



AFRICAN DEVELOPMENT BANK GROUP

Independent Development Evaluation

Cabo Verde - Country Strategy and Program Evaluation (2008-2017)

APPROACH PAPER

August 2017



Acronyms	
Summary	1
Cabo Verde: country background and development challenges	2
Official Development Assistance (ODA) in Cabo Verde, 2008-2017	6
The AfDB’s strategic framework and portfolio over the period 2008-2017	6
The Theory of Change of the Bank’s Strategy in Cabo Verde.....	10
Lessons from previous evaluations, portfolio reviews and others	11
Issues to be explored in the CSPE.....	13
Overview of the proposed multi-level evaluation approach and methodology	14
Evaluation process and quality assurance of the CSPE	20
Communication and dissemination of findings and recommendations	22
Expected evaluation challenges and measures taken.....	22
Annex 1. Table of Official Development Assistance (2008-2017)	23
Annex 2. AfDB’s portfolio covered by the CSPE (2008-2017).....	30
Annex 3. Timeline of the approval of the interventions under evaluation.....	32
Annex 4. Analysis of indicative lending and non-lending programmes in the CSPs.....	33
Annex 5. National development plans and AfDB policies and strategies	35
Annex 6. Evaluation matrix.....	37

Additional annexes (upon request):

Annex 7: Bank’s interventions by clusters for the CSPE in Cabo Verde.

Annex 8: Reconstructed ToC for the electricity cluster.

Annex 9: Reconstructed ToC for Governance cluster

Annex 10: Reconstructed ToC for the water management/climate change cluster

Annex 11. Tailored Evaluation matrix for the PPP cluster (preliminary version)

Acronyms

ACCF	Africa Climate Change Fund
ADB	African Development Bank
ADF	African Development Fund
AfDB	African Development Bank
ACFA	Co-Financing Facility for Africa
CBO	Community Based Organization
CEIF	Clean Energy Investment Framework
CIF	Climate Investment Fund
CSP	Country Strategy Paper
CEIF	Clean Energy Investment Framework
CSPE	Country Strategy and Program Evaluation
CPIA	Country Policy and Institutional Assessment
CRMA	Climate Risk Management and Adaptation
DARMS	Documents and Records Management System
DP	Development Partners
DPG	Development Partners Group
ECOWAS	Economic Community of West African States
ENAPOR	<i>Empresa Nacional de Administração dos Portos</i> - National Port Company Administration
ESW	Economic Sector Work
EIB	European Investment Bank
EU	European Union
EVRD	Evaluation Results Database
ETS	Economic Transformation Strategy
FDI	Foreign Direct Investment
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
GINI	Income coefficient of Human inequality
IDEV	Independent Development Evaluation
IEG	Independent Evaluation Group
ICT	Information and communication technologies
INE	Instituto Nacional de Estatística
JICA	Japanese International Cooperation Agency
MDG	Millennium Development Goals
MIC	Middle Income Country
MTR	Midterm review
NGO	Non-Governmental Organization
NOSI	Nucleus for Information Society
PoODA	Official Development Assistance
PACE	Economic Growth Support Programme
PAISE	Educational Sector Institutional Support Programme
PAGEPPI	Public Corporate Governance and Investment Support Programme
PAGF-RSP	Public Management and Private Sector Recovery Support Programme
PBO	Policy Based Operation
PEDS	Strategic Plan for Sustainable Development
PEMAP	Praia Airport Expansion and Modernization
PIU	Project Implementation Unit
PFM	Public Finance Management
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PTD	Production, Transportation, Distribution
SEFA	Sustainable Energy Fund for Africa
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SME	Small Medium Enterprise
SNFO	Senegal Field Office
SOE	State Owned Enterprise
TA	Technical Assistance
ToC	Theory of Change
TFP	Technical and Final Partners
WB	World Bank
XSR	Extended Supervision Report

Summary

The Country Strategy and Program Evaluation (CSPE) will assess the results and performance of lending and non-lending operations in the public and private sectors of the African Development Bank (AfDB or the Bank) in Cabo Verde during the period 2008-2017 (the evaluation period). The CSPE will build on the previous Independent Development Evaluation (IDEV) CSPE published in 2009. The overall purpose of the CSPE is: i) to assess the development results of the Bank's interventions in Cabo Verde and ii) to suggest lessons and potential improvements, which will feed into the new 2018-2021 Country Strategy Paper.

