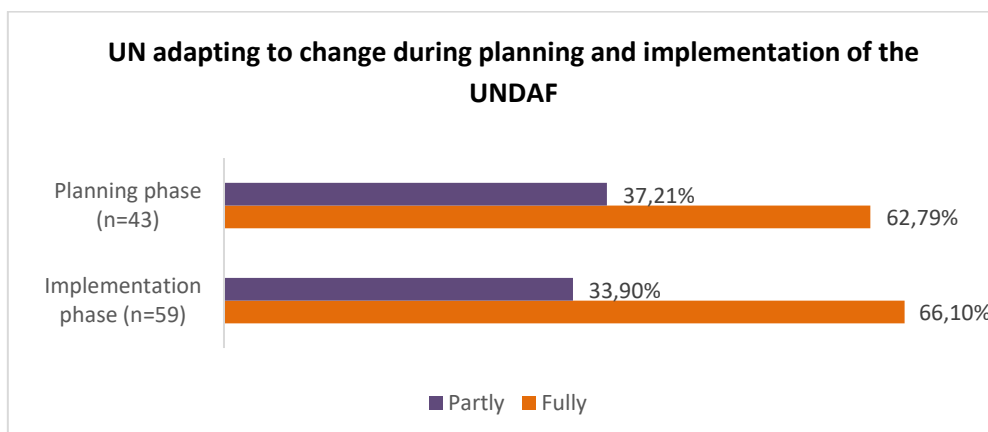
Survey respondents stated that the **special mandates (specialisations) of UN agencies benefited the country** to either a great extent (79%) or to some extent (16%).



Strong majorities in each stakeholder group share the view that it is essential that **UN contribution to Cabo Verde is in the form of grants** (as opposed to loans).

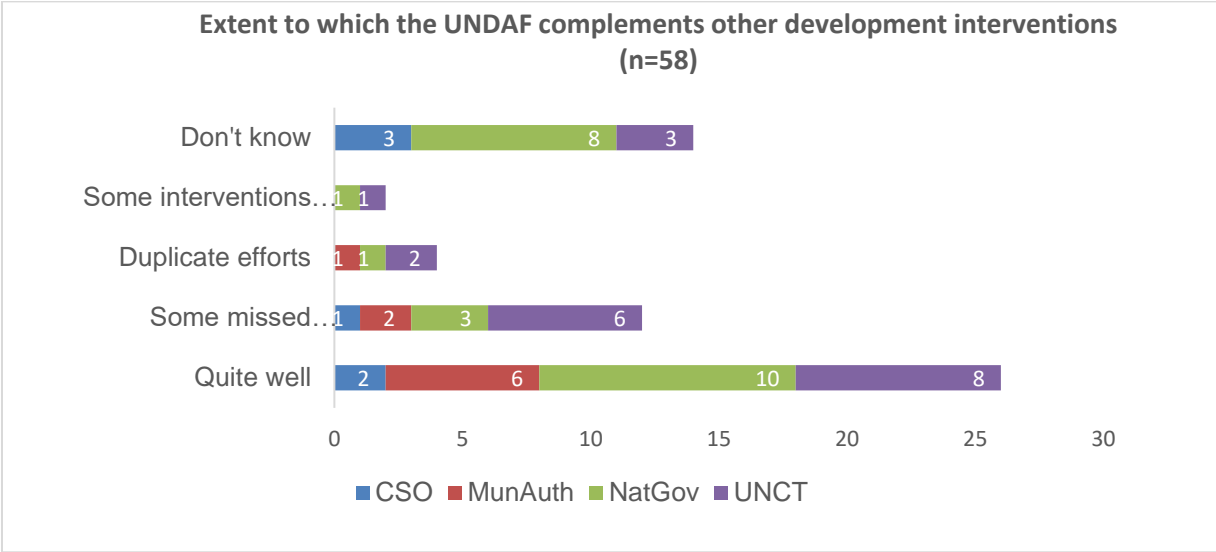


As shown in the table below, most stakeholders consider that the **UN adapts well to changes and additional requests arising from unexpected events** (e.g. drought, volcanic eruption and health crises, such as COVID19 pandemic). This holds for both the planning and implementation phases of the UNDAF.

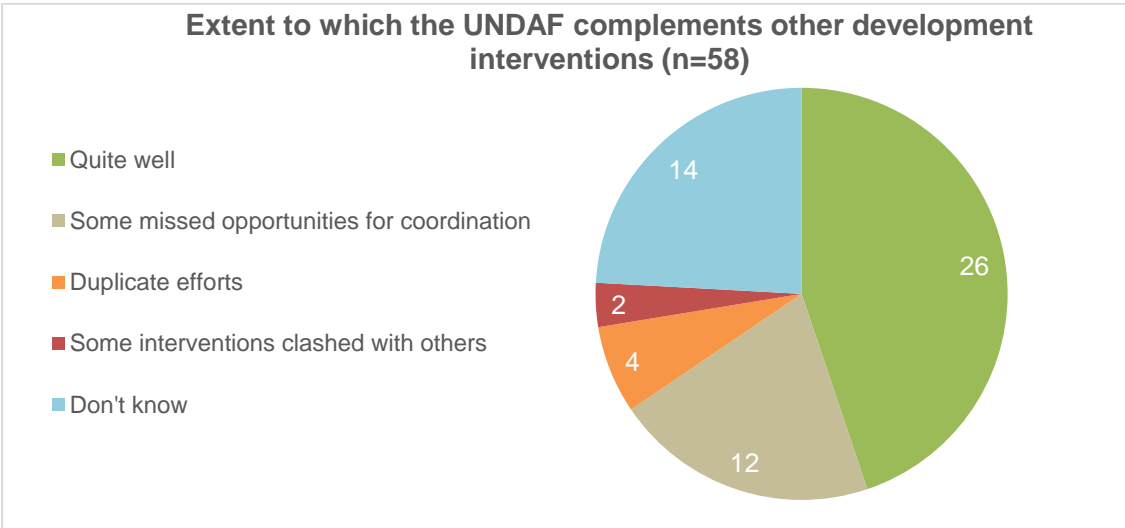


For 47% of respondents, the **UNDAF complements other development interventions** quite well, while 22% consider that some interventions clashed with others (e.g. competition for resources or conflicting goals). Almost a quarter (24%) of respondents report they do not know whether the UNDAF complements other interventions. Over a third of national government respondents and half the CSOs chose the “Don’t know” option while only 15% of UNCT respondents chose it.

The two options that imply some form of inefficiency – duplication or clashes – were the least common, even taken together. Overall the response suggest good complementarity, with some gaps and some uncertainty and only a little waste.



Most stakeholders stated that the UN complements other development intervention although 21% noted that some improvement in coordination can be achieved. Notably, 25% of stakeholders from CSO, the National Government and the UNCT professed stated not knowing.

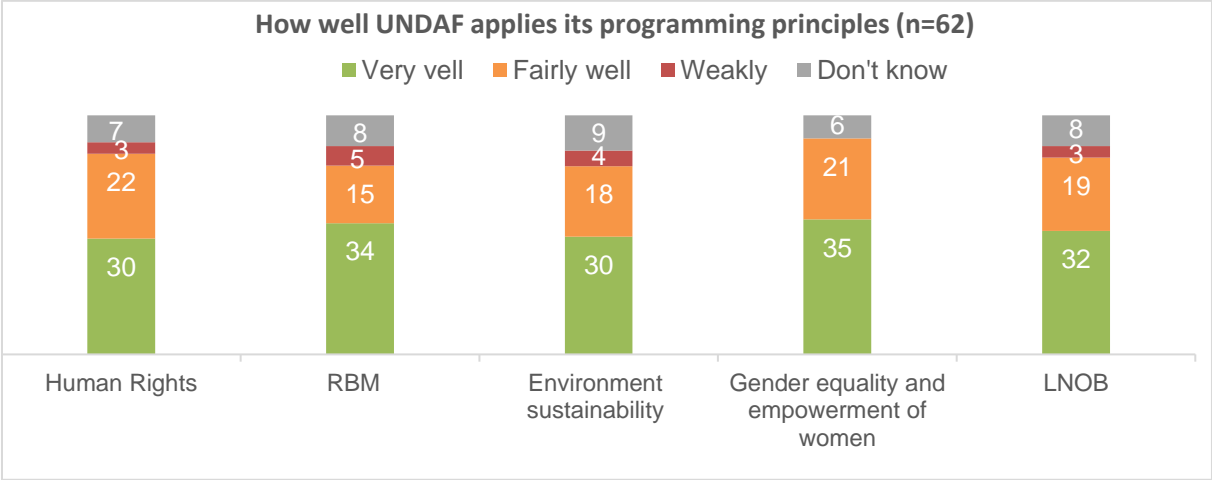


Some stakeholders (23 out of 55), mostly from UNCT and the national Government, provided examples to support their assessment of UNCT’s efforts to complement activities under the UNDAF with other development interventions. Their following table shows their comments.

| | |
|--|---|
| <p>UNDAF complemented other development interventions quite well</p> | <ul style="list-style-type: none"> • NDC preparation in coordination with Luxemburg; support for training staff and the acquisition of equipment are two examples of complementarity with government funding. • The UNCT work during the COVID-19 health crisis, coordinating well within the UN and with other partners to support and complement Government efforts. • National Strategy for Disaster Risk Reduction (2018-2030) was financed by UNDP, complementing Government. • YouthConnekt Cabo Verde is a major project of the Institute of Sport and Youth and the Joint Office, working closely with the Municipalities. • Activities related to the elaboration and implementation of the National Care Plan (in progress), which counts on the articulation between multiple partners. • There is good complementarity with municipal authorities in the areas of food security, climate change, human rights and decent employment. • A good example of complementarity between the UN, Spain and Luxemburg is the implementation of measures capable of increasing the resilience of the agricultural sector, namely the reuse of treated wastewater for irrigation. |
| <p>There was little or no duplication but there were some missed opportunities for coordination</p> | <ul style="list-style-type: none"> • There is a need to strengthen relationships with civil society organizations. • More coordination and strengthening of intervention in the youth field with a view to having more integrated programs and also the need to review the criteria for targeting interventions. • More practical modalities for sectoral or thematic coordination are needed in the area of women and girls' rights, environment and climate change, local governance. • There could be better coordination in the areas related to innovative financing and climate, which is done through direct budget support. The UN is not in the budget support group. • Regarding the environment, the government is having many difficulties to continue initiatives (for various reasons but mainly due to other priorities). It is necessary to find other forms of commitment so that the Government/State don't spend subsidies if they don't have the means or commitment for continuity. • In continuous teacher training, WB and UNICEF missed opportunities for coordination. • The UN actions seem to need more coordination. Cabo Verde is a country with diverse partners. The UN needs not only to follow the government programs, but also the partnerships established by the country in order not to do more of the same, nor duplicate unnecessary efforts, to the detriment of other actions that are really more urgent and fundamental. |
| <p>There was some unnecessary duplication</p> | <ul style="list-style-type: none"> • There are several projects implemented by the UN that central planning is not aware with consequent duplication of efforts. Sometimes with the UN agencies themselves. • There is duplication in the Gender portfolio, public administration reform and INFF support. • UN Agencies working with the same target group and in the same thematic area without the required coordination. |

Most surveyed stakeholders (83%) noted that the **UNDAF applies its programming principles** fairly well or very well, as shown in the figure below. The few respondents disagreeing were mostly from

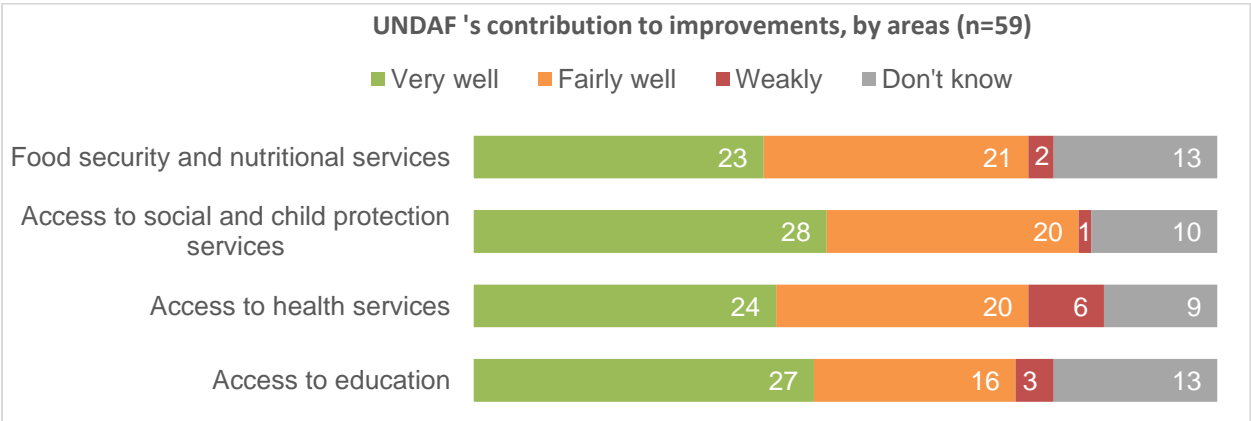
government at municipal and national levels. While the choice distribution is roughly similar across the principles, stakeholder groups differ somewhat in their views. Notably, the Don't Knows are almost all from the national government and CSO groups. The municipal authority group is distinctly less positive in its view.

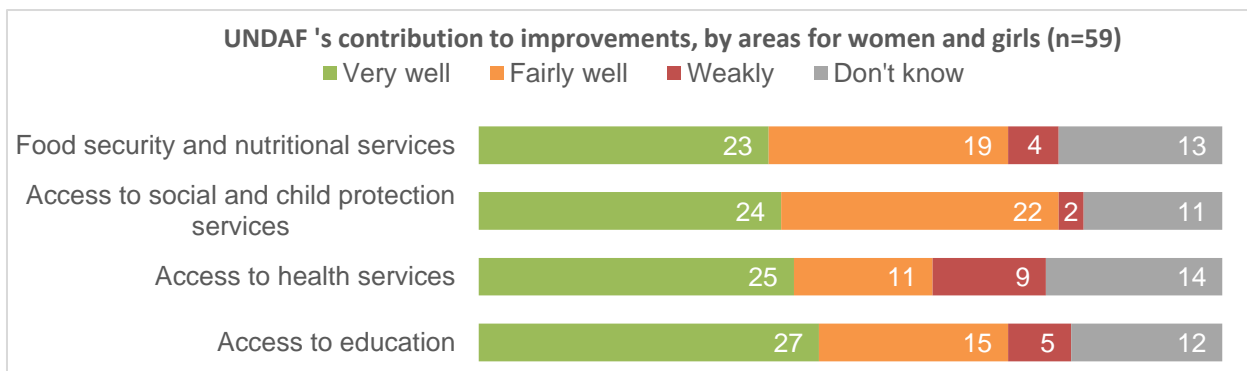


1.2 Effectiveness

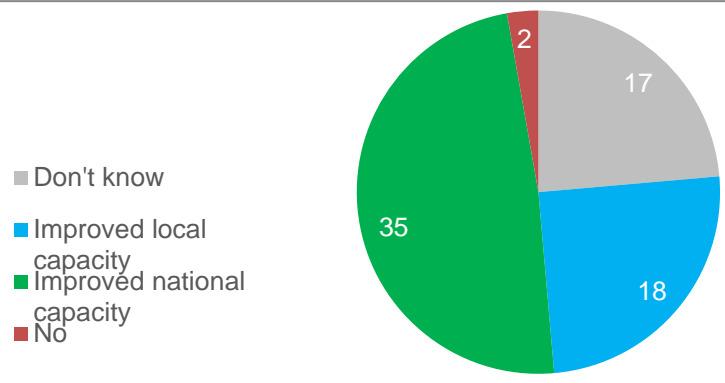
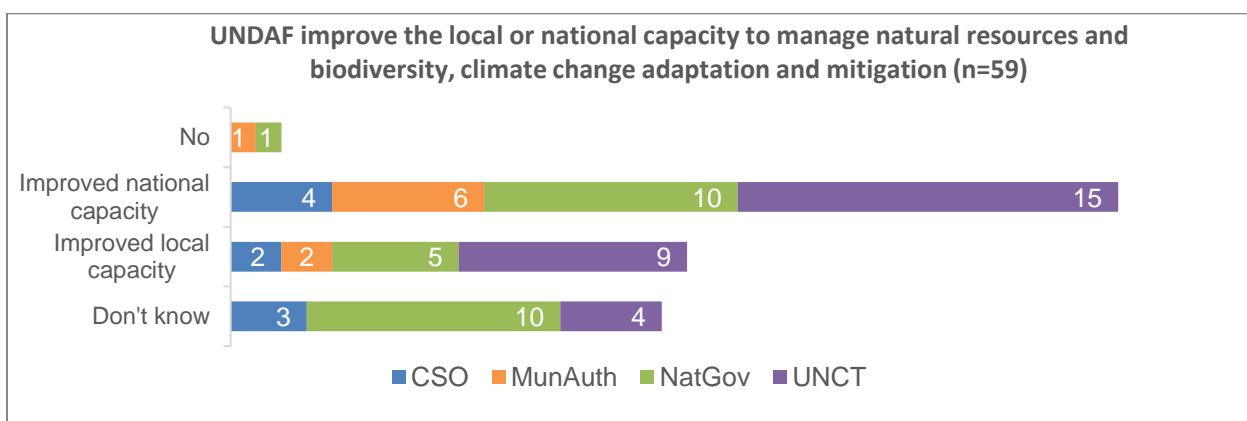
Most survey respondents assessed that UNDAF has thus far made a strong to moderate contribution to improving access to public sector services in the areas described in the figure below, for the general population and including for women and girls. Stakeholder groups are broadly aligned in their assessments on 3 of the 4 areas, the exception being access to health services. In those 3 areas there is also broad alignment across the general question and the question specific to women and girls. Access to health services generally received the most “weakly” votes (10%), mostly from national government respondents.

While UNCT respondents are sure UNDAF contributed at least fairly well (95%) for the population in general, they are less sure (75%) when asked about women and girls specifically, with the bulk of the change going to the “don't know” camp. There is no such shift for other respondent groups.



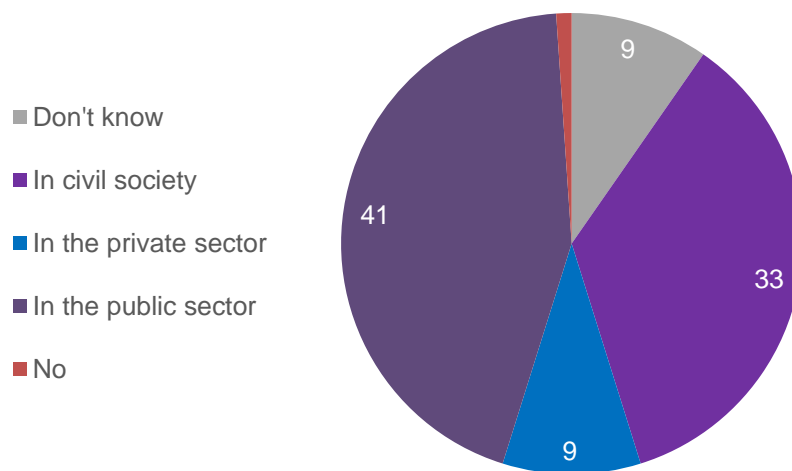
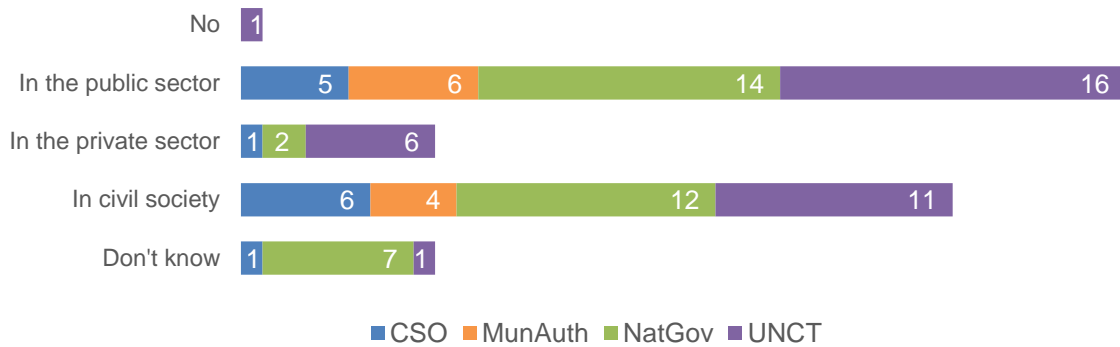


For 59% of stakeholders surveyed, **UNDAF improve the national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction.** The same contribution *at local level* only happened for 31% of respondents. However, the number of respondents who don't know whether any contribution has been achieved is relatively high at 29%. The Don't Knows are predominantly from the national government group. The UNCT has the smallest fraction of Don't Knows.



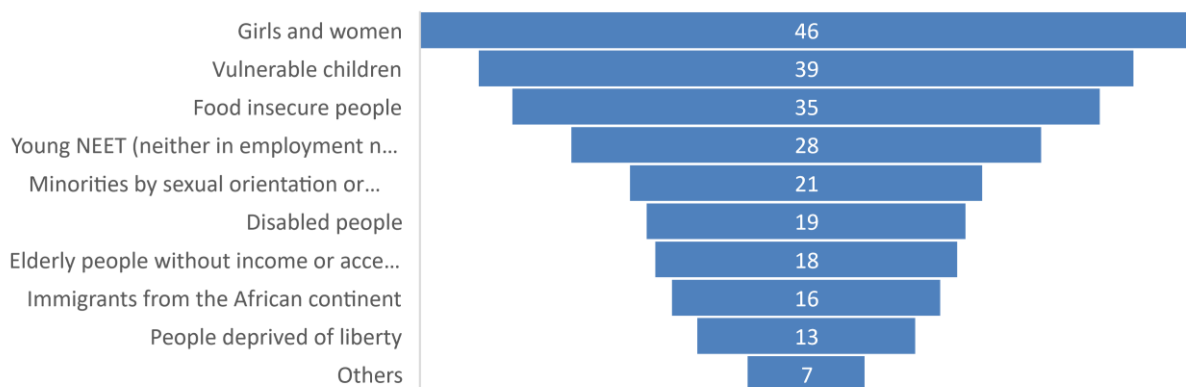
According to 41 (69%) of the respondents, UNDAF introduce integrated or innovative approaches to sustainable and participative management in the public sector. Most respondent (56%) also reported that these integrated or innovative approaches were introduced to civil society. Only 15% saw benefit for the private sector, with two thirds of those coming from the UNCT group.

UNDAF introduce integrated or innovative approaches to sustainable and participative management (n=59)



Together, most respondents reported that the UNDAF targets the following four groups:

- Girls and women
- Vulnerable children
- Food insecure people
- Young NEET (neither in employment nor in education and training)



As shown in the following table, respondent groups hold different views about UNDAF’s targeting some groups, particularly:

- Young NEET
- Minorities by sexual orientation or gender identity
- Immigrants from the African continent
- People deprived of liberty

For all target groups, a higher proportion of UNCT stakeholders report targeting the group. Especially for NEETs, there is a very large difference in view between UNCT respondents and other respondents. Fully 80% of UNCT respondents believe UNDAF targets NEETs while only 27% of non-UNCT respondents believe it.

In interpreting these results one needs to be

| Perception of groups targeted by UNDAF activities | CSO (n=8) | MunAuth (n=8) | NatGov (n=22) | UNCT (n=20) | Total (n=58) |
|--|-----------|---------------|---------------|-------------|--------------|
| Girls and women | 58% | 67% | 65% | 100% | 83% |
| Vulnerable children | 50% | 44% | 70% | 75% | 71% |
| Food insecure people | 42% | 56% | 52% | 70% | 62% |
| Young NEET (neither in employment nor in education and training) | 17% | 33% | 30% | 80% | 48% |
| Minorities by sexual orientation or gender identity | 33% | 11% | 39% | 40% | 38% |
| Disabled people | 25% | 11% | 30% | 45% | 34% |
| Elderly people without income or access to care | 25% | 22% | 30% | 35% | 33% |
| Immigrants from the African continent | 0% | 0% | 26% | 50% | 28% |
| People deprived of liberty | 0% | 0% | 17% | 45% | 22% |
| Other (Examples provided by stakeholders: Business sector, farmers and livestock breeders, drug users and the parliamentary functioning) | 0% | 0% | 17% | 20% | 14% |

Asked whether UNDAF contributed to creating **decent work** for various, 18% of respondents did not know, with 80% of the “don’t knows” coming from the national Government group. Almost half the national Government respondents chose the Don’t Know option for each target group while only 1 respondent from each other stakeholder group did so.

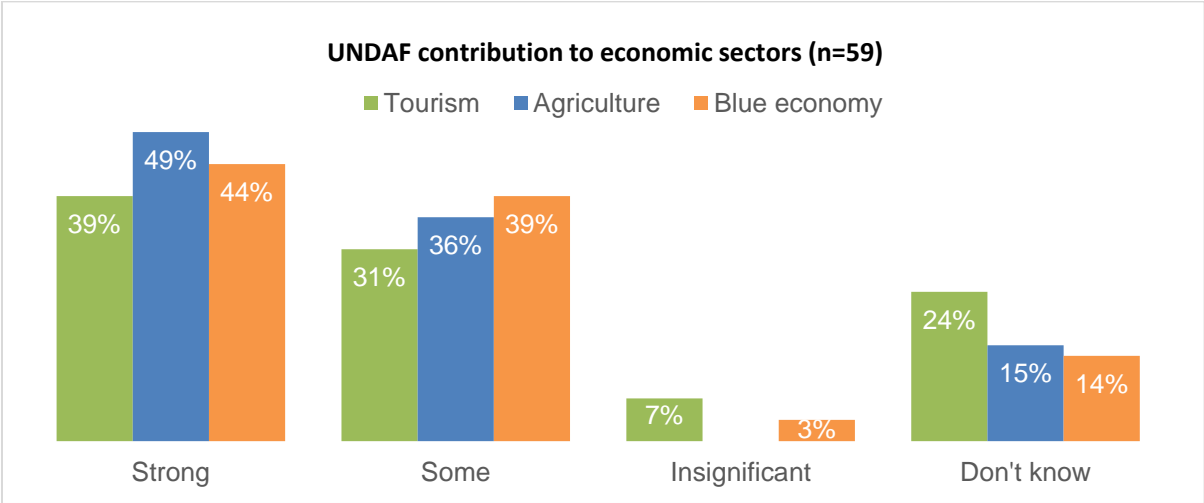
Very few respondents in any group chose the Insignificant option for any of the four target groups. Leaving aside the Don’t Knows and the Insignificant, there is a noticeable advantage for the target groups not defined by location, that is for women/youth over urban/rural.

Overall, respondents reported that UNDAF contributed, to different degrees, to creating decent work for the following groups:

| Extent to which UNDAF contributed to creating decent work | | | |
|---|--------|------|---------------|
| (n=59) | Strong | Some | Insignificant |
| For women | 69% | 27% | 4% |
| For youth | 57% | 39% | 4% |
| In urban areas | 42% | 50% | 8% |
| In rural areas | 51% | 45% | 4% |

Overall respondents assessed that UNDAF contributed moderately or strongly to improving the performance of tourism, agriculture and the blue economy. For most, UNDAF had a slight better

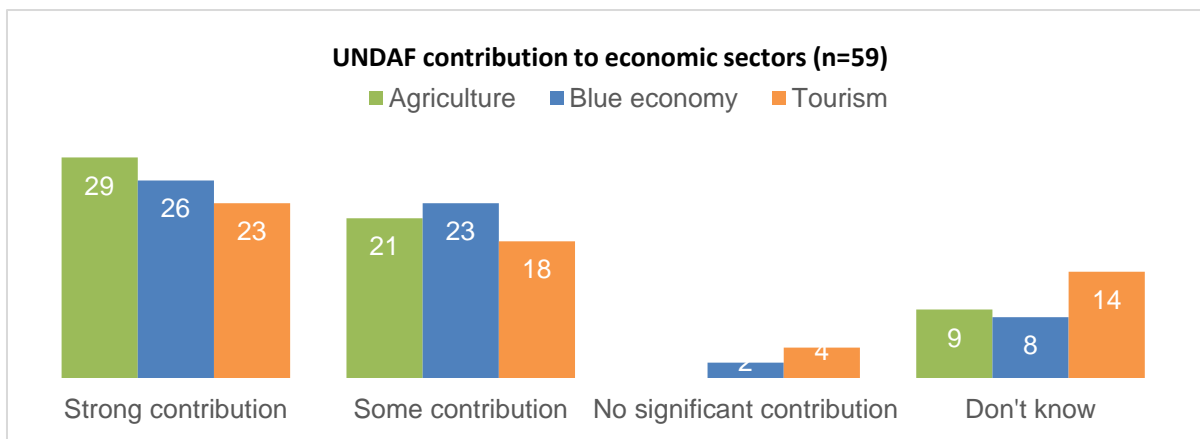
impact in the agriculture sector. However, the number of stakeholders reporting not knowing the results of UNDAF’s contributions to the development of these economic sectors is significant.



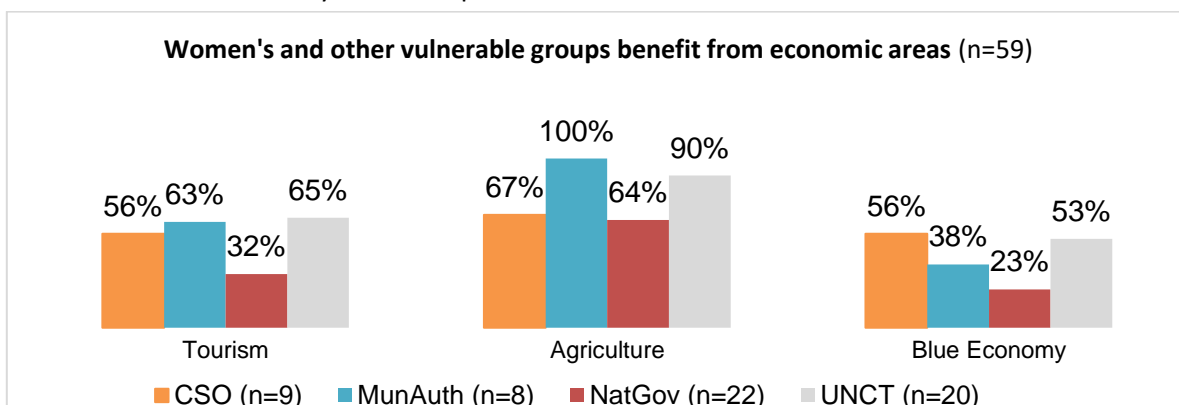
Overall, more stakeholders think that UNDAF contributes to the creation of decent work in rural areas than in urban areas. CSOs are especially positive about rural areas. Municipal authority showed less confidence than the other stakeholder groups on the strength of UNDAF contribution to the creation of decent work for **youth and for urban areas**

| UNDAF contribution to the creation of decent work (n=59) | | | | |
|--|-----------|-----------|----------------|----------------|
| | For women | For youth | In rural areas | In urban areas |
| CSO (n=9) | | | | |
| Some contribution | 0 | 2 | 0 | 5 |
| Strong contribution | 8 | 6 | 8 | 3 |
| MunAuth (n=8) | | | | |
| Some contribution | 4 | 5 | 3 | 6 |
| Strong contribution | 4 | 2 | 4 | 1 |
| NatGov (n=22) | | | | |
| Some contribution | 3 | 4 | 8 | 5 |
| Strong contribution | 10 | 9 | 4 | 7 |
| UNCT (n=20) | | | | |
| Some contribution | 6 | 8 | 10 | 8 |
| Strong contribution | 12 | 11 | 8 | 9 |

Respondents were asked whether **UNDAF contributed to economic transformation in the tourism, agriculture and the blue economy sectors**. Overall, there was clear recognition of UNDAF contribution across all economic sectors, especially in agriculture and the blue economy. The relative weakness in tourism may in part reflect the impact of Covid19. The 3 subsequent charts break down each economic area by stakeholder group and show that stakeholder groups agree well on the assessment for each area.



At least 64% in all stakeholder groups agree that women and other vulnerable groups benefited in Agriculture. They benefited somewhat less in the tourism and least in the blue economy economic sectors, particularly in the view of national Government. Seen in conjunction with the preceding question it appears that the UNDAF's contribution to Agriculture went disproportionately to women and vulnerable groups while the contributions in the other two areas went disproportionately to other groups. This may reflect the over-representation of women in the (probably lower paid and informal) agricultural sector and the converse under-representation in, for example, fishing and taxi driving, which are almost exclusively male occupations.

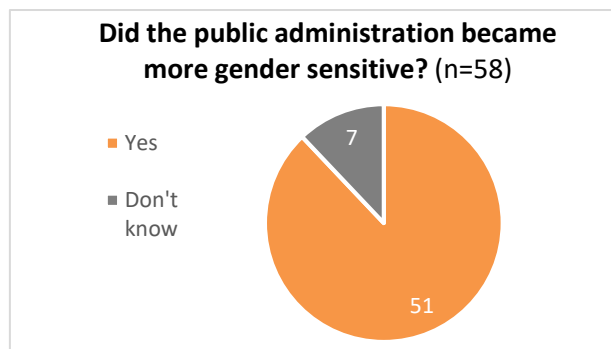


Overall there is clear recognition by all stakeholder groups that UNDAF has thus far made a **contribution to the implementation of Results Based Management (RBM) in public administration**, as show in the figure below. Nine respondents (of 59, 15%), most from the national Government and UNCT, declared not knowing.

| | Strong | Some | Insignificant | Don't know |
|---------------------|------------|------------|---------------|------------|
| CSO (n=9) | 44% | 44% | 0% | 11% |
| MunAuth (n=8) | 38% | 50% | 13% | 0% |
| NatGov (n=22) | 45% | 36% | 0% | 18% |
| UNCT (n=20) | 35% | 35% | 10% | 20% |
| Total (n=59) | 41% | 39% | 5% | 15% |

1.2.1 Gender

There is a strong agreement that **the public administration in Cabo Verde became more gender sensitive**, especially among respondents from national and municipal Governments.



Stakeholders agree that the national Government realizes its gender policy through applying **gender-lens** to public policies. Although fewer, still most stakeholders agree that the national Government aligns **gender policies** with public budget and spending. However, the number of CSO, municipal authority and specially UNCT respondents that declared not knowing if the national Government use a gender lens to budgeting and spending is significant, as shown on the following table.

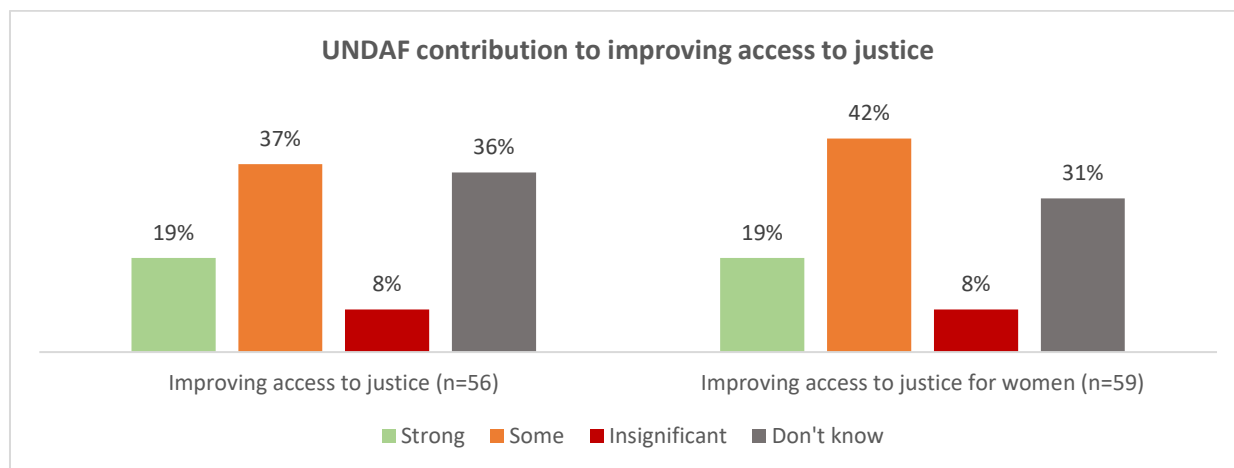
| National government apply gender-lens to public policy, budget and expenditure | | | |
|---|------------|-----------|------------|
| Public policy | | | |
| | Yes | No | Don't know |
| CSO (n=9) | 89% | 11% | 0% |
| MunAuth (n=8) | 88% | 0% | 13% |
| NatGov (n=22) | 82% | 0% | 18% |
| UNCT (n=20) | 85% | 0% | 15% |
| Total (n=59) | 85% | 2% | 14% |
| Budgeting | | | |
| CSO (n=9) | 78% | 22% | 0% |
| MunAuth (n=8) | 75% | 13% | 13% |
| NatGov (n=22) | 73% | 0% | 27% |
| UNCT (n=20) | 55% | 0% | 45% |
| Total (n=59) | 68% | 5% | 27% |
| Public spending | | | |
| CSO (n=9) | 78% | 22% | 0% |
| MunAuth (n=8) | 63% | 13% | 25% |
| NatGov (n=22) | 59% | 5% | 36% |
| UNCT (n=20) | 35% | 5% | 60% |
| Total (n=59) | 54% | 8% | 37% |

Stakeholders significantly diverge regarding the application of gender-lens by local government. As shown in the table below, most stakeholders (64%) agree that local governments take gender into account when developing public policies. While 75% of municipal authorities reported that they follow up by integrating gender-lens into budgeting and spending, this view is not held by most CSO respondents. Most respondents from the national Government and UNCT declared not knowing if there is a follow up on the gender policy to public budget and expenditures by the municipal authorities.