The evaluation's main clients are the AfDB Board of Directors, AfDB's management and staff (at headquarters and regional office), as well as the Cabo Verde's Government. Secondary users are composed by civil society groups and beneficiaries (the Cabo Verdean population), technical and financial partners (TFP), and research centres. The overall evaluation process will be conducted in close consultation with stakeholders in Cabo Verde and AfDB's Management through the conformation of a Reference Group.

The purpose of this approach paper is to set the preliminary lines to be explored in the CSPE including the analysis of the country background; Official Development Assistance (ODA); the AfDB assistance during the evaluation period; the evaluation framework; main challenges envisaged, among others. It also presents a preliminary schedule for the evaluation milestones and key data around the evaluation process.

The team has relied on the desk review of documents available in the inter and intranet of the Bank (DARMS, EVRD, IDEV and AfDB websites). Furthermore, task managers were contacted for the provision of additional documents, as well as to inform the preparation of the scoping mission. The draft approach paper has been reviewed after the scoping mission in June 2017, where the evaluation team joined the mid-term review (MTR) of the current CSP and the joint donors' supervision mission of the budget support in Cabo Verde. The mission allowed to i) confirm the portfolio under evaluation; ii) collect additional documentation, iii) contact key informants, iv) assess the feasibility of some of the analysis proposed. The evaluation team praises the good collaboration with the MTR team and national stakeholders, including Cabo Verdean government authorities. Two field visits took place and a Back-to-office Report is available upon request.

After submitting the final approach paper to the consideration of the reference group, the main evaluation mission to Cabo Verde is envisaged around October 2017. It will start with a launching workshop in Praia, with the participation of AfDB country staff and government officials, being the main objectives of this workshop, to validate the key evaluation hypothesis and questions and including the stakeholders' ideas. The preliminary findings of the evaluation will be presented in 2018.

This approach paper has been prepared by the IDEV team: Monica Lomena-Gelis and Carla Félix Silva, with the assistance of Henda Ayari and Anasthasie Gomez (the CSPE IDEV team). The document has benefited from the internal peer review of Akua Arthur-Kissi and Oswald Agbadome Mirianaud (IDEV evaluation officers) and Maria-José Moreno (AfDB Chief Gender Specialist). Samer Hachem has ensured the supervision and provided key inputs. During data collection and analysis stages, the team will be supported by two sectoral external consultants, on public-private partnership (PPP) and governance. Also, one or two national consultants will assist the evaluation team during the field missions in Cabo Verde. In addition, following its objective of strengthening the national evaluation capacities, IDEV has proposed to the Government of Cabo Verde, the full involvement of a government official during all stages of the evaluation. This person should be independent from any of the ministries and departments evaluated, in order to avoid any conflict of interest and to ensure the independence of the evaluation.

Any comments and suggestions can be sent to the Evaluation Task Manager, Monica Lomena-Gelis to m.lomena-gelis@afdb.org and Carla Félix Silva c.silva@afdb.org

Cabo Verde: country background and development challenges

Country Overview

Cabo Verde, officially the Republic of Cabo Verde, is an archipelago, classed as a Small Island Development State (SIDS), formed by ten volcanic islands (Boa vista, Brava, Fogo, Maio, Sal, São Nicolau, São Vicente, Santiago, Santo Antão and Santa Luzia), situated in the central region of the Atlantic Ocean (455 km from West African coast).

The last national census in 2013 claims a population total of 512,000, with almost half (or 236,000) Cape Verdeans living on the main island of Santiago. The latest UN Estimate (July 1, 2017) indicates a population of 533,468¹. Almost 35% of the country's population lives in rural areas, and the capital city Praia has about 25% of the archipelago's citizens (high population density of 124 people per km²). Migration numbers affirm that most Cape Verdeans live abroad – around a million live in the United States, in Portugal, Angola, Sao Tome and Principe, Senegal, the Netherlands, France, Spain, Luxembourg (the main host countries)².