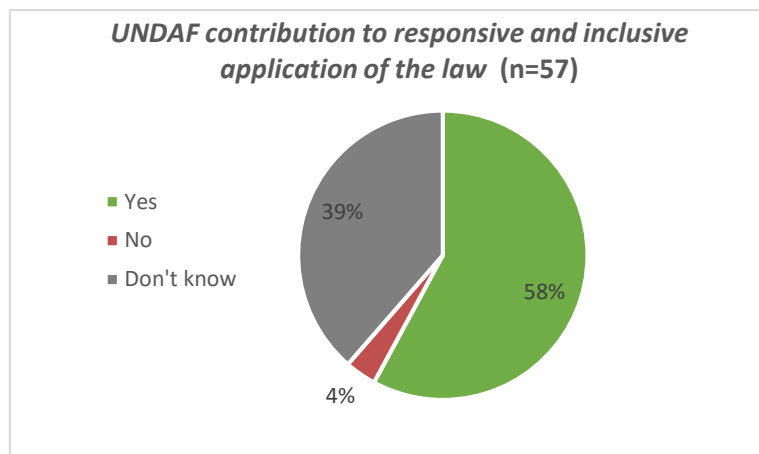
| Local authorities apply gender-lens to public policy, budget and expenditure | | | |
|--|------------|-----------|------------|
| <i>Public policy</i> | | | |
| | Yes | No | Don't know |
| CSO (n=9) | 78% | 11% | 11% |
| MunAuth (n=8) | 100% | 0% | 0% |
| NatGov (n=22) | 41% | 0% | 59% |
| UNCT (n=20) | 70% | 5% | 25% |
| Total (n=59) | 64% | 3% | 32% |
| <i>Budgeting</i> | | | |
| CSO (n=9) | 56% | 11% | 33% |
| MunAuth (n=8) | 75% | 13% | 13% |
| NatGov (n=22) | 36% | 0% | 64% |
| UNCT (n=20) | 40% | 5% | 55% |
| Total (n=59) | 46% | 5% | 49% |
| <i>Public spending</i> | | | |
| CSO (n=9) | 56% | 11% | 33% |
| MunAuth (n=8) | 88% | 0% | 13% |
| NatGov (n=22) | 36% | 0% | 64% |
| UNCT (n=20) | 20% | 5% | 75% |
| Total (n=59) | 41% | 3% | 56% |

1.2.2 Justice sector

Overall stakeholders think that **UNDAF made a moderate contribution to improving access to justice, particularly free legal support, for the population in general, and slightly more (42%) for women in particular.** The percentage of respondents who do not know the results of UNDAF's contribution is significant, as shown in the graphic below.



Overall stakeholders agree (58%) that **UNDAF promoted reforms that result in responsive and inclusive application of the law.** This is the case for all stakeholder groups, but particularly to UNCT respondents (15 of 20). The number of respondents (22, 39%) stating not knowing the results of UNDAF's contribution to improving responsive and inclusive application of the law is significant.



Just over half (51%) of respondents think **UNDAF contributed to improving the capacities of the justice system**, mostly on issues related to gender-based violence (GBV, 73%) and detained population (53%). The percentage of respondents that do not know the results of UNDAF's contribution in the justice sector is significant, about 44%.

| Did UNDAF contribute to improving the capacities of the justice system? (n=59) | Yes | No | Don't know |
|---|------------|-----------|-------------------|
| On issues related to women and girls' victims of GBV | 73% | | 27% |
| Unemployed or under-employed youth | 49% | 5% | 46% |
| Corruption cases | 46% | 8% | 46% |
| Detained population, social reinsertion | 53% | 5% | 42% |
| Migrants/refugees/displaced | 36% | 7% | 58% |
| Average | 51% | 6% | 44% |

1.2.3 Partnership and Funding

There is strong agreement by most stakeholders (76%) that UNDAF has thus far contributed to improving **national capacities for mobilizing and managing partnerships and funding** for implementing the SDGs/PEDS. Only 39% of the stakeholders think UNDAF built such capacities at **municipal** level, mostly respondents from municipal authority (63%) and UNCT (45%).

| Improving capacities for mobilizing and managing partnerships and funding | | | |
|--|---------------------|------------------------|------------|
| | Yes, at local level | Yes, at national level | No |
| CSO (n=6) | 17% | 67% | 17% |
| MunAuth (n=8) | 63% | 75% | 0% |
| NatGov (n=20) | 30% | 70% | 30% |
| UNCT (n=20) | 45% | 85% | 0% |
| Total (n=54) | 39% | 76% | 13% |

Most stakeholders agree (61%) that *local authorities* have seen an increase in partnership initiatives and mobilized more funding. As shown in the table below, half of the respondents from national Government are uncertain regarding such result.

| Was there any increase in partnership initiatives and funding mobilized by local authorities? | | | |
|--|-----|----|------------|
| | Yes | No | Don't Know |
| | | | |

| | | | |
|---------------|-----|----|-----|
| CSO (n=9) | 5 | 1 | 3 |
| MunAuth (n=8) | 8 | | |
| NatGov (n=20) | 10 | | 10 |
| UNCT (n=20) | 12 | 1 | 7 |
| Total (n=57) | 35 | 2 | 20 |
| | 61% | 4% | 35% |

Respondents were asked whether **UNDAF contribute to improvements in investment conditions for the diaspora, Government accountability and transparency and participation of CSOs in the whole governance cycle**. Overall, there was clear recognition of UNDAF contribution to improving government accountability and transparency. For respondents the UNDAF also contributed to improving CSO participation in the whole governance cycle.

As shown in the following table, over half of respondents (51%) declared not knowing about UNDAF's contribution, if any, to improving investment conditions for the diaspora (including remittances), with only 37% agreeing that the UNDAF made some contribution to the performance in this area.

| Extent of UNDAF contribution to improvements in investment conditions for the diaspora, Government accountability and transparency and participation of CSOs in the whole governance cycle | | | | |
|---|---------------------|-------------------|----------------------------|------------|
| n=57 | Strong contribution | Some contribution | Insignificant contribution | Don't know |
| Investment conditions for the diaspora (incl. remittances) | 9% | 28% | 12% | 51% |
| Participation of CSOs in the whole governance cycle | 37% | 39% | 4% | 21% |
| Government accountability and transparency | 53% | 28% | 4% | 16% |

There is a clear agreement among stakeholders that UNDAF contributed to **improving gender equity and equality in Cabo Verde**. Although most agree that UNDAF contributed to the **implementation of human rights**, the stakeholder groups were less cohesive about the extent of the contribution, especially UNCT respondents.

| Achieving gender equity and equality | | | |
|---|------------|------------|------------|
| | Strong | Some | Don't know |
| CSO (n=9) | 78% | 22% | 0% |
| MunAuth (n=8) | 88% | 13% | 0% |
| NatGov (n=20) | 80% | 5% | 15% |
| UNCT (n=20) | 70% | 25% | 5% |
| Total (n=57) | 77% | 16% | 7% |
| Implementation of human rights in Cabo Verde | | | |
| | Strong | Some | Don't know |
| CSO (n=9) | 56% | 22% | 22% |
| MunAuth (n=8) | 63% | 38% | 0% |
| NatGov (n=20) | 70% | 15% | 15% |
| UNCT (n=20) | 45% | 50% | 5% |
| Total (n=57) | 58% | 32% | 11% |

Overall stakeholders assess that a number of factors (below) have contributed positively to UNDAF’s achievements to date. In particular, most regard that *effectiveness in planning* and the *leadership of the RCO and process management* as very positive contributions to UNDAF’s success. Funding level was considered the least contributive factor. CSOs were notably more generous across all questions than the other stakeholder groups.

| Factors contributing to the success of the UNDAF | | | | | | |
|--|---------------------|----------------|----------|------|-----------|------------|
| n=57 | Seriously deficient | Unsatisfactory | Adequate | Good | Excellent | Don't know |
| Leadership of the RCO and process management | 2% | 2% | 19% | 37% | 33% | 7% |
| Effectiveness in planning interventions | | | 18% | 54% | 21% | 7% |
| Efficiency of implementation | | 2% | 30% | 44% | 16% | 9% |
| Selection of partnerships | | 2% | 25% | 47% | 16% | 11% |
| Management of partnerships | | 4% | 25% | 42% | 19% | 11% |
| Funding level | 2% | 23% | 25% | 39% | 9% | 4% |
| Exploiting opportunities that arose | | 7% | 37% | 35% | 7% | 14% |
| Management of identified risks | 2% | 5% | 33% | 44% | 7% | 9% |
| Management of unexpected situations/events | | 2% | 28% | 49% | 14% | 7% |
| Capacity of local/national government and/or public administration | | 11% | 44% | 33% | 4% | 9% |
| Cultural and social behaviours | 2% | 4% | 47% | 28% | 7% | 12% |

1.3 Efficiency

The **majority of respondents (62%) do not know whether there has been any gap in external partnerships and/or strategic alliances to plan and deliver the UNDAF.** This is the case for half of UNCT stakeholders, but particularly the case for most stakeholders from the Government, at national and municipal levels.

| Any gap in external partnerships and/or strategic alliances? | | | |
|---|------------|------------|------------|
| | No | Yes | Don't know |
| CSO (n=6) | 33% | 33% | 33% |
| MunAuth (n=8) | 25% | 0% | 75% |
| NatGov (n=18) | 11% | 11% | 78% |
| UNCT (n=20) | 20% | 30% | 50% |
| Total (n=52) | 19% | 19% | 62% |

Respondents who identified gaps made these comments:

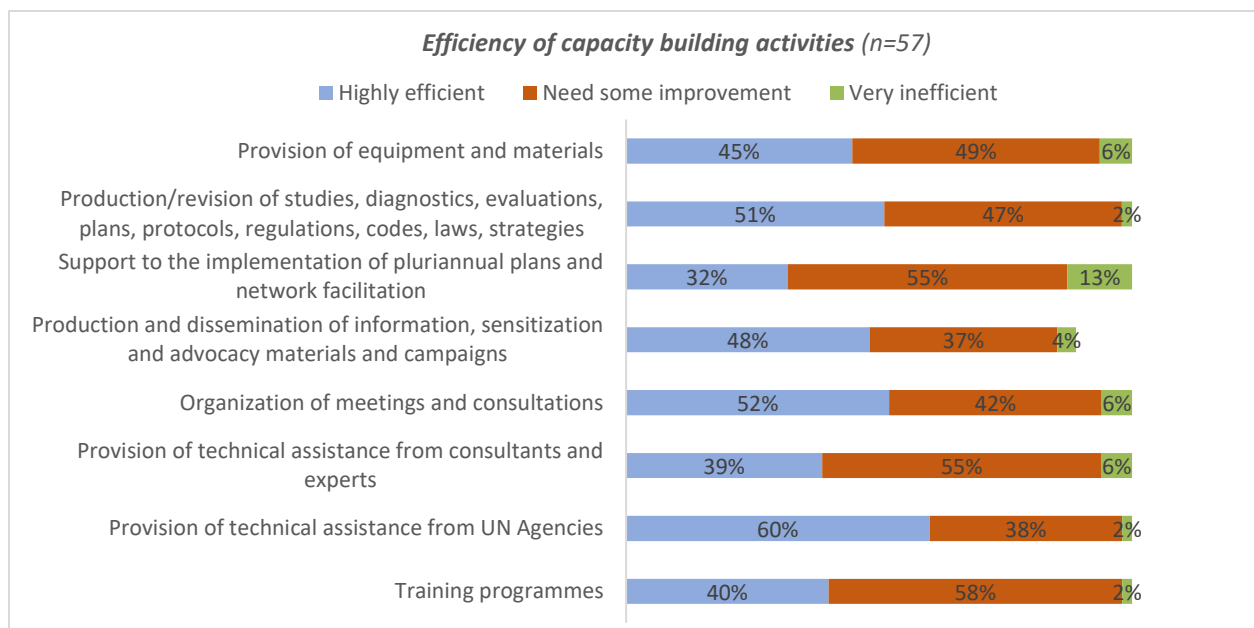
- Need for more strategic meetings with donors and mobilization of new donors. Insufficient donor interest and support, and fund mobilized.
- Institutional arrangements and synergies are missing somewhere.
- Weak partnership with NGOs

- In health information system.
- Need to improve coordination and more integrated approaches
- There were gaps that just arose after the pandemic - notably in funding and specialised partnerships including private sector. These have been addressed in 2020 and 2021 (bringing in WTO, ITU, UNECA, more of AfDB, IMF and World Bank) and more mobilization of funds from the SDG Fund, MPTF Covid 19, etc. The strategy with private sector needs to be scaled up for 2022 and the next cycle.
- Missing partnership to follow-up on policies and programs related to the protection of the environment.
- Communication and research of opportunities that may arise
- Limited financial resources to address UNDAF's priorities

Asked to rate the **cost-effectiveness of capacity building activities** implemented under the UNDAF, at least a third of respondents in all areas assessed the activities as moderately efficient. *The provision of technical assistance from UN agencies was rated highly efficient by 60% of respondents.* The second-best rated activity was the organization of meetings and consultations (e.g. technical, participatory mechanisms and events), rated as highly efficient by 52% of stakeholders, followed closely by support to the production/revision of studies, diagnostics, evaluations, plans, protocols, regulations, codes, laws, strategies.

The *weakest area* appears to be in the *implementation of pluriannual plans and network facilitation*, which earned both the least “highly efficient” rating and the highest “very ineffective” ratings. Stakeholders were also less satisfied with the provision of technical assistance from consultants and experts, which received the second highest “very inefficient” rating and 46% stating that some improvement is needed to services provided by external consultants.

No other area got many ineffective ratings, so some effectiveness is perceived on all fronts. In all but the most successful area, about half of respondents saw room for improvement.



1.4 Sustainability

Stakeholders consider that UNDAF performed well in improving the sustainability in some key areas of its pillars as shown in the following table. Most respondents (58%) think partnerships and resource

mobilization performed particularly well for sustaining UNDAF’s results. Confidence in the sustainability of public administration improvements was somewhat weaker.

| Expected sustainability of UNDAF’s results | | | |
|--|----------------|-----------------|------------------------|
| n=52 | Greatly | Somewhat | Insignificantly |
| Partnerships and resource mobilization for SDG achievements | 58% | 35% | 8% |
| Improved performance in the public sector and civil society to design and deliver policies and programmes in the UNDAF pillars | 50% | 42% | 8% |
| Synergies across social sectors (participation mechanisms in local/national governance and shared accountability) | 48% | 44% | 8% |
| Improvement in public administration | 34% | 54% | 12% |
| Change in policies, legal frameworks and/or budget to support environment sustainability, human rights (vulnerable groups) and gender equality | 52% | 44% | 4% |

Stakeholders were asked to assess threats to the sustainability of the UNDAF’s achievements. Most respondents agreed that **insufficient public funding** and **unexpected events** (e.g. disaster, pandemic) are **high threats** to UNDAF’s results. Lack of technical capacity, not reaching those who most needed and lack of political will were considered *medium risks* that can challenge UNDAF’s achievements.

| Assessment of threats to the sustainability of UNDAF’s achievements | | | |
|--|------|--------|-----|
| n=57 | High | Medium | Low |
| Insufficient public funding | 49% | 37% | 9% |
| Lack of technical capacity | 14% | 54% | 23% |
| Unexpected events | 60% | 23% | 9% |
| Cultural and social behaviours | 4% | 35% | 44% |
| Corruption | 5% | 33% | 44% |
| Lack of political will | 11% | 40% | 28% |
| Did not reach those who most needed | 11% | 46% | 28% |
| There have been no achievements to be sustained | | 28% | 28% |

1.5 Way Ahead

Survey respondents were asked what they **expect to see happen in the next year of UNDAF implementation** in topics related to the consolidation of UNDAF’s activities and results.

Almost all stakeholders from CSO expect implementation on all option except adequate funding, where expectations are less positive. Municipal authorities mostly expect progress in social and economic indicators, improved disaster risk management and/or climate resilience and availability of sustainable energy. National Government and UNCT are (as usual) aligned in their expectation of progress on all fronts, albeit not quite as optimistically as CSOs.

Overall respondents have least confidence in progress on the funding option (54%) but more confidence on the others (68% to 77%).

| Expectation for the next year of UNDAF implementation | | | | | | |
|--|--------------|------------------|------------------|----------------|---------------------|------------|
| n=53 | CSO (n=9) | MunAuth (n=8) | NatGov (n=20) | UNCT (n=19) | Total (n=56) | |
| Approval of important public policies and/or laws | 8 | 3 | 12 | 15 | 38 | 68% |
| Improvement in social and economic indicators | 8 | 8 | 14 | 13 | 43 | 77% |
| Improved work conditions for youth and/or women | 8 | 4 | 13 | 14 | 39 | 70% |
| Improved disaster risk management and/or climate resilience | 8 | 7 | 12 | 15 | 42 | 75% |
| Increased availability of sustainable energy | 9 | 6 | 12 | 13 | 40 | 71% |
| Insufficient funding to implement desired interventions | 6 | 1 | 11 | 12 | 30 | 54% |

Except for investment in human capital development, *which just over half of respondents (51%) identified as the top priority*, stakeholders surveyed do not show consensus on what they see as **priorities for the next United Nations Cooperation Program (UNCF)**. The blue economy was the next most popular area as a top 3 priority choice.

The clear lowest priorities were debt relief (lowest) and localisation (2nd lowest). While 86% of Municipal authority respondents included localisation in their top 3 priorities, only 27% of National government did so.

| Stakeholders' prioritisation for the next Cooperation Framework (percentage of respondents selecting the item at the specified level) | | | | | | |
|--|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| n=54 | Highest priority | 2nd priority | 3rd priority | 4th priority | 5th priority | 6th priority |
| Human capital development | 51% | 18% | 6% | 14% | 12% | 14% |
| The blue economy (especially blue/green job creation) | 17% | 23% | 27% | 17% | 6% | 10% |
| Energy and climate change | 4% | 25% | 23% | 25% | 17% | 6% |
| Socioeconomic and political inclusion and gender equality | 9% | 28% | 17% | 19% | 13% | 15% |
| Localisation: Reinforce the capacities of municipalities to promote the revitalization and integration of local economies | 13% | 10% | 23% | 10% | 21% | 23% |
| Negotiation and debt relief | 14% | 5% | 9% | 14% | 23% | 36% |

1.6 Lessons Learned

Stakeholders were asked to mention any interventions led by the UN, CSOs, government, etc that in their view had been particularly effective in advancing the rights of women, girls and other vulnerable groups. Following is a summary of their responses.

| | |
|---|---|
| Good practices for advancing LNOB, especially gender and women's empowerment | Number of respondents mentioning |
|---|---|

| | |
|---|----|
| The approval of the parity law (<i>Lei da Paridade</i>). The Parity Law defines the requirements for equitable distribution of access for men and women to decision-making positions in the various sectors of economic, social and political life in the country. | 17 |
| The approval of the GBV law, campaign against GBV, Study on the social and legal situation of the LGBTI population in Cabo Verde | 7 |
| From the point of view of institutional strengthening of social protection, Parliament approved the Penal Code on sexual crime. This has led to the development of an Action Plan to prevent and combat sexual violence for the period 2021 – 2023 to protect vulnerable children. With the support of UNICEF, professionals responsible for the protection of children were trained in risk communication and community engagement, namely the Ministry of Justice and the Judiciary Police to prevent and fight against child SEA. Furthermore, health at the community level was strengthened with the training of community health workers which integrated health, disability, violence prevention and child protection through a multisectoral partnership promoted by UNICEF and the Joint Office. Cabo Verde will soon have an information and case management system which will further strengthening the protection of vulnerable children from sexual violence and abuse. In 2020, 1,617 girls and boys who have experienced violence were reached by the social and justice enforcement services. | 6 |
| People with Disabilities, partnership in the development/implementation of the National Care Plan (<i>Plano Nacional de Cuidados</i>) | 4 |
| Pregnancy campaigns in adolescence | 4 |
| Approval of the gender-sensitive budget. | 3 |
| In the mobilization of resources and partnerships for the implementation of Income Generating Activities aimed at women and girls, farmers, fishermen and fishmongers, rural families, etc. | 3 |
| Various interventions by ICIEG. Specific initiatives to support ICIEG initiatives in establishing network of women leaders, women's rights. Also work to promote and process child legal rights and claims for identity documentation and recognition of paternal identify, primarily. | 2 |
| Gender strategy in the fishery sector (under formulation). | 2 |
| Partnership with the Attorney General's Office: for the rapid processing of Proceedings for the Official Investigation of Paternity and referring to sexual crimes against children; For the creation of the Public Ministry website dedicated to family and minors; For the edition and distribution of two volumes of the Collection concerning the jurisdiction of Family and Minors | 1 |
| Promoting education for equality and equity in teaching | 1 |
| Elaboration of National Plan for Gender equality | 1 |
| Actions developed in the salt pans of Porto Inglês. Training actions for fish sellers in São Vicente. Actions to develop alternative forms of income in São Vicente. | 1 |
| Financing of the first community radio for Women in Paul | 1 |

2 Evaluation Approach and Methodology

2.1 Evaluation purpose and scope

6. The general objective of the evaluation, as stated in the Terms of Reference (TOR), was to assess the relevance of the current UNDAF, results achieved, the processes that have led to realization or non-achievement of results and the collective comparative advantage of the UN system in the country.

7. Given the UN mandates on human rights and gender equality and their inclusion as key programming principles for UNDAF, a main objective of the evaluation was to assess the programming principles. Special focus was put on the support to the Government and vulnerable groups to “Leave No One Behind” (LNOB) in the sustainable development process.

8. Specifically, the UNDAF evaluation addressed the following objectives:

- i. To ensure accountability of UN actions to stakeholders.
- ii. To provide lessons learned and deliver clear recommendations to inform the development of the next cycle.
- iii. To serve for decision making on UN actions and/or partnership at all levels (UNCT, national Government, other UN partners in the country, UNDCO and Agencies at regional and global level).

9. The main users of the Evaluation are the UNDAF partners, i.e. the UNCT, the Government of Cabo Verde, international development partners in country, civil society organizations, and private sector entities.

2.1.1 Scope

10. The UNDAF represents the UN approach and framework for supporting national development priorities in Cabo Verde, the Evaluation thereby focused on the UNDAF outcomes as outlined in each of the 5 UNDAF Strategic Result Areas and the low-level outputs.

11. The geographical scope of the evaluation is at national level (Cabo Verde) and in all 9 islands and all 22 municipalities. The temporal scope is from the first quarter 2018 to third quarter of 2021, including support to COVID-19 response.

12. The TOR requested that the relevance and efficiency criteria cover the whole UNDAF approach, this guideline was followed, and the assessment was achieved. The ToR also requested that the effectiveness and sustainability criteria focus on the UNDAF outcomes and outputs. This was partially achieved due to lack of information on the indicators. Moreover, the evaluation team did not had access to the report of the Evaluation of the Common Country Programme (CCPD), as it was planned as a source of information for assessing UNDAF’s indicators. This factor hindered the data collection at the JO agencies level, which represents half of the UNDAF’s interventions. For more information on this topic see section 3.4 of this Annex Volume: Methodological Challenges and Limitations.

13. The evaluation team assessed the UNDAF thematic areas, including in all five pillars, with special focus on areas of particular relevance for the next programming cycle, such as: Human capital development, the blue economy (especially blue/green job creation), the Leave No One Behind approach (socioeconomic and political inclusion and gender equality), and the localization of the SDGs (UN action at local level).

14. The UNDAF evaluation covered the UNDAF programming principles under the central motto of LNOB: (i) human rights, (iii) gender equality and empowerment of women, (iv) sustainability and resilience, and (v) accountability.

15. The evaluation followed the definition of LNOB in the *Leave No One Behind Assessment (LNOB) in Cabo Verde*.¹ The assessment defines LNOB as: (i) Individuals and groups at risk of food and nutrition insecurity, (ii) socially vulnerable girls and women, (iii) vulnerable and at-risk children and adolescents, (iv) NEET Young People (Not studying, not working or attending vocational training), v) Elderly people without income and access to care, vi) People with disabilities from poor and vulnerable households, vii) Prisoners and other individuals deprived of freedom, viii) Minorities by Sexual Orientation and Gender Identity, ix) Populations living in isolated islands, areas and municipalities.

2.1.2 Evaluation Questions

16. The evaluation methodology followed the standard Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee criteria of relevance, coherence, effectiveness, efficiency, and sustainability of results. The table below show the evaluative questions followed: The evaluation normative questions are described in the table below

17. The TOR suggested a number of evaluation questions, specifying that the evaluation team should propose the final questions. The table below shown the evaluative questions followed by the evaluation team:

| Evaluation questions by criteria | |
|---|--|
| Criteria | Questions |
| Relevance | 1. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030? |
| | 2. To what extent and in what ways have the comparative advantages of the UN organization been utilized in the national context? (Including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies.) |
| | 3. How adequately has the UN during planning and implementation of the UNDAF responded to changes in national priorities and additional requests? |
| Coherence | 4. To what extent did the UNDAF complement other development interventions? <ul style="list-style-type: none"> To what extent did the UNDAF's programming principles align with the national development plans and Agenda 2030? |
| | 5. What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of SDGs in Cabo Verde? <ul style="list-style-type: none"> Has there been any gap in external partnerships and strategic alliances to plan and deliver the UNDAF? To what extent the UNDAF contributed to the implementation of human rights and achieving gender equity and equality in Cabo Verde? |
| Effectiveness | 6. Which are the main factors that contributed to the realization or non-realization of the outcomes, and to their net benefits over time? <ul style="list-style-type: none"> The possible impacts of the COVID-19 pandemic on the UNDAF is addressed under this question. Risk Mitigation: Did the UN undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not |

¹ *Avaliação dos Grupos em Risco de Ficar para Trás*. Draft Report, August 2021.

| | |
|------------------------|---|
| | lost? How were risks and assumptions addressed during the implementation of programmes and projects? |
| | 7. How well has the UN used its partnerships (with civil society/private sector/national and local Government/parliament/national human rights institutions/gender equality advocates/international development partners) to improve performance? |
| Efficiency | 8. To what extent has UNDAF contributed to mutualize synergies within the UN? <ul style="list-style-type: none"> To what extent and in what ways has UNDAF contributed to mutualize synergies among UN agencies' programmes; enhance partnerships and strategic alliances to ensure efficiency in joint programming and delivery of UNDAF results? To what extent did the RCO and UNCT coordination mechanism and synergies with the national government promoted (or challenged) planning, delivery and communication of results? UN Coordination and Value Addition of Delivering as One: The extent to which UN Coordination and DaO has created or encouraged synergies among agencies, optimal results, and avoidance of duplication? |
| Sustainability | 9. To what extent the UNDAF contributed to sustainable results in the pillar areas? <ul style="list-style-type: none"> What mechanisms, if any, did UNDAF established to ensure socio-political, institutional, financial and environmental sustainability? To what extend the UNDAF gains would contribute to the realization of SDGs, implementation of the PEDS and the national implementation of internationally agreed commitments and UN Conventions and Treaties |
| | 10. Which are the main factors that can affect the sustainability of the UNDAF achievements? |
| Way forward | 11. What is the expectation for the ways forward? (last year of UNDAF implementation and the next cooperation framework) |
| Lessons learned | 12. What are the lessons learned from the planning and implementation of the UNDAF? |

2.2 Approach and Methodology

18. The evaluation was designed with a participatory approach and as a contribution analysis based on the UNDAF's theory of change (ToC). This approach led to a reflection on the main elements of UNCT's strategy in relation to UNDAF's strategic objectives, the partnerships to deliver the strategy and development objectives, and the developing conditions for success. The methodology included the following groups of stakeholders: UNCT, national Government, municipal authorities, civil society organisations (CSO), private sector and development partners. The methodology was designed to reach the intended geographic scope of the evaluation.

19. The ToC approach covered the stated objectives of the evaluation and guided the evaluation process and stakeholders to examine all the elements of the UNDAF strategy in view of its performance to date and way forward. The ToC was developed as follows:

- i. The UNDAF ToC was developed at the inception of the evaluation by the evaluation team, based on desk review of key UNDAF documents.
- ii. The ToC developed by the evaluation team was discussed in 3 separate workshops with the following four groups of stakeholders: UNCT, national Government and CSOs. The purposes of the workshop were to validate the ToC elaborated by the evaluation team and gather different perspectives about the UNDAF strategy and its operationalisation. Stakeholders were asked to reflect on the UNDAF ToC in retrospect and discussed the actual developments in the implementation of the UNDAF strategy. The workshop promoted a discussion about the intended and the actual changes that the UNDAF strategy implemented. Such discussions provided relevant information about what worked and did not, and why. The team constructed and used a graphic visualization of the ToC to facilitate consultations during the workshops.
- iii. A Final ToC workshop, with the stakeholder groups above mentioned, was planned at the end-stage of the data collection mission in Cabo Verde. The purposes of this final workshop was to: (a) discuss the ToC discussions throughout the evaluation, taking into consideration the ToC's workshops, evaluation's findings and recommendations. (b) provide an opportunity for stakeholders to discuss the continuation or changes of the UNDAF strategy, including reflection on the next UN cooperation cycle.
- iv. The final ToC workshop did not occur due to lack of availability of most of the stakeholders (see Methodological Challenges and Limitations section below). Based on the workshops, interviews and survey, no major changes were added to the initial ToC .

20. The staged approach for developing the UNDAF's ToC recognized that a partnership strategy is a live process that enables stakeholders to rethink their common goal and objectives, and reaffirm the consensus around those objectives, and how the cooperation, the partnership and external factors contributed to their realisation and/or shortcomings. The staged approach for developing the ToC positioned the UNDAF's strategic objectives, resources in the cooperation, partnerships, and contexts as the guiding elements throughout the evaluation process. The following table shows the proposed initial and final ToC analysis.

| Dimensions and questions for the ToC analysis | |
|--|--|
| Dimension | Questions |
| <p>Changes: the changes the UNDAF is trying to effect (strategic goal and priorities) and the level of consensus among stakeholders about the nature and scale of development changes they expect it will actually happen. The impact of the COVID-19 pandemic on the UNDAF, and RC and UNCT response, will be discussed in the four initial ToC workshops.</p> | <ul style="list-style-type: none"> • Looking back, did the UNDAF focus on the right issues? Were the outcomes right, the strategic priorities the right ones? • Have the resources been sufficient, and allocated at the right level, to effect the expected changes? • Is the strategy appropriate to the purpose of the UNDAF? • Was there a balance between rural, urban and among municipalities, in terms of resources used and the scale of change expected? • Was there a balance in relation to programming principles? • How did COVID-19 affect the UNDAF? Was there any changed strategy? |

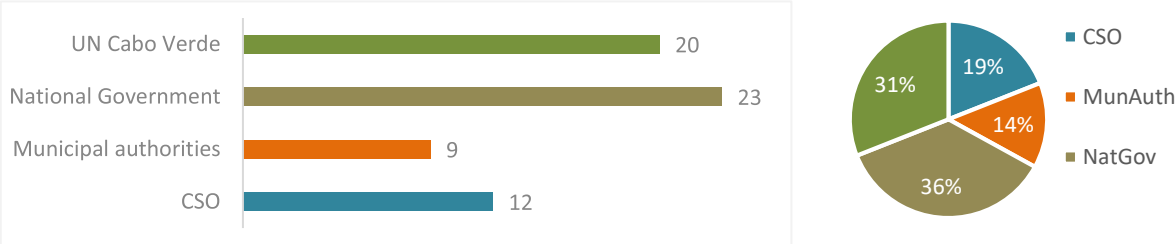
| | |
|--|---|
| <p>Roles: the roles partners play in the delivery of intended changes as well as alignment of roles with structure, capacity, capabilities and resources. This includes the roles played by the RCO, UNCT, government and partners.</p> | <ul style="list-style-type: none"> • Were the foreseen roles appropriate to deliver UNDAF (at programmatic level) and desired changes (outcomes)? • Were there any adjustments on the roles? • Is there a need to change the roles on the way forward? • Are behaviour changes needed? If yes how? • Was there any relevant gap in the partnership? If so, for performing each role? |
| <p>Sphere of influence: the factors partners have direct control, indirect control, and are outside of their influence.</p> | <ul style="list-style-type: none"> • What are the lessons learned from the UNDAF delivery to date? • Does the partnership enable the ownership of all necessary members? • What is the strategy for the management of expectation, from the implementation to the impact of the partnership? |
| <p>Assumptions and risks: identified assumptions and risks about how desired changes were to happen and integration of these assumptions into the UNDAF's strategy, programming and organization for delivering it</p> | <ul style="list-style-type: none"> • Did the partnership mitigate the risks? Is there any need for a change in risk management? • Where the assumptions made in 2017 the right ones? |
| <p>Context: factors limiting and enabling desired changes to take place — within the UNCT and its partnership, government and in the external environment.</p> | <ul style="list-style-type: none"> • Was there any contextual change that had an impact on the UNDAF strategy and outcomes? • What is the expectation for the ways forward? |

21. The evaluation team collected primary and secondary data for the analysis of the UNDAF's ToC and to respond to the evaluation questions under each evaluative criterion. The following table presents a summary of the qualitative and quantitative methods used for analysing primary and secondary sources of information, followed by a detailed description of the methodology.

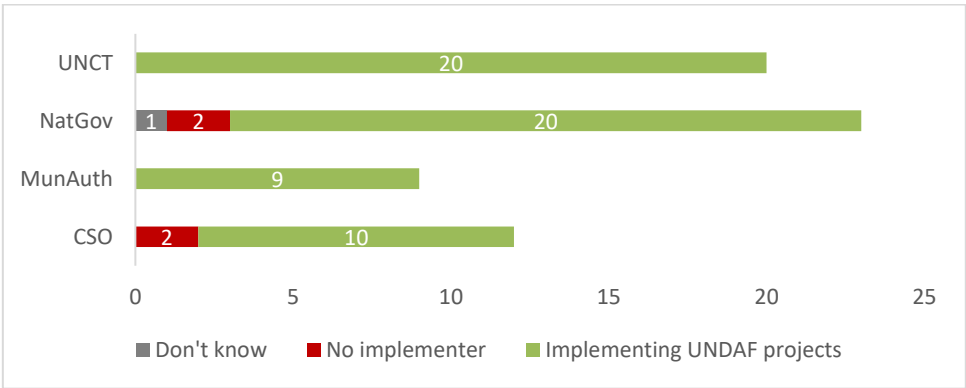
22. The evaluation team consulted a total of 66 persons through individual interviews and three workshops. The table below shows persons consulted by stakeholder groups and gender. The most part of the interviews were presential, in Praia. Some remote interviews with stakeholders from other islands or key stakeholders which were out of the country, were carried out.

| | Female | Male | Total | Percent by stakeholder group |
|---|-----------|-----------|-----------|------------------------------|
| CSO (NGOs and private sector organisations) | 8 | 8 | 16 | 24% |
| Development partners | 3 | 1 | 4 | 6% |
| National Government | 10 | 16 | 26 | 39% |
| UN | 11 | 9 | 19 | 30% |
| Total | 32 | 35 | 66 | 100% |

23. An online survey was administered as part of the primary data collection for the UNDAF evaluation. The survey questionnaire was offered in Portuguese and English. The survey was sent to four groups of UNDAF’s stakeholders: (i) Civil society organisations (CSO), which includes 9 NGOs and 2 private sector organisations (ii) Municipal Authorities (MunAuth), (iii) National Government (NatGov), and (iv) United Nations country team for Cabo Verde (UNCT). The survey questionnaire was sent to 148 stakeholders. Sixty-four UNDAF stakeholders responded to the online survey (43% response rate), 57 provided complete and 7 incomplete responses. The figures below show the number and percentage of respondents by stakeholder group.



There were respondents from Fogo, Sal, Santa Luzia, Santiago, Santo Antão, São Nicolau, São Vicente although 80% of the respondents are from Santiago. Most respondents (92%) reported that their institution or organisation implemented at least a project or programme within the scope of the UNDAF.