The country has a surface of 4.033 km², of largely barren volcanic rock. The scarcity of natural resources and unfavourable environment, despite the 700.000 km² of exclusive economic zone, is particularly due to its arid Sahelian climate, mountainous relief, and limited mineral resources. Cabo Verde is the second country of Sub-Saharan Africa with the most limited access to water resources; only 10% of its land is classified as arable, as the territory is hit by chronic drought. Water, agriculture, forests and coastal resources and areas are the most vulnerable sectors to climate change.

There is a high dependency of fossil fuels for electricity -97% from diesel and fuel-oil, 2% from wind and 1% from geothermal, for a total installed capacity of 85.6MW – while 90% of the water is provided by desalinated seawater. The economy suffers from the weak development of primary and secondary sectors. While agriculture only accounts for 8.5% of GDP (despite being the main employer sector), 70% of GDP is provided by the tertiary sector (figures from 2013 mentioned in the CSP 2014-2018), in which tourism and related activities (transport, real estate and construction) prevail, mainly financed by Foreign Direct Investment (FDI). According to the World Traveller and Tourism Council (2016), this industry has accounted for more than 40% of GDP on average over the past years. Its impact is concentrated in three islands (Sal, Santiago and Boa Vista). The main drivers of country's growth beyond tourism are currently the i) Official Development Assistance (ODA); ii) migrant remittances; iii) Foreign Direct Investment (FDI).

Socioeconomic performance over the last two decades:

The GDP growth rate averaged 2% over the 2009-2012 period, evolving from 0.8% in 2013, to 1.8% in 2014, and 3.6% in 2015; while a projection of 3.7% growth is expected for 2017³. (In this context, 4 of the 7 Millennium Development Goals were achieved before 2015⁴, except for the environment indicator.

According to the 2015 National Household Expenditures and Consumption survey, poverty is higher in rural areas (48.3% against 27.7% in urban dwellers). From 2002 to 2015, absolute urban poverty dropped from 48.7% to 27.7%, while rural poverty declined from 68.4% to 48.3%⁵. Poverty rate decreased from 49% in 1990 to 28% in 2007, 26% in 2009 and 25% in 2011 (CSP 2014-2018)⁶. Poverty is therefore estimated to have

¹ According to the World Population Prospects and figures (global demographic estimates and projections by the United Nations), Cabo Verde's population grew from 474,224 (2005) to in 533,468 (2017) (period concerned by the evaluation). Projections expect a population growth of 1.16% by 2020.

² *Instituto Nacional de Estatística de Cabo Verde*.

³ African Economic Outlook, 2017.

⁴ 4 of the 7 MDGs already achieved (CSP, 2009, p.10). This information will be updated for the evaluation report.

⁵ 2017 African Economic Outlook – Cabo Verde.

⁶ These figures will be updated in the evaluation report with the new data from the 2017 Household expenses and income survey.

declined in recent years – reducing from 18.1 percent in 2007⁷ to 16.2 percent in 2016⁸ - due to different factors: i) the impact of the 2009 European financial crisis, ii) the drought and iii) the volcano eruption in Fogo, in 2014.

Despite observing that between 2002 and 2015, absolute urban poverty values dropped from 48.7% to 27.7%, (while rural poverty declined from 68.4% to 48.3%⁹), this remains a concerning fact, particularly amongst youth and women¹⁰. A rate of 58% of poor population lives in Santiago.

The income coefficient of Human inequality (GINI Index)¹¹ in 2013 was of 50,5 compared to 49 in 2009, as¹²) unemployment remains high: In 2009, 17% of the active population is unemployed (38% of this universe is youth between the age of 15-29)¹³; 10,7% in 2010 (21.3% being youth); 12.2% in 2011 (27.1% being youth); 16.8% in 2012¹⁴, 15,8% in 2014, 12.4% in 2015 (average of 14,51% for the period between 1990-2015).

The country transitioned from Least Developed Country to Middle Income Country (MIC) in 2008 (UN resolution), being today considered a lower MIC¹⁵. Cabo Verde is considered the first case of “policy induced graduation” in the continent (good governance and sound economic policies¹⁶), as opposed to natural resources driven graduation¹⁷. Following the AfDB’s credit policy, Cabo Verde transitioned consequently from category A (ADF resources) to category B (blend borrower) in 2009, and from category B to C (ADB only) in 2011 (with 5 years of transition period: 2011-2015).