Stakeholder group bias

Although the survey analysis represents 43% response rate from solicited UNDAF’s stakeholders, 67% of the responses are from national Government and UNCT respondents. The analysis disaggregates by stakeholder group wherever there are notable differences between stakeholder groups so that the voices of CSOs and municipal authorities are not lost.

2.2.1 Data collection instruments

24. The data collection instruments were designed to respond to the evaluation approach and questions, reach the identified UNDAF stakeholder groups, and the thematic and geographic scope of the evaluation. The data collection was designed to produce seven data streams to triangulate information on the evaluation questions, criteria, and scope. The following table summarizes the data collection conducted by the evaluation.

| | Qualitative | | | | Quantitative | |
|-----------------|-------------------|--------------------------|-----------------|----------------------------------|---------------|--|
| Criteria | ToC workshops | Stakeholders' interviews | Document review | Systematic review of evaluations | Online survey | Statistical data, Data from RCO, UN INFO |
| Relevance | UNCT, NatGov, CSO | All | Yes | Yes | All | Yes |
| Coherence | UNCT, NatGov, CSO | All | Yes | Yes | All | |
| Effectiveness | UNCT, NatGov, CSO | All | Yes | Yes | All | Yes |
| Efficiency | UNCT, NatGov, CSO | UNCT + NatGov | Yes | Yes | UNCT + NatGov | |
| Sustainability | UNCT, NatGov, CSO | All | Yes | Yes | All | Yes |
| Way forward | UNCT, NatGov, CSO | All | Yes | Yes | All | |
| Lessons learned | UNCT, NatGov, CSO | All | Yes | Yes | All | |

25. The UN principles for programming were integrated into all of the above data collection methods through the ToC discussions and evaluation questions.

2.2.2 Qualitative methods

Document review

26. The evaluation team carried out a review of documents directly related to the UNDAF provided by the UNCT, government, civic sector and donors. In this regard, the RCO made a repository of UNDAF related documentation available for the evaluation. Documents were also sought from stakeholders in the fieldwork.

27. The team performed an online search and review non-UN documents directly related to UNDAF pillars, UN principles and context during UNDAF implementation (e.g. performance audit reports and studies). All documents consulted and cited in the Final Report are in the Bibliography Chapter.

Systematic review of evaluations

28. A systematic review of evaluations of programmes under the UNDAF, assessments under UNDAF pillars and programming principles was carried out. The evaluations reviewed were:

- Independent Country Programme Evaluation Cabo Verde Version: first draft 1-18-2022
- Common Country Programme, 2017 and 2020.
- Leave No One Behind Assessment (LNOB) in Cabo Verde, 2021.

- Evaluation Report on the Implementation of the Education Strategic Plan (2017-2021), 2021.
- Socio-Economic Impact Assessment (SEIA), 2020.
- COVID-19 Impact Study on Gender Inequality, 2020.
- Mapping Cabo Verdean Civil Society, 2020.
- Audit of the State of Preparedness for the Implementation of Agenda 2030, 2021
- Cabo Verde Nationally Determined Contribution, 2021.
- Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development, 2021.
- Diagnostic study to better understand informal employment in Domestic Work and, in the formal sector of the Tourism, Hotel and Restaurant sectors, in Cabo Verde, 2021.

Semi-structured stakeholders' interviews

29. An Interview Guide consisting of a semi-structured list of questions with open answers was sent to all the stakeholders interviewed. This tool was meant to inform stakeholders about the main topics that the evaluation covers. The specifics of the questions asked to each stakeholder were adapted to the particular setting, according to stakeholders' experience and knowledge. The interview guides by stakeholder group can be found in this Annex.

Workshops

30. In the early phase of the fieldwork, the team conducted three ToC workshops with the following stakeholders' group: UNCT, government officials and CSOs. The workshops combined different participatory methods. The specific method was decided based on the number of participants in each workshop. Each workshop lasted approximately three hours.

31. A "Workshop Discussion Guide" was sent to selected workshop participants together with the invitation. This guide included the graphic representation of UNDAF's ToC and questions for guiding the discussion. The purpose of the guide was to inform participants about the team's interpretation of the strategic issues related to the UNDAF, which was be the focus of the workshop discussions. The guide can be found in this Annex.

2.2.3 Quantitative methods

Online survey

32. An online survey was developed by the evaluation team and administered with UNDAF stakeholders in all 9 islands and 22 municipalities. The survey was administered to the UNCT, national Government, municipal authorities and CSOs that participated/participate in the implementation of UNDAF projects. A number of CSOs that have not been involved in UNDAF implementation was surveyed, to provide data on the effect of UNDAF support to civil society organisations and on the results and performance of UNDAF. The survey questionnaire included questions that take into consideration the objectives and scope of the evaluation. The survey questionnaire can be found in this Annex.

33. The survey enabled to increase the scope of participation of UNDAF's stakeholders in the evaluation and the scope of data for triangulation. The survey was launched on November 2 and closed on December 6, 2021.

Survey structure

Question types and logic

34. The dominant question type is multiple choice with single answer. The answer options usually include a “don’t know” option. Where a series of such questions are related and share the same answer options, they will be bundled into a block, referred to a matrix.

35. For data quality and user acceptance reasons, it is important not to force users to make choices they are not comfortable with. In the context of this evaluation, we consider “won’t say” or “no opinion” options unnecessary.

36. Some questions will lead to follow on questions depending on the answer given e.g. a question with answer options on a scale such as “seriously deficient/unsatisfactory/adequate/good/excellent” might trigger a follow-on request. For examples, if the respondent chooses an option at either end of the scale i.e. “seriously deficient” or “excellent”, but not if an intermediate option is chosen. In most cases the follow-on questions are optional to avoid the risk of exhausting the respondent’s generosity.

37. The results of questions such as multiple choice, ranking and yes/no questions yield data that is directly suitable for quantitative analysis. The results from freeform textual questions require detailed individual reading. We use such questions to elicit qualitative data such as examples, opinions and insights that cannot be captured in the more rigid question types. Even very low response rates on such questions can deliver valuable material, such as for lessons learned or for triangulating data from other sources.

38. Questions such as those addressing project implementation details are appropriate only for those respondents involved in such activities. These questions will be skipped automatically, based either on answers to previous questions or a priori information we code into the survey logic.

Data management

39. The survey platform presented a General Data Protection Regulation notice that subjects had to accept to proceed with the survey. The lawful basis for the collection of this data was *legitimate consent*. The survey platform did not see any PIA (personally identifiable information). All PIA was restricted to the survey team. Subjects were advised that the survey team would know the identity of each respondent and that information was to be destroyed as soon as the analysis process was complete. The links sent out for the survey contained an identifier that is meaningful only to the survey team so that we could send reminders or follow up to with relevant subjects.

40. Textual content that we used in reports were edited to eliminate linguistic clues to respondent identity. Details in survey responses identifying individuals, whether the respondent him/herself or third parties, were removed.

Toolset

41. The survey platform was Alchemer. Quantitative analysis use Excel and R.

Localization

42. The survey was presented in Portuguese and English.

Analysis of existing data

43. It was agreed with the RCO that the analysis of the UNDAF results framework was to rely on existing monitoring data compiled from the UN INFO by the RCO and complemented by national statistical data.

44. The RCO does not have consolidated information on the yearly and current status of the UNDAF’s indicators. The reason given is lack of follow up by UN Agencies on the UNDAF indicators, and limited UN agencies capacity to collect and share the data with the RCO.

45. A matrix specifying data collection for the indicators was prepared and the Data Management and Results Monitoring and Reporting Officer in the RCO provided the available data from the UN INFO system.

2.3 Methodological Challenges and Limitations

46. The timing of the evaluation, particularly the timeframe for the fieldwork, represented a methodological challenge for the evaluation, affecting data collection. The methodology for the evaluation was designed to collect information from stakeholders to validate the ToC of the current UNDAF in a participatory way through workshops. A final evaluation workshop was designed to validate the preliminary analysis of the information collected during fieldwork, and specially to discuss the findings in relation to the next cooperation framework.

47. Although the methodology and timeframe for data collection in Cabo Verde were discussed with the RCO, detailed in the Inception Report and approved by the evaluation management team, the evaluation team was not made aware of competing pressures on stakeholder time arising from concurrent events. The timeframe for the data collection coincided with a very busy period for the RCO, UNCT, national Government and development partners.

48. During the fieldwork for data collection, Government officials were closing the yearly accounts and planning the next Government budget to be submitted to Parliament in December. Senior Government officials were also attending the budget support meeting with development partners, and subsequently, they left Praia to attend a high-level UN sponsored conference in Sal. These competing priorities limited the participation of senior UNCT and national Government stakeholders in the ToC workshops and the number of senior Government officials the evaluation team were able to meet. It also made it impossible for the final evaluation workshop to take place, since most stakeholders were attending the aforementioned high-level UN sponsored conference. The cancelation of the final evaluation workshop particularly impacted the analysis for the next UN cooperation framework. The plan for the final workshop was to use the preliminary findings for the next cooperation framework as a point of departure to gather more well defined information from which to produce the recommendations for the next UNSDCF, and to inform the elaboration of the UNSDCF's TOC. The final workshop was designed to enable stakeholder to reflect on a forward vision of the UN support in view of the lessons learned from the UNDAF evaluation. It was also designed to provide stakeholders with ownership of the recommendations for the UN support.

49. The UNCT organized a 2-day UNCT Retreat on 24-25 January 2022, in which the evaluation team was granted a brief slot (10 minutes) to present a, necessarily very brief, summary of the evaluation. The retreat did not provide an opportunity for the evaluation team and the attending stakeholders to engage in any discussion. The evaluation team was therefore neither able to validate the evaluation's finding, conclusions and recommendations nor to facilitate a discussion that could build upon the preliminary finding for the next cooperation framework.

50. At the inception phase of the evaluation, the team identified that the monitoring data for assessing the UNDAF's results framework was very limited. As a mitigating measure, the evaluation team agreed to: (a) collect and analyse statistical and qualitative data for assessing progress on the UNDAF's indicators, and (b) use the results of the Joint Office (UNDP, UNFPA and UNICEF) CCPD evaluation. The CCPD covers about half of the UNDAF's portfolio of activities, and the evaluation had sufficient resources to assess the indicators.

51. The evaluation team was informed that they would have access to the CCPD evaluation Draft Report in time to integrate its inputs into the analysis for the UNDAF's evaluation. The CCPD evaluation report became available in the final phase of the UNDAF evaluation, when the evaluation team were integrating the comments to the Draft Report provided by the UN Cabo Verde. The CCPD evaluation

was reviewed by the evaluation team for triangulation of information. The CCPD evaluation confirmed the findings of the UNDAF evaluation.

2.4 Rating Scale

52. The evaluation team used the UNEG rating scale (1-6) to assess the performance of the UNDAF under each evaluative criteria, as shown in the following table. The team applied normal rounding rules for the assessment.

| RELEVANCE, COHERENCE, EFFECTIVENESS AND EFFICIENCY CRITERIA | | |
|---|---------------|--|
| Rating | Ordinal scale | Description |
| Highly Satisfactory (HS) | 6 | “Level of achievement of outputs/outcomes clearly exceeds expectations and/or there were no short comings.” |
| Satisfactory (S) | 5 | “Level of achievement of outputs/outcomes was as planned and/or there were no or minor short comings.” |
| Moderately Satisfactory (MS) | 4 | “Level of achievement of outputs/outcomes likely to be as planned and/or there were moderate short comings.” |
| Moderately Unsatisfactory (MU) | 3 | “Level of achievement of outputs/outcomes somewhat lower than planned and/or there were significant shortcomings.” |
| Unsatisfactory (U) | 2 | “Level of achievement of outputs/outcomes substantially lower than planned and/or there were major short comings.” |
| Highly Unsatisfactory (HU) | 1 | “Only a negligible level of achievement of planned outputs/outcomes and/or there were severe short comings.” |
| Unable to Assess (UA) | 0 | <i>The available information does not allow an assessment of the level of achievements.</i> |
| SUSTAINABILITY CRITERIA | | |
| Likely (L) | 4 | “There is little or no risk to sustainability.” |
| Moderately Likely (ML) | 3 | “There are moderate risks to sustainability.” |
| Moderately Unlikely (MU) | 2 | “There are significant risks to sustainability.” |
| Unlikely (U) | 1 | “There are severe risks to sustainability.” |
| Unable to Assess (UA) | 0 | <i>Unable to assess the expected incidence and magnitude of risks to sustainability</i> |

2.5 List of persons consulted

53. Following is the list of stakeholders consulted personally through workshops and interviews.

| Group | Full name | Position, Institution or organisation |
|-------|-----------|---------------------------------------|
|-------|-----------|---------------------------------------|

| | | |
|---------------------|----------------------------------|---|
| CSO | Ms. Maria Vicenta Cabral | Cabo Verdean Association for the Fight Against Gender-Based Violence (ACLCVBG) |
| CSO | Ms. Lourença Tavares | Associação Crianças Desfavorecidas (Disadvantaged Children Association, ACRIDES) |
| CSO | Ms. Maria Madalena Tavares | Director, Infância Feliz (Happy Childhood) |
| CSO | Ms. Maria do Carmo Semedo | Organização das Mulheres de Cabo Verde (Cabo Verde Women's Organization, OMCV) |
| CSO | Mr. Jorge Maurício | President, the Barlavento Chamber of Commerce |
| CSO | Mr. Gil Costa | Secretary General, the Barlavento Chamber of Commerce |
| CSO | Mr. Hermen Alfredo | President, Rede de Jornalistas em Questões de População e Saúde (REJOP) |
| CSO | Ms. Ana Carvalho | President, Cabo Verde Chamber of Tourism |
| CSO | Ms. Gisela Coelho Sousa | Vice-President, Cabo Verde Journalists Association (AJOC) |
| CSO | Mr. Jacinto Santos | President, Plataforma das ONGs (NGO Platform) |
| CSO | Mr. Carlos Graça | Director, BTOC Consulting |
| CSO | Ms. Maria Joaquina Veiga Almeida | General Secretary, Cabo Verde National Workers' Union (UNTCS-CS) |
| CSO | Mr. Mauro Oliveira | Representative, Cabo Verde National Workers' Union (UNTCS-CS) |
| CSO | Ms. Teresa Mascarenhas | President, Associação das Famílias e Amigos das Crianças com Paralisia Cerebral (Associação das Famílias e Amigos das Crianças com Paralisia Cerebral, ACARINHAR) |
| CSO | Marciano Monteiro | President, Associação dos Deficientes Visuais de Cabo Verde (ADEVIC) |
| CSO | Mr. Alberto Nuñez | Team Leader, CCPD Evaluation |
| Development partner | Mr. Pedro LLOPIS | Head of Cooperation of the European Union Delegation in Cabo Verde |
| Development partner | Ms. Sofia Moreira de Sousa | Anbassador, European Union (former Head of Cooperation of the European Union Delegation in Cabo Verde) |
| Development partner | Ms. Michèle Schmit | Cooperation Officer, Embassy of Luxembourg |
| Development partner | Ms. Helena Guerreiro | Anbassador, Head of Cooperation of the Portuguese Delegation in Cabo Verde) |
| GOV | Mr. Filomeno Fortes | Director General/DGPOG, Ministério da Família, Inclusão e Desenvolvimento Social |
| GOV | Mr. João Tavares | National Planning Ministry, Director of M&E Department |
| GOV | Ms. Zaida Morais de Freitas | President, Comissão Nacional para os Direitos Humanos e a Cidadania (National Commission for Human Rights and Citizenship, CNDHC) |

| | | |
|---------------------|---------------------------------------|---|
| GOV | Mr. Arlindo Sanches | Legal Adviser, Comissão Nacional para os Direitos Humanos e a Cidadania (National Commission for Human Rights and Citizenship, CNDHC) |
| GOV | Mr. Osvaldo Borges | President, National Institute for Statistics (INE) |
| GOV | Ms. Clementina Furtado | Director, Center for Research on Family and Gender/UNICV |
| GOV | Ms. Maria Celina Ferreira Furtado | Executive Secretary, Ministry of Health |
| GOV | Ms. Celina Ferreira | Executive Secretary, Coordination Committee for the Fight against HIV-AIDS |
| GOV | Ms. Marisa Carvalho | President, Cabo Verdean Institute for Gender Equality (ICIEG), |
| GOV | Mr. Miguel Sa Nogueira | Director-Geral DGPOG, Ministry of Education |
| GOV | Ms. Zaida Freitas | President, National Commission on Human Rights and Citizenship (CNDHC) |
| GOV | Ms. Maria do Livramento Silva | President, Instituto Cabo-verdiano da Criança e do Adolescente (ICCA) |
| GOV | Encontro com o Mr. João da Cruz Silva | President, Tribunal de Contas |
| GOV | Mr. Filomeno Fontes | Director-Geral Planning, Budget and Management (DGPOG), Ministry of Family, Inclusion and Social Development |
| GOV | Mr. Helton Barros | Vice-President, Superior Council of the Public Ministry |
| GOV | Ms. Goreth Carvalho | Administrative Director, National Institute for Statistics (INE) |
| GOV | Ms. Jucelinda Neves | Administrator, Coordination Committee for Alcohol and Other Drugs (CCAD) |
| GOV | Mr. Leão de Pina | Special Adviser to the Minister of Justice |
| GOV | Ms. Dulcelina Rocha | Public Prosecutor and PGR Office Director |
| GOV | Mr. José Carlos Delgado | Ombudsman |
| GOV | Mr. Frederic Mbassa | President, Instituto do Desporto e da Juventude (Institute of Sport and Youth, IDJ) |
| GOV | Mr. Paulo Santos | President, Conselho Diretivo do Instituto do Emprego e Formação Profissional (Board of Directors of the Institute for Employment and Professional Training, IEPF) |
| GOV | Mr. Gilberto Silva | Minister, Ministry of Agriculture and Environment |
| GOV | Mr. José Luís Rocha | Ambassador, Ministry of Foreign Affairs |
| Municipal authority | Mr. Herménio Fernandes | President, Associação Nacional dos Municípios (National Association of Municipalities, ANMCV) |
| GOV | Mr. Fernando Elísio Freire | Minister, Ministry of Family, Inclusion and Social Development |

| | | |
|----|--------------------------|---|
| UN | Ms. Ana Patricia Graça | Resident CoordinatorC, UN RCO |
| UN | Mr. Fernando Sousa | Programme Officer, ILO |
| UN | Mr. Edson Fernandes | Programme Officer, UNIDO |
| UN | Ms. Eneida Fernandes | Representant, World Bank |
| UN | Mr. Daniel Kertesz | Country Representative, WHO |
| UN | Ms. Edith Pereira | Specialist in Health Promotion and Health Determinants, WHO |
| UN | Ms. Jeiza Barbosa | Country Representative, UN HABITAT |
| UN | Ms. Ana Cristina Andrade | Senior National Coordenator, UNODC |
| UN | Ms. Ana Touza | Country Representative, FAO |
| UN | Mr. Steven Ursino | Interin Representative, Joint Office of PNUD, UNFPA e UNICEF |
| UN | Ms. Quelita Gonçalves | Country Representative, IOM |
| UN | Mr.Carlos Brito | M&E Analyst, Joint Office of PNUD, UNFPA e UNICEF |
| UN | Mr. Sebastien Vauzelle | Senior Economist, RCO |
| UN | Ms. Adelaide Ribeiro | Specialist in the Inclusive Growth, Employment, Population, Youth Program, Joint Office of PNUD, UNFPA e UNICEF |
| UN | Ms. Cláudia Rodrigues | National Gender Specialist, FAO and former National Program Coordinator for UN WOMEN in Cabo Verde |
| UN | Mr. Sérgio Novas Tejero | Partnership and Development Finance Officer, RCO |
| UN | Ms. Ulrika Richardson | Former Resident Coordinator in Cabo Verde |
| UN | Ivanilda Rodrigues | Data Management and Results Monitoring, Reporting Officer, RCO |
| UN | António Pires | DCO, Strategic Planning, RCO Team Leader |