Macroeconomic management has remained sound despite the unfavourable exogenous factors. However, the counter-cyclical policy implemented by the Government, to mitigate the crisis and revive the economy, has contributed to an increase of the debt sustainability risks. The business climate performance has improved but it has stagnated: World Bank’s 2009 Doing Business report showed a drop in the ranking (due to the bureaucracy and the rigidities of the labour market). However, improvements were expected related to the Citizen’s House (since 2009). From 2010 to 2013, the country evolved in the ranking, from 142nd position to 122nd¹⁸. Major impediments to investment (competitiveness) are: cost of labour, access to foreign markets, high transportation costs, access to electricity.

Gender equality ranks Cabo Verde in 8th in Africa in the AfDB gender index and 50th out of 145 countries, ranked by the World Economic Forum’s Gender gap index¹⁹(more in Box 1).

⁷ Sources: World Bank WDI and Macro Poverty Outlook.

⁸ Poverty line of US\$1.9 per capita per day, 2011PPP.

⁹ 2017 African Economic Outlook – Cabo Verde.

¹⁰ Women represent 51% of the total of the poor living in urban areas.

¹¹ According to UN Data update in 2015.

¹² AfDB CSP, 2009.

¹³ According to CSP 2009. The following CSP offers a slight different figure for 2009: 13.1%.

¹⁴ Source: (2013 Combined CSP CR and CPPR), slightly different in CSP 2014-2018 (p.8-9).

¹⁵ Other lower MIC are: Nigeria, Sudan, Egypt, Djibouti, Lesotho, Tunisia, Cameroon, Morocco, Cabo Verde, Congo Republic, São Tomé e Príncipe, Angola, Cote d'Ivoire, Swaziland.

¹⁶ Good governance indicators: 2nd of the Mo Ibrahim Index of African Governance in 2011, 3rd African country in the corruption perception index in 2010, 2nd African country in the AfDB Country Policy and Institutional Assessment (CPIA) in 2009, after Ghana.

¹⁷ The graduation was based on two out of three criteria, failing to meet the economic vulnerability criteria.

¹⁸ Cabo Verde achieved its highest scores for enforcing contracts (37th), trading across borders and registering property (61st in both cases). However, its performance remains weak with regard to closing a business due to lack of regulation, means to appeal before the courts and a specific framework to resolve insolvencies and liquidate assets (2013 Combined CSP Completion Report and CPPR).

¹⁹ 2017 African Economic Outlook – Cabo Verde.

Box 1: Cabo Verde Gender Profile

According to the AfDB-UNWomen Country Gender Profile (finished by mid-2017), since the independence (42 years ago), Cabo Verde - with the support of international community of donors and a vibrant and committed civil society - has improved social and health indicators for all, including significant advances in women's rights and gender equality. Legal and institutional frameworks support progress on gender equality: The Constitution; international protocols; national laws; a strong gender system in place (the Cabo Verde Institute for Gender Equality and Equity, ICIEG, which has more than 20 years; and a new virtual platform for gender data, the Gender Observatory created in December 2016). The country has a National Plan for Gender Equality (PNIG), its second, and the Government has set specific gender goals in the Government Program for the 9th Legislature and in the draft for its forthcoming National Strategic Plan for Sustainable Development (PEDS). A landmark achievement for gender legislation was the 2016 passage of the Law against Gender-based Violence, which criminalized domestic violence, following a multi-faceted campaign including public education coordinated by the ICIEG.

Despite this progress, women, especially the ones who live in rural areas (AfDB, Africa Statistics, 2017), continue to face harsh gender-based inequalities, especially in access to income and assets, and in participation in political life. Poverty remains widespread especially for women-headed households which make up almost half (46%) of all households (INE, 2017), due to historic impact of slavery on family structure and to male emigration for work. 33% of women-headed households are poor, compared to 21% of male-headed households (INE, 2015). Women make up a greater share of the informal sector than men and these women fall outside the country's social security provisions, worsening poverty in old age for these women and their families. For women active in the labor market (formal or informal), data for 2016 recently released by the INE show that women's unemployment rate is much higher than men's, 17.4% compared to 12.9%, and that the gender gap has worsened, with an increase in women's unemployment from the prior year while men's unemployment declined. Recent studies from the IMF suggest that closing the gender gap in labour force participation could add as much as 12.2% to Cabo Verde's GDP (2017 Cabo Verde case, African Economic Outlook).