Table 1: Evaluation matrix

| Criteria | Questions | Qualitative | | | | Quantitative | |
|----------------------|---|----------------------------|--------------------------|-----------------|----------------------------------|---------------|--|
| | | ToC workshops & FGD | Stakeholders' interviews | Document review | Systematic review of evaluations | Online survey | Statistical data, Data from RCO, UN INFO |
| Relevance | 1. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030? | All | All | Yes | Yes | All | Yes |
| | 2. To what extent and in what ways have the comparative advantages of the UN organization been utilized in the national context? (Including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies.) | All | All | Yes | Yes | All | |
| | 3. How adequately has the UN during planning and implementation of the UNDAF responded to changes in national priorities and additional requests? | All | All | Yes | Yes | All | |
| Coherence | 4. To what extent did the UNDAF complement other development interventions? | | All | Yes | Yes | All | |
| Effectiveness | 5. What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of SDGs in Cabo Verde? | All, except Private sector | All | Yes | Yes | All | Yes |
| | 6. Which are the main factors that contributed to the realization or non-realization of the outcomes, and to their net benefits over time? | All, except Private sector | All | Yes | Yes | All | |
| | 7. Are there any identifiable impacts from the UNDAF? | All, except Private sector | All | Yes | Yes | All | Yes |
| Efficiency | 8. To what extent has UNDAF contributed to mutualize synergies within the UN? | UNCT + NatGov | UNCT + NatGov | Yes | Yes | UNCT + NatGov | |

| | | | | | | | |
|------------------------|--|-----|-----|-----|-----|-----|-----|
| Sustainability | 9. To what extent the UNDAF contributed to sustainable results in the pillar areas? | All | All | Yes | Yes | All | Yes |
| | 10. Which are the main factors that can affect the sustainability of the UNDAF achievements? | All | All | Yes | Yes | All | |
| Way forward | 11. What is the expectation for the ways forward? (last year of UNDAF implementation and the next cooperation framework) | All | All | Yes | Yes | All | |
| Lessons learned | 12. What are the lessons learned from the planning and implementation of the UNDAF? (last year of UNDAF implementation and the next cooperation framework) | All | All | Yes | Yes | All | |

3 Tools for Data Collection

3.1 ToC workshops Guide

Theory of Change Workshop

GUIDE

Main objective

To analyse and reflect on all elements of the UNDAF's Theory of Change in retrospective and discuss its implementation up to now.

Methodology

The Workshops combine several participatory methods, based on the list of evaluation questions for each dimension of the UNDAF's ToC, as outlined in the agenda below.

Agenda

The agenda for the workshops follow.

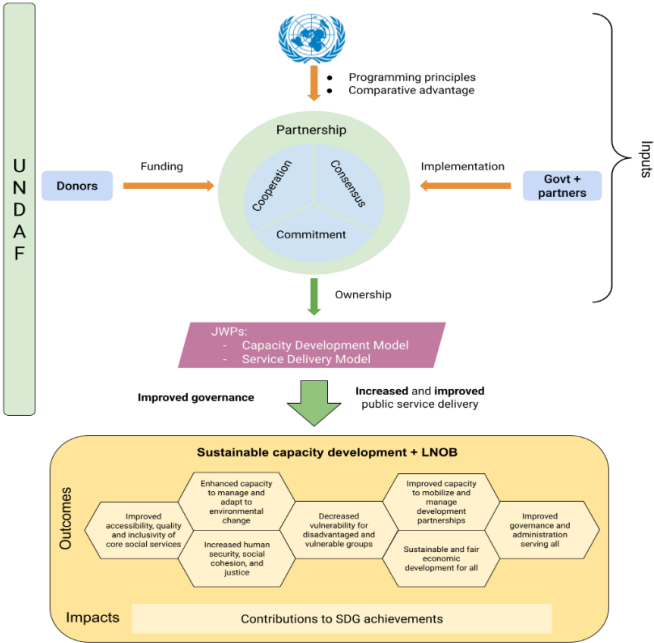
| <u>Duration</u> | <u>Activity</u> |
|-----------------|---|
| 30 minutes | Introduction and validation of the UNDAF ToC, led by the evaluation team |
| 15 minutes | Pause |
| 1 hour | Division of participants into X groups. Each group discusses and responds to the questions under the UNDAF ToC dimension assigned to their group, as described below. |
| 15 minutes | Pause |
| 1 hour | Presentation and discussion by the X groups |
| | Conclusion |

UNDAF's Theory of Change

The hypothesis of the UNDAF's strategy is that "Partnership at all levels harvests ownership of UNDAF by partners, which in turn contributes to sustainable changes in governance and public sector performance to deliver the SDGs." "Partnership at all levels" entails consensus, commitment and cooperation at technical and political levels in the public sector (government and public institutions). The assumption underlying the hypothesis are:

- i. The Government of Cabo Verde expresses the need for further developing their capacities in UNDAF programme area and seeks capacity building partners in programme area;
- ii. The Government and donors commit to dedicate resources to further develop the capacities in identified gap-areas with the UNCT (i.e. UNDAF pillars, programme's area, UN programming principles);
- iii. The Government, donors and participating CSOs regard that an integrated capacity development approach and partnership-based model (UNDAF) have the capability to assist the public sector in strengthening their performance and delivering better services in strategic priority areas.

The above hypothesis and its underlying assumptions are understood as UNDAF’s ‘vision”, or theory of change (ToC), graphically represented below.



| ToC Dimensions | QUESTIONS |
|------------------------------|---|
| Change | <ul style="list-style-type: none"> Looking back, did the UNDAF focus on the right issues? Were the outcomes right, the strategic priorities the right ones? Have the resources been sufficient, and allocated at the right level, to effect the expected changes? Is the strategy appropriate to the purpose of the UNDAF? Was there a balance between rural, urban and among islands, in terms of resources used and the scale of change expected? Was there a balance in relation to programming principles? How did COVID-19 affect the UNDAF? Was there any change in strategy? |
| Roles | <ul style="list-style-type: none"> Were the foreseen roles appropriate to deliver UNDAF (at programmatic level) and desired changes (outcomes)? Were there any adjustments on the roles? Is there a need to change the roles on the way forward? Are behaviour changes needed? If yes how? Was there any relevant gap in the partnership? If so, for performing each role? |
| Sphere of influence | <ul style="list-style-type: none"> What are the lessons learned from the UNDAF's delivery to date? Does the partnership enable the ownership of all necessary members? What is the strategy for the management of expectation, from the implementation to the impact of the partnership? |
| Assumptions and risks | <ul style="list-style-type: none"> Did the partnership mitigate the risks? Is there any need for a change in risk management? Where the assumptions made in 2017 the right ones? |
| Context | <ul style="list-style-type: none"> Was there any contextual change that had an impact on the UNDAF strategy and outcomes? What is the expectation for the ways forward? |

3.2 Semi-structured Interview Guides

Following are interview guides for the different groups of stakeholders. The questions that will be addressed with each informant will depend on her/his background in relation to the UNDAF and developments in its implementation and country context. Whenever possible, the guide is sent to informants prior to the meetings with the evaluators, to give them a clear idea of the type of information the evaluators seek from them and to allow them to think through the information they can provide.

The conversation guides was translated into Portuguese.

Conversation Guide

The Cabo Verde United Nations Development Assistance Framework (UNDAF) 2018- 2022 is the instrument that articulates the commitment of the United Nations to support Cabo Verde to realize its development agenda and attainment of the SDGs. The five UNDAF outcomes comprises the following five axes of cooperation: (1) Sustainable development of human capital (2) Sustainable management of natural resources and biodiversity (3) Economic transformation, and sustainable and inclusive growth, (4) Governance, public policy and justice, and (5) Mobilization, coordination, and efficiency of development resources. Fifteen UN agencies are currently participating in UNDAF.

The United Nations Coordination Office in Cabo Verde is, on behalf of the UN Agencies in Cabo Verde, currently performing an independent evaluation of the United Nations Development Assistance Framework (UNDAF) 2018- 2022. The purposes of the evaluation are:

- i. To ensure accountability of UN actions to stakeholders.
- ii. To provide lessons learned and deliver clear recommendations to inform the development of the next cycle.
- iii. To serve for decision making on UN actions and/or partnership at all levels (UNCT, national Government, other UN partners in country, UNDCO and Agencies at regional and global level, etc.).

The evaluation team is composed of Dr. Riselia D. Bezerra (team leader) and Ms. Vanda Medeiros.

The evaluation team can be contacted through the following e-mail address:

undaf.evaluation2021@gmail.com.

The team would like to hear your views on the issues below. We are aware that you may not be able to provide information to all questions in this guide, so please focus on the questions/issues that you feel you have knowledge. Moreover, please feel free to address other aspects and/or topics you feel are important to this evaluation.

Confidentiality

This evaluation will abide by international research codes of practice and ethical guidelines. As such, the evaluators will respect the right of institutions, organisations and individuals to provide information in confidence. This means that information provided will be used and disclosed but the source of information remains anonymous. The evaluators will also take care that statements remain untraceable to informants to protect their anonymity.

3.2.1.1.1 UNCT and National Government

1. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030?
2. Do the UN agencies have any comparative advantages? If so:
 - To what extent they have been utilized in the national context?
 - Does the human resource profile of the UNCT in Cabo Verde promote/hinder any comparative advantage?
3. How adequately has the UN during planning of the UNDAF responded to changes in national priorities and additional requests from drought and national election?
4. How adequately has the UN during implementation of the UNDAF responded to changes in national priorities and additional requests from the pandemic?
5. To what extent did the UNDAF complement other development interventions? Please provide examples. (e.g. interventions implemented by the government NGOs, World Bank, EU, African Development Bank, etc)
6. To what extent did the UNDAF's programming principles align with the national development plans and Agenda 2030?
7. Are the UNDAF's programming principles applied in Cabo Verde?
8. To what extent did UNDAF has contributed to improvements in the following areas:
 - health services and education
 - food security and nutritional services
 - social and child protection services
9. To date, has the UNDAF contributed to improving access and services for women and girls' in the following areas?
 - Health
 - Education
 - Food security and nutritional services
 - Social and child protection services
10. To what extent did UNDAF contribute to improving the local or national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction?
11. To date, did the UNDAF introduce integrated and innovative approaches to sustainable and participative management?
12. Did UNDAF activities target the most vulnerable population in Cabo Verde?
13. To what extent did UNDAF contribute thus far to increasing decent work? (For the youth, women, in urban and rural areas)
14. To what extent did UNDAF contribute to economic transformation in the following sectors: tourism, agriculture and the blue economy. If any, did the contribution benefit women and other vulnerable groups in society?
15. To date, did the UNDAF contribute to the implementation of results based management in public administration? Please provide examples.

16. Has the public administration in Cabo Verde become more gender sensitive? If so, how?
17. Do national and local governments apply gender-lens to public policies, budgeting and spending? If so, how? If not, what are the obstacles?
18. Did the UNDAF contribute to improving access to justice (free legal support), especially for women?
19. To date, has the UNDAF contributed to improving the capacities of the justice system in the following areas?
 - Issues related to women and girls' victims of GBV
 - Unemployed or under-employed youth
 - Corruption cases
 - Detained population, social reinsertion
20. Has the UNDAF promoted reforms that result in responsive and inclusive application of the law? If yes, please give examples.
21. To date, did the UNDAF contributed to improving national/ local capacities for mobilizing and managing partnerships and funding? If yes, how? If no, what are the obstacles?
22. Was there any increase in partnership initiatives and funding mobilized by national/local authorities?
23. To what extent did the UNDAF contribute in the following areas:
 - Improve investment conditions for the diaspora (including remittances).
 - Increase the participation of CSOs in the whole governance cycle.
 - Improve government accountability and transparency.
24. To date, to what extent the UNDAF contributed to changes in the following areas:
 - Implementation of human rights in Cabo Verde? Please provide examples.
 - Achieving gender equity and equality? Please provide examples.
25. Which national/local interventions have been most effective in advancing the rights of women, girls' and other vulnerable groups? (Intervention by the UN, CSOs, government, etc).
26. Which are the main external factors that contributed to the realization or non-realization of the UNDAF outcomes?
27. What have been the main factors contributing/hindering the changes intended by the UNDAF at Program cycle level?
28. Are there any identifiable impacts from the UNDAF? Please provide examples.
29. What do you expect to be accomplished with one more year of UNDAF implementation?
30. To what extent has UNDAF contributed to mutualize synergies within the UN in the following ways? Please give examples.
 - Contribution of the RCO
 - Programming
 - Partnerships and strategic alliances
 - Implementation

- Delivery of results
 - Communication of results
31. Has there been any gap in external partnerships and strategic alliances to plan and deliver the UNDAF?
 32. To what extent did the RCO and UNCT coordination mechanism and synergies with the national government promoted (or challenged) planning, delivery and communication of results?
 33. To date, which UNDAF intended contributions, if any, have been sustainable?
 - Partnerships and resource mobilization.
 - Improved performance in the public sector and civil society to design and deliver policies and programmes in the UNDAF areas.
 - Synergies across social sectors (participation mechanisms in local/national governance and shared accountability).
 - Improvement in public administration.
 - Change in policies, legal frameworks and/or budget to support environment sustainability, human rights (vulnerable groups) and gender equality.
 34. Which are the main factors that can affect the sustainability of the achievements of the UNDAF?
 35. What are your expectations for the way ahead?
 36. What are the three most relevant lessons learned from the planning and implementation of the UNDAF?

3.2.1.1.2 Donors and other international development partners

- iv. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030?
 - v. Do the UN agencies have any comparative advantages? If so:
 - To what extent they have been utilized in the national context?
 - Does the human resource profile of the UNCT in Cabo Verde promote/hinder any comparative advantage?
1. How adequately has the UN during planning of the UNDAF responded to changes in national priorities and additional requests from drought and national election?
 2. How adequately has the UN during implementation of the UNDAF responded to changes in national priorities and additional requests from the pandemic?
 3. To what extent did the UNDAF complement other development interventions? Please provide examples. (e.g. interventions implemented by the government NGOs, World Bank, EU, African Development Bank, etc)
 4. To what extent did the UNDAF's programming principles align with the national development plans and Agenda 2030?
 5. Are the UNDAF's programming principles applied in Cabo Verde? (Human rights and gender equality, Results based management, Environmental sustainability and capacity development)
 6. To what extent did UNDAF has contributed to improvements in the following areas:

- health services and education
 - food security and nutritional services
 - social and child protection services
7. To date, has the UNDAF contributed to improving access and services for women and girls' in the following areas?
 - Health
 - Education
 - Food security and nutritional services
 - Social and child protection services
 8. To what extent did UNDAF contribute to improving the local or national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction?
 9. To date, did the UNDAF introduce integrated and innovative approaches to sustainable and participative management?
 10. Did UNDAF activities target the most vulnerable population in Cabo Verde?
 11. To what extent did UNDAF contribute thus far to increasing decent work? (For the youth, women, in urban and rural areas)
 12. To what extent did UNDAF contribute to economic transformation in the following sectors: tourism, agriculture and the blue economy. If any, did the contribution benefit women and other vulnerable groups in society?
 13. To date, did the UNDAF contribute to the implementation of results based management in public administration? Please provide examples.
 14. Has the public administration in Cabo Verde become more gender sensitive? If so, how?
 15. Do national and local governments apply gender-lens to public policies, budgeting and spending? If so, how? If not, what are the obstacles?
 16. Did the UNDAF contribute to improving access to justice (free legal support), especially for women?
 17. To date, has the UNDAF contributed to improving the capacities of the justice system in the following areas?
 - Issues related to women and girls' victims of GBV
 - Unemployed or under-employed youth
 - Corruption cases
 - Detained population, social reinsertion
 18. Has the UNDAF promoted reforms that result in responsive and inclusive application of the law? If yes, please give examples.
 19. To date, did the UNDAF contributed to improving national/ local capacities for mobilizing and managing partnerships and funding? If yes, how? If no, what are the obstacles?
 20. Was there any increase in partnership initiatives and funding mobilized by national/local authorities?
 21. To what extent did the UNDAF contribute in the following areas:

- Improve investment conditions for the diaspora (including remittances).
 - Increase the participation of CSOs in the whole governance cycle.
 - Improve government accountability and transparency.
22. To date, to what extent the UNDAF contributed to changes in the following areas:
- Implementation of human rights in Cabo Verde? Please provide examples.
 - Achieving gender equity and equality? Please provide examples.
23. Which national/local interventions have been most effective in advancing the rights of women, girls' and other vulnerable groups? (Intervention by the UN, CSOs, government, etc).
24. Which are the main external factors that contributed to the realization or non-realization of the UNDAF outcomes?
25. What have been the main factors contributing/hindering the changes intended by the UNDAF at Program cycle level?
26. Are there any identifiable impacts from the UNDAF? Please provide examples.
27. What do you expect to be accomplished with one more year of UNDAF implementation?
28. To date, which UNDAF intended contributions h, if any, have been sustainable? Please address the areas which you can comment:
- Partnerships and resource mobilization.
 - Improved performance in the public sector and civil society to design and deliver policies and programmes in the UNDAF areas.
 - Synergies across social sectors (participation mechanisms in local/national governance and shared accountability).
 - Improvement in public administration.
 - Change in policies, legal frameworks and/or budget to support environment sustainability, human rights (vulnerable groups) and gender equality.
29. Which are the main factors that can affect the sustainability of the achievements of the UNDAF?
30. What are your expectations for the way ahead?
31. What are the three most relevant lessons learned from the planning and implementation of the UNDAF?