The Country Gender Profile (2017) recommends to create a flagship program for women's economic empowerment with eight priorities: social provision of family care services, strengthen the gender machinery to engage in deeper gender quantitative and qualitative analysis, integration of gender-budgeting and gender- planning and administration in government systems, to define policies and programs for transition to formal work, including improvement of access to markets and strengthened business plans for those evolving in agriculture and small businesses in rural and urban areas, create programs for youth – girls and boys – to facilitate the link between schools and jobs, continue gender public awareness. As a recommendation for the AfDB, this report mentions the need to undertake gender impact assessments for all AfDB projects (pre- and post-), establish gender indicators for monitoring, and summarize gender lessons learned, as well as to reinforce the INE capacities to analyse sex-disaggregated data.

Development Challenges:

Cabo Verde is a “highly tourism-based economy” and very sensitive to external shocks²⁰. Tourism services, mainly foreign controlled, represent the country’s greatest object of exportation, which is characterized by an extensive dependence on importation of all goods of consumption. The country can no longer rely on ODA and remittances, which fuelled much of the intense capital investments over the last decade. Therefore, there is the need to identify new drivers of growth based on high value-added services, notably through Small Medium Enterprises (SME) and increased exportation levels through innovation.

Despite the good advances to narrow government deficit in relation to previous high levels²¹, fiscal consolidation is highly required to reduce the risk of debt distress, reassure investors and safeguard macroeconomic stability. Good governance allied to sound management of the state and economy - including the improvements on the management of largely insolvent State-Owned Enterprises (SOEs) - is the way forward.

The country has made significant public investment in economic infrastructure over the last decade²², but challenges remain, such as: telecommunications costs, especially internet services; the high costs of inter-islands transportation which difficult the country’s territorial integration; the deficient interconnection of the electric grids of the isolated low-efficient power generation plants; and the potable water provision still relying on diesel-powered desalination plants.

The high unemployment figures are highlighted in various strategic documents, especially among the youth. The high rate of urbanization and some emerging social problems²³ call for compelling structural reforms that boost competitiveness, productivity, job-creation towards inclusive growth. There is consensus about the need to invest in improving the quality of national educational system and promoting more vocational-technical education to address the bottleneck of qualified, specialized labour.

Drought and volcanic eruptions on Fogo Island demonstrated Cabo Verde’s vulnerability to natural hazards. This environmental vulnerability, combined to natural resources scarcity, brings heavier pressure on biodiversity, water resources, soils and coastal zones, challenging the sustainability of the productive base of the country, including the threats emerging from climate change for a Small Island Development State (SIDS).

²⁰ Between 2011-14, deflation in some European countries has had a negative effect on Cabo Verde’s real effective exchange rate, making the tourism sector less competitive, especially with respect to European travel destinations. Cabo Verde’s tourism responded by cutting prices and, in the first half of 2015, the number of tourists increased by 4.8% and tourism revenue rose by 6%.

²¹ Overall central government deficit was 7.4% in 2014, 4.5% in 2015 and was expected to be 4% in 2016. Public debt was 94.7% of GDP in 2013 and 125% in 2015. While external public debt is high (76.2% of total public debt in 2015), it remains overwhelmingly concessional, and debt service indicators show that the country shall remain comfortable in servicing its future debt obligations.

²² The spending on infrastructure is one of the highest in the continent (World Bank working paper no. 5687, 2011). Nevertheless, the Global Competitiveness Index (GCI) which covers transport, electricity and telephony infrastructure is still only 3.33/7 as of 2015-2016 (<https://pppknowledgelab.org/countries/cabo-verde>).

²³ The rapid increase of unplanned and informal settlements, especially in peri-urban areas, coupled with rising unemployment, especially among youth, is often associated to crime and social unrest.