3.2.1.1.3 Municipalities and CSOs implementing UNDAF programmes

1. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030?
2. Do the UN agencies have any comparative advantages? If so:
 - To what extent they have been utilized in the national context?
 - Does the human resource profile of the UNCT in Cabo Verde promote/hinder any comparative advantage?

3. How adequately has the UN during implementation of the UNDAF responded to changes in national priorities and additional requests from the pandemic?
4. To what extent did the UNDAF complement other development interventions? Please provide examples. (e.g. interventions implemented by the government NGOs, World Bank, EU, African Development Bank, etc)
5. Are the UNDAF's programming principles applied in Cabo Verde? (Human rights and gender equality, Results based management, Environmental sustainability and capacity development)
6. To what extent did UNDAF has contributed thus far to improvements in the following areas:
 - health services and education
 - food security and nutritional services
 - social and child protection services
7. To date, has the UNDAF contributed to improving access and services for women and girls' in the following areas?
 - Health
 - Education
 - Food security and nutritional services
 - Social and child protection services
8. To what extent did UNDAF contribute to improving the local or national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction?
9. To date, did the UNDAF introduce integrated and innovative approaches to sustainable and participative management?
10. Did UNDAF activities target the most vulnerable population in Cabo Verde?
11. To what extent did UNDAF contribute thus far to increasing decent work? (For the youth, women, in urban and rural areas)
12. To what extent did UNDAF contribute to economic transformation in the following sectors: tourism, agriculture and the blue economy. If any, did the contribution benefit women and other vulnerable groups in society?
13. To date, did the UNDAF contribute to the implementation of results based management in public administration? Please provide examples.
14. Has the public administration in Cabo Verde become more gender sensitive? If so, how?
15. Do national and local governments apply gender-lens to public policies, budgeting and spending? If so, how? If not, what are the obstacles?
16. Did the UNDAF contribute to improving access to justice (free legal support), especially for women?
17. To date, has the UNDAF contributed to improving the capacities of the justice system in the following areas?
 - Issues related to women and girls' victims of GBV
 - Unemployed or under-employed youth
 - Corruption cases

- Detained population, social reinsertion
18. Has the UNDAF promoted reforms that result in responsive and inclusive application of the law? If yes, please give examples.
 19. To date, did the UNDAF contributed to improving national/ local capacities for mobilizing and managing partnerships and funding? If yes, how? If no, what are the obstacles?
 20. Was there any increase in partnership initiatives and funding mobilized by national/local authorities?
 21. To what extent did the UNDAF contribute in the following areas:
 - Improve investment conditions for the diaspora (including remittances).
 - Increase the participation of CSOs in the whole governance cycle.
 - Improve government accountability and transparency.
 22. To date, to what extent the UNDAF contributed to changes in the following areas:
 - Implementation of human rights in Cabo Verde? Please provide examples.
 - Achieving gender equity and equality? Please provide examples.
 23. Which national/local interventions have been most effective in advancing the rights of women, girls and other vulnerable groups? (Intervention by the UN, CSOs, government, etc).
 24. Which are the main external factors that contributed to the realization or non-realization of the UNDAF outcomes?
 25. What have been the main factors contributing/hindering the changes intended by the UNDAF at Program cycle level?
 26. Are there any identifiable impacts from the UNDAF? Please provide examples.
 27. What do you expect to be accomplished with one more year of UNDAF implementation?
 28. To date, which UNDAF intended contributions h, if any, have been sustainable? Please address the areas which you can comment:
 - Partnerships and resource mobilization.
 - Improved performance in the public sector and civil society to design and deliver policies and programmes in the UNDAF areas.
 - Synergies across social sectors (participation mechanisms in local/national governance and shared accountability).
 - Improvement in public administration.
 - Change in policies, legal frameworks and/or budget to support environment sustainability, human rights (vulnerable groups) and gender equality.
 29. Which are the main factors that can affect the sustainability of the achievements of the UNDAF?
 30. What are your expectations for the way ahead?
 31. What are the three most relevant lessons learned from the planning and implementation of the UNDAF?

3.2.1.1.4 CSOs and others not implementing UNDAF programmes

1. To what extent did the UNDAF priorities align with the national development plans (PEDS) and Agenda 2030?
2. Do the UN agencies have any comparative advantages? If so:
3. To what extent they have been utilized in the national context?
4. Does the human resource profile of the UNCT in Cabo Verde promote/hinder any comparative advantage?
5. To what extent did the UNDAF complement other development interventions? Please provide examples. (e.g. interventions implemented by the government NGOs, World Bank, EU, African Development Bank, etc)
6. Are the UNDAF's programming principles applied in Cabo Verde? (Human rights and gender equality, Results based management, Environmental sustainability and capacity development)
7. To what extent did UNDAF contribute to improvements in the following areas, particularly for women and other vulnerable groups:
 - Health services and education
 - Food security and nutritional services
 - Social and child protection services
8. To what extent did UNDAF contribute to improving the local or national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction?
9. To date, did the UNDAF introduce integrated and innovative approaches to sustainable and participative management?
10. Did UNDAF activities target the most vulnerable population in Cabo Verde?
11. To what extent did UNDAF contribute thus far to increasing decent work? (For the youth, women, in urban and rural areas)
12. To what extent did UNDAF contribute to economic transformation in the following sectors: tourism, agriculture and the blue economy. If any, did the contribution benefit women and other vulnerable groups in society?
13. Has the public administration in Cabo Verde become more efficient and gender sensitive? If so, how? If not, what are the obstacles?
14. Do national and local governments apply gender-lens to public policies, budgeting and spending? If so, how? If not, what are the obstacles?
15. Did the UNDAF contribute to improving access to justice (free legal support)?
16. To date, has the UNDAF contributed to improving the capacities of the justice system in the following areas?
 - Issues related to women and girls victims of GBV
 - Unemployed or under-employed youth
 - Corruption cases
 - Detained population, social reinsertion
17. Has the UNDAF promoted reforms that result in responsive and inclusive application of the law? If yes, please give examples.

18. Was there any increase in partnership initiatives and funding mobilized by national/local authorities?
19. To what extent did the UNDAF contribute to the following areas:
 - Improve investment conditions for the diaspora (including remittances).
 - Increase the participation of CSOs in the whole governance cycle.
20. Improve government accountability and transparency.
21. To date, to what extent the UNDAF contributed to changes in the following areas:
22. Implementation of human rights in Cabo Verde? Please provide examples.
23. Achieving gender equity and equality? Please provide examples.
24. Which national/local interventions have been most effective in advancing the rights of women, girls and other vulnerable groups? (Intervention by the CSOs, government, etc).
25. Which are the main external factors that contributed to the realization or non-realization of the UNDAF outcomes?
26. Are there any identifiable impacts from the UNDAF? Please provide examples.
27. What do you expect to be accomplished with one more year of UNDAF implementation?
28. Which are the main factors that can affect the sustainability of the achievements of the UNDAF?
29. What are your expectations for the way ahead?
30. What are the lessons learned from the planning and implementation of the UNDAF?

3.3 Online Survey

Online survey - Evaluation of UNDAF 2018-2022 Cabo Verde

1) Please write the name of your municipality, organisation or institution:

2) State your name:

3) Select your stakeholder group:*

- UNCT
- National Government institution
- Municipal authority
- Non-profit organisation (CSO, NGO)
- Private sector organisation

4) Select the name of the island where your municipality, organization or institution is located.*

- Boa Vista
- Brava
- Fogo
- Maio
- Sal
- Santa Luzia
- Santiago
- Santo Antão
- São Nicolau
- São Vicente

5) Has your organisation, municipality or institution implemented any project or programme within the scope of the UNDAF?*

- Yes
- No
- Don't know

6) Do the UNDAF priorities align well with the national development plans (PEDS) and Agenda 2030?

Please select the topic(s) where you think there is good alignment.*

- Access to quality health and education.
- Access to food security and nutritional services.
- Social and child protection services.
- 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.
- Increase in decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development.
- Improved system of democratic governance and public administration that is more effective, transparent, participative, and gender sensitive.

Increased human security and a responsive and inclusive justice system and law application institutions.

Improved national and local capacities for the mobilization, coordination and efficient management of partnerships and funding for development.

None of the above

Don't know

7) Do the UN agencies have any comparative advantages? If yes, which?*

Yes (Please provide examples)

No

Don't know

8) How strongly do UN organizations systematically apply the principles of universality and of Leaving No One Behind?*

Not at all

Weakly

Reasonably well

Very well

Don't know

9) To what extent have the special mandates (specialisations) of UN agencies benefited the country?*

Not at all

Some

Greatly

Don't know

10) The UN contribution to Cabo Verde is in the form of grants (as opposed to loans).

In your opinion, this is:

Essential

Useful but not critical

Not significant

11) During the planning phase of the UNDAF, how well did the UN adapt to changes in national priorities and additional requests arising from events such as drought, national elections and health crises?

Choose the option below that fits best.

Not at all

The UN adapted partly but not sufficiently

The UN fully adapted to requests

12) Since implementation of the UNDAF began, how well did the UN adapt to changes in national priorities and the additional requests arising from events such as drought, national elections and health crises?

Choose the option below that fits best.

- Not at all
- The UN adapted partly but not sufficiently
- The UN fully adapted to requests

13) To what extent did the UNDAF complement other development interventions?

Note: interventions implemented by the government and other partners (e.g. NGOs, World Bank, EU, African Development Bank, etc)*

- Not at all
- Some interventions clashed with others e.g. competition for resources or conflicting goals
- There was some unnecessary duplication
- There was little or no duplication but there were some missed opportunities for coordination
- UNDAF complemented other development interventions quite well
- Don't know

Examples supporting your assessment would be most welcome.

14) How well did the UNDAF apply its programming principles?*

| | Not at all | Weakly | Fairly well | Very well | Don't know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Human rights | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Accountability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Environmental sustainability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gender equality and empowerment of women | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Leave no one behind | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15) To what extent did UNDAF contribute to improving:*

| | Not at all | Weakly | Fairly well | Very well | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Access to health services? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Access to education? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | |
|---|-----|-----|-----|-----|-----|
| Food security and nutritional services? | () | () | () | () | () |
| Access to social and child protection services? | () | () | () | () | () |

16) Specifically for women and girls, to what extent did UNDAF contribute to improving:*

| | Not at all | Weakly | Fairly well | Very well | Don't know |
|---|-------------------|---------------|--------------------|------------------|-------------------|
| Access to health services? | () | () | () | () | () |
| Access to education ? | () | () | () | () | () |
| Food security and nutritional services? | () | () | () | () | () |
| Access to social and child protection services? | () | () | () | () | () |

17) Did UNDAF improve the local or national capacity to manage natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction?*

- Improved local capacity
- Improved national capacity
- No
- Don't know

Please provide example(s)

18) Did UNDAF introduce integrated or innovative approaches to sustainable and participative management?*

- In the public sector
- In civil society
- In the private sector
- No
- Don't know

19) Which of the groups below did UNDAF activities target?

Select all that apply.

- Food insecure people
- Girls and women

- Vulnerable children
- Young NEET (neither in employment nor in education and training)
- Elderly people without income or access to care
- Immigrants from the African continent
- Disabled people
- People deprived of liberty
- Minorities by sexual orientation or gender identity
- Other (specify): _____*
- None

20) To what extent did UNDAF contribute to creating decent work?*

| | No significant contribution | Some contribution | Strong contribution | Don't know |
|----------------|-----------------------------|-------------------|---------------------|------------|
| For youth | () | () | () | () |
| For women | () | () | () | () |
| In urban areas | () | () | () | () |
| In rural areas | () | () | () | () |

21) To what extent did UNDAF contribute to economic transformation in the following sectors: tourism, agriculture and the blue economy.*

| | No significant contribution | Some contribution | Strong contribution | Don't know |
|--------------|-----------------------------|-------------------|---------------------|------------|
| Tourism | () | () | () | () |
| Agriculture | () | () | () | () |
| Blue economy | () | () | () | () |

22) In which of these economic areas did specifically women and other vulnerable groups benefit? Choose all that apply*

- Tourism
- Agriculture
- Blue economy
- None

Don't know

23) To date, to what extent has the UNDAF contributed to the implementation of *Results Based Management* in public administration?

*

- No significant contribution
- Some contribution
- Much contribution
- Don't know

24) Has the public administration in Cabo Verde become more gender sensitive?

- Yes
- No
- Don't know

25) Does the national government apply gender-lens to the following areas:*

| | Yes | No | Don't know |
|-----------------|--------------------------|--------------------------|--------------------------|
| Public policies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Budgeting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Spending | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

26) Do local governments apply gender-lens to the following:*

| | Yes | No | Don't know |
|-----------------|--------------------------|--------------------------|--------------------------|
| Public policies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Budgeting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Spending | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

27) Did the UNDAF contribute to improving access to justice (free legal support)?*

- Not significantly
- Some improvement
- Strong improvement
- Don't know

28) Did the UNDAF contribute to improving women’s access to justice (free legal support)?*

- Not significantly
- Some improvement
- Strong improvement
- Don't know

29) To date, has the UNDAF contributed to improving the capacities of the justice system in the following areas?*

| | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|
| Issues related to women and girls victims of gender-based violence | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Unemployed or under-employed youth | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Corruption cases | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Detained population, social reinsertion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Migrants/refugees/displaced? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

30) Has the UNDAF promoted reforms that result in responsive and inclusive application of the law?

- *
- Yes
 - No
 - Don't know

31) To date, has the UNDAF contributed to improving national / local capacities for mobilizing and managing partnerships and funding for implementing the SDGs/PEDS?*

- Yes, at local level
- Yes, at national level
- No
- Don't know

32) Was there any increase in partnership initiatives and funding mobilized by local authorities?*

- Yes
- No

() Don't know

33) To what extent did the UNDAF contribute to improvement in the following areas:*

| | No significant contribution | Some contribution | Strong contribution | Don't know |
|--|-----------------------------|-------------------|---------------------|------------|
| Investment conditions for the diaspora (incl. remittances) | () | () | () | () |
| Participation of CSOs in the whole governance cycle | () | () | () | () |
| Government accountability and transparency | () | () | () | () |

34) To date, to what extent did the UNDAF contribute to changes in the following areas:*

| | No significant contribution | Some contribution | Strong contribution | Don't know |
|---|-----------------------------|-------------------|---------------------|------------|
| Implementation of human rights in Cabo Verde? | () | () | () | () |
| Achieving gender equity and equality? | () | () | () | () |

35) Please mention any intervention(s) by the UN, CSOs, government, etc that has been particularly effective in advancing the rights of women, girls and other vulnerable groups.

36) To date, to what degree has UNDAF improved sustainability in the following areas:

| | Not significantly | Somewhat | Greatly |
|--|-------------------|----------|---------|
| Partnerships and resource mobilization for SDG achievements | () | () | () |
| Improved performance in the public sector and civil society to design and deliver policies and programmes in the UNDAF pillars | () | () | () |

| | | | |
|--|-----|-----|-----|
| Synergies across social sectors (participation mechanisms in local/national governance and shared accountability) | () | () | () |
| Improvement in public administration | () | () | () |
| Change in policies, legal frameworks and/or budget to support environment sustainability, human rights (vulnerable groups) and gender equality | () | () | () |

37) With respect to the sustainability of the UNDAF's achievements, how do you rate the following threats:*

| | High | Medium | Low | None | Don't know |
|---|------|--------|-----|------|------------|
| Insufficient public funding | () | () | () | () | () |
| Lack of technical capacity | () | () | () | () | () |
| Unexpected events (e.g. disaster, pandemic) | () | () | () | () | () |
| Cultural and social behaviours | () | () | () | () | () |
| Corruption | () | () | () | () | () |
| Lack of political will | () | () | () | () | () |
| Did not reach those who most needed | () | () | () | () | () |
| There have been no achievements to be sustained | () | () | () | () | () |

38) With respect to the success of the UNDAF to date, how do you rate the contribution of these factors:*

| | Seriously deficient | Unsatisfactory | Adequate | Good | Excellent | Don't know |
|--|---------------------|----------------|----------|------|-----------|------------|
| | | | | | | |

| | | | | | | |
|--|-----|-----|-----|-----|-----|-----|
| Leadership of the RCO and process management | () | () | () | () | () | () |
| Effectiveness in planning interventions | () | () | () | () | () | () |
| Efficiency of implementation | () | () | () | () | () | () |
| Selection of partnerships | () | () | () | () | () | () |
| Management of partnerships | () | () | () | () | () | () |
| Funding level | () | () | () | () | () | () |
| Exploiting opportunities that arose | () | () | () | () | () | () |
| Management of identified risks | () | () | () | () | () | () |
| Management of unexpected situations/events | () | () | () | () | () | () |
| Capacity of local/national government and/or public administration | () | () | () | () | () | () |
| Cultural and social behaviours | () | () | () | () | () | () |

39) Has there been any gap in external partnerships and/or strategic alliances to plan and deliver the UNDAF?

*

() Yes

() No

() Don't know

If yes, which?

40) The UNDAF funds many capacity building activities. According to your experience, please rate the efficiency of these activities in improving the capacities of your institution or organisation.

*

| | Highly efficient | Need some improvement | Very ineffective | Do not apply | Don't know |
|--|-------------------------|------------------------------|-------------------------|---------------------|-------------------|
| Training programmes | () | () | () | () | () |
| Provision of technical assistance from UN Agencies | () | () | () | () | () |
| Provision of technical assistance from consultants and experts | () | () | () | () | () |
| Organization of meetings and consultations (e.g. technical, participatory mechanisms and events) | () | () | () | () | () |
| Production and dissemination of information, sensitization and advocacy materials and campaigns | () | () | () | () | () |
| Support to the implementation of pluriannual plans and network facilitation | () | () | () | () | () |
| Production/revision of studies, | () | () | () | () | () |

| | | | | | |
|--|-----|-----|-----|-----|-----|
| diagnostics, evaluations, plans, protocols, regulations, codes, laws, strategies | | | | | |
| Provision of equipment and materials | () | () | () | () | () |

41) Help make UNDAF better: what should change? What was missed? What was done wrong? What worked very well and should be scaled up? What lessons should be learnt?