Official Development Assistance (ODA) in Cabo Verde, 2008-2017

International aid to Cabo Verde is aligned with national priorities, according to the Paris Declaration Principles. The Ministry of Foreign Affairs coordinates the interventions of bilateral donors, while the Ministry of Finance through the Directorate of National Planning coordinates multilateral cooperation (loans, budget support, and technical assistance). The main bilateral partners, in terms of amounts disbursed, include: Portugal, Japan, China, France, USA, among others; whereas the multilateral partners are: AfDB, the World Bank (WB), followed by the European Investment Bank (EIB). According to 2015 government data²⁴, Portugal was the main donor during the period under analysis providing 41% of the overall funding. The main sectors benefiting from investment were: infrastructures associated to ports, water and sanitation, energy, budget support operations related to the Poverty Reduction Strategies, social housing and roads. Others include, water catchment management infrastructure, ICT and renewable energy infrastructure (see Annex 1).

A Development Partners Group (DPG) was formally established in 2009 as a platform of dialogue to build a coordinated DPs support to the Government, which was however inactive until 2013. It resumed through thematic (sector) subgroups, under UN Coordination. Partly because of its limited population, Cabo Verde received the most per capita Official Development Assistance (ODA) in Africa. From USD 297 in 1990 to a peak of USD 661 in 2010²⁵. In 2014, Cabo Verde was classed as the 9th recipient in the African ranking of net ODA received with a value of 12,94²⁶. Even though the share of ODA in the financing of the balance of payments is on the decline, (from 38% in 1995 to 14% in 2007), its contribution to development financing remains significant, thanks to the good financial governance that predicated its use. The country is currently still highly dependent of the international community, despite having gained the MIC status in 2008.

The AfDB's strategic framework and portfolio over the period 2008-2017

The current CSPE encompasses two Country Strategy Programs (CSP): CSP 2009-2012, extended to 2013²⁷, and CSP 2014-2018. The Bank's strategic objective is to support the Government in its efforts towards laying the foundations for a more inclusive and green growth, articulated around two main pillars:

PILLAR 1: Enhancing and diversifying infrastructure development for sustainable development²⁸

The projects in Pillar 1 should improve maritime connection to mainland and contribute to regional integration with ECOWAS and increase electricity generation capacity. The Bank also included under this pillar the support to the country in transitioning towards climate resilient development.

PILLAR 2: Strengthening economic governance in public and private sectors²⁹

Under Pillar 2, the Bank proposed to promote: public investment program prioritization and rationalization; improvement and modernization of the management and operations of SOEs, as well as leverage of private sector funding as well as innovative financing mechanisms and instruments, including mobilizing resource through PPP.

²⁴ *Relatório Direção Nacional do Planeamento – abril 2016 (Ministério das Finanças e do Planeamento)*. The figures will be confirmed through exchanges with national stakeholders during the evaluation.

²⁵ Net ODA received per capita (current USD) mentioned in the AfDB 2012 study "Cabo Verde, a success story", page 15, quoting the AfDB Statistics Department and the World Data Bank about MDG (2012).

²⁶ <http://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS>

²⁷ The CSP was extended to December 2013 at the Government's request, to prevent any discontinuity between the CSPs and to allow the finalization and approval of two major projects that had experienced preparation delays (Extension of Praia Airport and Technology Park Project, approved in 2013).

²⁸ The CSP 2009-2013 worded it as "infrastructure that will drive tourism as the engine of growth and increase the competitiveness of the economy" (page iv) and as "contribute to infrastructure development" (page 16). This was the second pillar, not the first one in 2009.

²⁹ The CSP 2009-2013 worded it as "good governance to enable the country consolidate its gains" (page iv) and as "support good economic and financial governance gains" (page 16). This was the first pillar, not the second one.

The following tables show the objectives of the two CSPs and the distribution of the portfolio between the two pillars. It lists all interventions mentioned in the CSP, putting in footnotes those that have not been approved as July 2017. In bold, projects not explicitly mentioned in any of the two CSP (either designed under the previous CSP and completed during the evaluation period or projects approved after 2014).

Table 1. Bank's objectives/outcomes and interventions of Pillar 1: infrastructure.