42) Which of these do you expect to see happen in the next year of UNDAF implementation? Choose all that apply.

- Approval of important public policies and/or laws
- Improvement in social and economic indicators
- Improved work conditions for youth and/or women
- Improved disaster risk management and/or climate resilience
- Increased availability of sustainable energy
- Insufficient funding to implement desired interventions
- Nothing at all

43) Which of these do you expect to see happen in the next year of UNDAF implementation? (In order of priority, where 1= the highest priority)

- _____ Human capital development
- _____ The blue economy (especially blue/green job creation)
- _____ Energy and climate change
- _____ Socioeconomic and political inclusion and gender equality
- _____ Localisation: Reinforce the capacities of municipalities to promote the revitalization and integration of local economies
- _____ Negotiation and debt relief

Comments:

4 Thank You!

5 UNDAF Results Framework

The table below presents the UNDAF's pillars, outcomes and indicators, including baseline and targets. It also shows the leading UN agencies.

| PEOPLE SUSTAINABLE DEVELOPMENT OF HUMAN CAPITAL | | | | | | | |
|---|-------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------|------------------------------------|
| Outcome 1.1 By 2022, the population of Cabo Verde, particularly the most vulnerable, have improved access to, and use more, quality health, education, food security and nutritional services, and benefit more from social and child protection services, that are inclusive and gender sensitive, throughout life cycle. | | | | | | | |
| INDICATOR | Lead Agency | Baseline | 2018 | 2019 | 2020 | Status as of 30-09-2021 | Target (BY 2022) |
| Indicator 1.1.1: Prevalence of anemia in children 0-5 years (by municipality) | UNICEF | 52.40% | 42,7 (42,3 Male; 43 Female) | 42,7 (42,3 Male; 43 Female) | 42,7 (42,3 Male; 43 Female) | No data reported | 39% |
| Indicator 1.1.2: Rate of adolescent pregnancy (15-19 years) | UNFPA | 14% | 17.8 | 17.8 | 17.8 | No data reported | 10% |
| Indicator 1.1.3: Rate of consumption of psychoactive substances | UNODC | Alcohol 63.5% (W: 28%, M: 67%), other drugs 7.6% (W: 2.5%, M: 14%) | No data reported | No data reported | No data reported | No data reported | Alcohol 61.5%, other drugs 6.8% |
| Indicator 1.1.4: Universal Health coverage index | WHO | 60% | No data reported | No data reported | No data reported | No data reported | 70% |

| | | | | | | | |
|---|---------------|--|---|---|------------------|------------------|--|
| Indicator 1.1.5: Population with access to integrated care services (by sex and age) | UNICEF | 0 | No data reported | No data reported | No data reported | No data reported | TBD in the first year of UNDAF implementation (was never defined) |
| Indicator 1.1.6: Rate of access to pre-school education (by sex and area of residence) | UNICEF | 85,1% (female 84,4%; male 85,9%) | 81% (female 83%; male 79%) | 81,6% (female 83,6%; male 79,6%) | No data reported | No data reported | 100% |
| Indicator 1.1.7: Percentage of children with satisfactory learning outcomes in Maths and Portuguese at end of primary school. | UNICEF | Maths 34.8%, Portuguese 30.2% | Maths: 42% Portuguese: No data reported | Maths: 42,9% Portuguese: No data reported | No data reported | No data reported | Maths and Portuguese 66% |
| Indicator 1.1.8: Number of children at risk of exclusion, reached by the child protection system (including public and NGO institutions) | UNICEF | 2800 | No data reported | No data reported | No data reported | No data reported | 3600 |
| Indicator 1.1.9: Gap between the reported cases of sexual abuse of children and the cases with adequate follow up, in line with national standards. | UNICEF | 40% | No data reported | No data reported | No data reported | No data reported | 25% |
| Indicator 1.1.10: Proportion of vulnerable persons receiving benefits (by sex, age, and area of residence, if possible) | ILO | TBD in the first year of UNDAF implementation (was never defined) | No data reported | No data reported | No data reported | No data reported | TBD in the first year of UNDAF implementation (was never defined) |

| | | | | | | | |
|--|-------------------|------------------------------|------------------|------------------|------------------|------------------|---|
| Indicator 1.1.11: Prevalence of undernourishment | FAO | 9,4% | No data reported | No data reported | No data reported | No data reported | <2,5% |
| Indicator 1.1.12: Number of families in food insecurity (disaggregated by household sex and area of residence) | FAO | 20% | No data reported | No data reported | No data reported | No data reported | 10% |
| PLANET SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND BIODIVERSITY | | | | | | | |
| Outcome 2.1 By 2022, the population of Cabo Verde, 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 | | | | | | | |
| Indicator 2.1.1: Proportion of municipalities that incorporate and implement principles of sustainable and gender based urban development in the planning process | UN HABITAT | 1% | 0 | 0 | No data reported | No data reported | 5% |
| Indicator 2.1.2: CO2 emissions per unit of additional value Baseline: Target: TBD | UNDP | 306.80 Gg of CO2 (2010 INMG) | 0 | 0 | No data reported | No data reported | TBD in the first year of UNDAF implementation (was never defined) |
| Indicator 2.1.3: % of selected municipalities that integrate resilience and adaptive capacity to climate-related hazards and natural disasters in their development strategies | UNDP | 0 | 0 | 14 | 91% | No data reported | 50% |

| | | | | | | | |
|---|--------------|---|------------------|------------------|------------------|------------------|--|
| Indicator 2.1.4: Rate of integration of renewable energy for electricity production Baseline: 20% Target: TBD – Sectorial Master Plan in preparation, 2017. Data Source: National Directorate of Energy, Industry and Commerce annual report Indicator | UNIDO | 20% | 20.3% | No data reported | No data reported | No data reported | TBD – Plano Director Sectorial em preparação, 2017, 22% (2022) (was never defined) |
| Indicator 2.1.5: Annual total financing for marine and terrestrial biodiversity/protected areas system Baseline: TBD Target: +30% Data source: Annual reports by National Directorate of Environment and Protected Areas Management Unit annual reports | UNDP | 0 | 0 | 0 | No data reported | No data reported | 30% |
| PROSPERITY ECONOMIC TRANSFORMATION AND SUSTAINABLE AND INCLUSIVE GROWTH | | | | | | | |
| Outcome 3.1 By 2022, the population of Cabo Verde of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development. | | | | | | | |
| Indicator 3.1.1: Proportion of population living below the national poverty line, by sex, age, area of residence (and nationality) | UNDP / UNFPA | 35% | No data reported | No data reported | No data reported | No data reported | 30% |
| Indicator 3.1.2: Number of Informal Production Unit by activity sector, gender and age of owner | ILO | 33,228 (W: 20,767, M: 12,460 – IMC: Module - Non-agricultural informal sector - 2015) | 0 | No data reported | No data reported | No data reported | decrease by 15,000 IPU (2022) |

| | | | | | | | |
|--|-------------------|--|---------------------------|---|---|---|---|
| Indicator 3.1.3: Unemployment rate (over 15 years) by sex, age and area of residence | ILO | 15% (W: 17.4%, M: 12.9%) | 0 | No data reported | No data reported | No data reported | 10% |
| Indicator 3.1.4: Time spent on unpaid work (home and care) by sex, age and area of residence. | UN WOMEN | 52:09 h:mm weekly (W: 62:52, M: 38:10) - IMC 2012 - Module Time and Unpaid Work in Cabo Verde) | Unpaid work Female: 63:00 | No data reported (UNV closed its country programme in 2018) | No data reported (UNV closed its country programme in 2018) | No data reported (UNV closed its country programme in 2018) | W: 58:52 (2021) |
| Indicator 3.1.5: Proportion of jobs in selected sectors (Agriculture, Fisheries, Industry, and Tourism) out of total jobs. Baseline: Target: TBD Data Source: | FAO / UNIDO / ILO | Agriculture (TBD), Fisheries (TBD), Industry 9.9%, Accommodation and Restaurant (Tourism) 7,8% | No data reported | No data reported | No data reported | No data reported | Agriculture (6%), Fisheries (14%), Industry (TBD), Accommodation and Restaurant (tourism) (TBD) |
| Indicator 3.1.6: Proportion of jobs in green economy and blue economy out of total jobs. Baseline: TBD Target: TBD Data Source: TBD | ILO / FAO | TBD (was never defined) | No data reported | No data reported | No data reported | No data reported | TBD (was never defined) |
| PEACE GOVERNANCE, PUBLIC POLICIES AND JUSTICE | | | | | | | |
| Outcome 4.1 By 2022, the population of Cabo Verde benefit from a system of democratic governance and public administration that is more effective, transparent, participative, and gender sensitive | | | | | | | |
| Indicator 4.1.1: Number of National and Local Government Programmes elaborated and implemented with results-based management approach and gender sensitive | UNDP | National 0, Municipality 0, Islands 0 | 9 | 9 | 21 | No data reported | National 1, Municipality 12, Islands 3 |

| | | | | | | | |
|--|-----------------|---|--|---|---|---|--------------------------------------|
| Indicator 4.1.2: Percentage of gender-sensitive local and national budget lines | UN WOMEN | 0% | 13% | No data reported <i>(UNV closed its country programme in 2018)</i> | No data reported <i>(UNV closed its country programme in 2018)</i> | No data reported <i>(UNV closed its country programme in 2018)</i> | 70% of programmes with gender marker |
| Indicator 4.1.3: Percentage of women elected to Parliament and Local Government | UN WOMEN | Parliament 23.6%, Local Government: 26.3% | Parliament 23%, Local Government: 26% | No data reported <i>(UNV closed its country programme in 2018)</i> | No data reported <i>(UNV closed its country programme in 2018)</i> | No data reported <i>(UNV closed its country programme in 2018)</i> | 40,3% |
| Indicator 4.1.4: Number of Functional Participation Mechanisms for the identification of priorities or public policies, at national et local level | UNDP | National 3, Local 0 | 7 | 7 | 26 | No data reported | National 4, Local 8 |
| Indicator 4.1.5: Victimization Rate on Corruption Crime in the Public Sector | UNODC | 3.5% | No data reported | No data reported | No data reported | No data reported | 2.8% |
| Outcome 4.2 By 2022, the population of Cabo Verde population, particularly women, youth and children, benefit from increased human security, improved social cohesion, and a responsive and inclusive justice system and law application institutions, that lead to the fulfilment of human right | | | | | | | |
| Indicator 4.2.1: General Crime Rate | UNODC | 1.8% | No data reported | No data reported | No data reported | No data reported | 1.5% |

| | | | | | | | |
|---|-----------------|---|------------------|---|------------------|---|--|
| Indicator 4.2.2: Proportion of women and girls who are victims of GBV (by age, and area of residence) | UN WOMEN | 20.3% (15-19: 14,9%, 20-29: 23,8%, 30-39: 25,8%, 40-49: 14,8%) | No data reported | No data reported <i>(UNV closed its country programme in 2018)</i> | 22% | No data reported <i>(UNV closed its country programme in 2018)</i> | 13.3% |
| Indicator 4.2.3: Victimization Rate by Type of Crime | UNDOC | (W: 60%, M:40%) - Theft: 1.1%; Personal property theft/robbery: 3.8%; Assaults/Threats: 1.4%; Sexual Assault (Only Women): 0.8%; Deception: 14.1% | No data reported | No data reported | No data reported | No data reported | Target: Theft: 0.8%; Personal property theft: 3.0%; Assaults/Threats: 1.0% Sexual Assault (Only Women): 0.5%; Deception: 10.1% |
| Indicator 4.2.4: % of UPR (Universal Periodic Review) recommendations implemented | UNDP | 57% | 67% | 77% | 77% | No data reported | 90% |
| Indicator 4.2.5: % of court cases with free legal support Baseline: 10% Target: 25% Data Source: | UNDP | 10% | 23% | 23% | 13% | No data reported | 25% |
| Indicator 4.2.6: Proportion of pre-trial prisoners to total prison population | UNDOC | 17% | No data reported | No data reported | No data reported | No data reported | 14% |

| | | | | | | | |
|--|--------|----------------------------|------------------|------------------|------------------|------------------|----------------------------|
| Indicator 4.2.7: Number of children and youth in detention centres | UNICEF | 217 per year | 217 | 293 | 305 | No data reported | 150 per year |
| PARTNERSHIP MOBILIZATION, COORDINATION AND EFFECTIVENESS OF DEVELOPMENT RESOURCES | | | | | | | |
| Outcome 5.1 By 2022, Cabo Verde has improved national and local capacities for the mobilization, coordination and efficient management of partnerships and funding for development, including South-South, triangular, and decentralized cooperation, and that contribute to the achievement of the SDG | | | | | | | |
| Indicator 5.1.1: Functionality of a Resource Mobilization and Partnership Development mechanism | UNDP | NO | YES | YES | YES | No data reported | 1 functional mechanism |
| Indicator 5.1.2: Number of formal signed partnership agreements (south-south, triangular) | UNDP | 0 | 1 | 1 | 1 | No data reported | 3 (2020), 4 (2022) |
| Indicator 5.1.3: Ratio of diaspora investment out of total investment Baseline: TBD Target: TBD Data Source: Ministry of Foreign Affairs and Communities and Ministry of Finance reports Indicator | UNDP | TBD (was never defined) | No data reported | No data reported | No data reported | No data reported | TBD (was never defined) |

| | | | | | | | |
|--|------|----------------------------|---|---|---|------------------|----------------------------|
| Indicator 5.1.4: Number of CSOs (Civil Society Organisations) that participate in the formulation and monitoring of development plans, budgets and public policies | UNDP | TBD (was never defined) | 4 | 4 | 6 | No data reported | TBD (was never defined) |
| Indicator 5.1.5: Number of national SDGs progress reports submitted | UNDP | 0 | 1 | 1 | 1 | No data reported | 4 |

6 Works cited

The evaluation team conducted an in-depth document review comprising a large body of documents provided by the UN agencies ([Repository - Cabo Verde UNDAF Evaluation 2021 – Google Drive](#)), the Government and the development partners. The team also conducted web-based research, and document review, on UNDAF related documents. This section only provides the documents cited in the report.

Alberto Nuñez, Melissa Costa, António Cabo, Independent Country Program Evaluation Cabo Verde (first draft), January 2022.

Audit of the State of Readiness for the Implementation of the 2030 Agenda” (Auditoria do Estado de Preparação para a Implementação da Agenda 2030). Court of Audit, December 2021.

Banco de Cabo Verde "Attachment, National Economic and Financial Indicators”, December 2021.

Diagnostic study to better understand informal employment in Domestic Work and, in the formal sector of the Tourism, Hotel and Restaurant sectors, in Cabo Verde (“*Estudo de diagnóstico para melhor compreender o emprego informal no Trabalho Doméstico e, no setor formal dos ramos de Turismo, Hotelaria e Restauração, em Cabo Verde*”). Observatório de Mercado de Trabalho (Observatório/OIT/INE partnership), 30 November 2021.

United Nations Cabo Verde, Gender Analyses Report, JO Cabo Verde, November 2021.

United Nations Cabo Verde, Financial Analysis of Cabo Verde Joint Office, Programme Portfolio, November 2021.

Management and Accountability Framework (MAF), UN Sustainable Development Group, 15 September 2021.

Leave No One Behind Assessment (LNOB) in Cabo Verde (*Avaliação Não Deixar Ninguém Para Trás Cabo Verde*), United Nations, August, 2021.

Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development, National Directorate of Planning, Ministry of Finance. Cabo Verde, June 2021.

Cabo Verde Common Country Analysis 2020, United Nations, April 2021.

UN Cabo Verde Country Results Reports 2020, United Nations, April 2021.

Statistics Employment and Labour Market in Cabo Verde, IMC 2020, INE, May 2021.

Cabo Verde: 2020 Update to the first Nationally Determined Contribution (NDC). Ministry of Agriculture and Environment, Praia, February 2021.

Fonseca, Ana Monteiro; Deolinda; Lekhrajmal, Diva and Martins, Sergio Paganini (2020): Joint External Evaluation of Key RSI Capabilities (*Avaliação externa conjunta das principais capacidades do RSI da República de Cabo Verde: relatório de missão - 4-8 novembro 2019*). WHO, November.

Topliyski, Ana; Labrunie, Isis; Cruz, Deborah, Sousa Nardi, Tavares Eveline (2020): Mapping Cabo Verde's Civil Society (*Mapeamento da Sociedade Civil caboverdeana*), September.

GAO Report 2020, Education, Training and Employment Sector. Ministry of Finance, Cabo Verde.

Main Aggregates of Public Administrations. Public Expenditure Statistics – 2020 (Principais Agregados das Administrações Públicas. Estatísticas da Despesa Pública), INE.

Covid-19 Gender Inequality Impact Study Final Report (*Impacto da COVID-19 na Desigualdade de Género Relatório Final*, ICIEG, September 2020.

Statistical Yearbook 2018, INE Cabo Verde, 2020

Synthesis of Economic and Financial Indicators (*Síntesis dos Indicadores Económicos e Financeiros*), 1st Semester 2020, INE.

Socioeconomic Impact Assessment, Covid-19 PCNA Phase1 (*Avaliação Rápida de Impacto Socioeconómico, Covid-19 PCNA+ Fase1*), Government of Cabo Verde, November 2020.

United Nations, UNDP Human Development Report 2020, Cabo Verde.

Statistical Report 2019 Agenda 2030&2063, INE, November 2019.

Africa Development Bank, Cabo Verde Country Strategy Paper (CSP) 2019-2024, November 2019.

PEDS - Strategic Plan for Sustainable Development 2017/2021 - Cabo Verde (*PEDS - Plano Estratégico de Desenvolvimento Sustentável 2017/2021*), Ministry of Finance - National Directorate of Planning Government of Cabo Verde, September 2018.

United Nations Cabo Verde, Joint Work Programs 2018-21

Morris, R.; Cattaneo, Olivier and K. Poensgen (2018): Cabo Verde Transition Finance Country Pilot. OECD Development Co-operation Working Papers, No. 46, OECD Publishing, Paris. 23 November.

Craig Naumann (2017): Evaluation of Cabo Verde's United Nations Development Assistance Framework (UNDAF) 2012-2017. Cabo Verde RCO.

United Nations Cabo Verde, Common Country Analyses 2017.

Cabo Verde United Nations Development Assistance Framework – UNDAF 2018-22, October 2017

UNCT-SWAP Gender Equality Scorecard. UN Development Operations Coordination Office, 2016.