CSP 2009-2012	CSP 2014-2018	Bank's interventions (Portfolio 2008-2017)
Objective 2.1. Enhance transport infrastructure development ("modernize and develop air and maritime transport sector" in Results Monitoring Matrix)	Outcome 1.1. Consolidating territorial integration and facilitating movement of goods, services and people.	Modernization of Praia Airport, PEMAP (2013) Other pipeline projects ³⁰ Non-lending operations mentioned but not approved yet ³¹
	Outcome 1.2. Positioning Cabo Verde as a regional hub for transshipment and improving maritime connection to mainland.	Only pipeline projects ³²
Objective 2.2. Reduce energy production deficit through infrastructure development (and cutting energy production cost).	Outcome 1.3. Improving Access to renewable energy.	Electricity production in Santiago island (2007). Electricity interconnection of 6 islands (2011) ³³ Other pipeline projects ³⁴ . Cabeólica Wind power project (2010)
Objective 2.3: contribute to mitigating effects of climate change and mobilize water resources.	Outcome 1.4. Enhancing climate resilience. (water supply and sanitation improvement and fight against climate change in Results Monitoring Matrix)	Study on water resource mobilization (2013), Other pipeline projects ³⁵ Catchment basins project (2002), Grant Strategic tools to mitigation activities (2015), Study on the blue economy (2016) Solar desalinization plant, preparation project (2015)
No gender objective.	Outcome 1.5. Gender is mainstreamed in infrastructure.	No intervention mentioned (Gender mainstreamed in all infrastructure development projects).

³⁰ Sea port projects in Maio and São Nicolau; rehabilitation of the fishing port of Mindelo and Praia. The Mindelo Port Extension Project was originally included in the CSP 2009 but removed from the Bank's indicative assistance programme because it was funded by another development partner (Mid Term Review (MTR) of the CSP, 2009, p.8). Instead, the Government proposed that the Bank reorient its activities towards: (i) the construction of a quay for cruise ships at the port of Mindelo; (ii) the construction of a deep-water port at Mindelo (private or through PPP); and/or (iii) quays for tugboats at three ports (Palmeira, Mindelo, and Boa Vista).

³¹ Study on the new management model of transport infrastructure.

³² Deep-sea port of Mindelo (São Vicente), Praia-Dakar-Abidjan multimodal corridor; building ENAPOR National Port Company Administration) and other relevant agencies capacity to manage trans-shipment of maritime freight.

³³ The study of was financed by JICA, AfDB funded the environmental study through the Portuguese Trust Fund. This project was co-financed by JICA through the Accelerated Co-Financing Facility for Africa (ACFA)

³⁴ Centralization of energy production on 4 islands, Thermal power plants in Maio, study of implementation plan for a renewable project. The project for the centralization of energy production on 4 islands was removed from the Bank's indicative assistance programme because of inconsistencies with Bank procedures (MTR of the CSP, 2009, p.8).

³⁵ Assistance through Climate Risk Management and Adaptation Strategy (CRMA) and Clean Energy Investment Framework (CEIF); Integrating climate risks mitigation in new projects through the Bank's integrated safeguard system and Support the collection and analysis of economic and environmental statistics and climate data.

Table 2. Bank's objectives/outcomes and interventions of Pillar 2: Governance.

CSP 2009-2012	CSP 2014-2018	Bank's interventions (Portfolio 2008-2017)
Objective 1.3. Improve the business climate and enhance competitiveness	Outcome 2.1. Enhancement of overall Private sector competitiveness, entrepreneurship and skills development.	Budget support interventions: Poverty Reduction Strategy Support Program PRSSP I (2008) and II (2009), Public finance management and private sector recovery support programme PAGF-RSP or PRSSP III (2010), Public Corporate Governance and Investment Promotion Support Programme PAGEPPI (2013) and PAGEPPI II (2014). Grant: Capacity building, business incubators (2013) Grant: efficient tax and revenue administration for improved business life cycle services (2013) Grant: Support for promoting econ. efficiency and investment through privatization and PPP (P&PPP), (2014) Pilot project for employability (2016) PAISE II, institutional education support (2004) Other projects proposed ³⁶ Non-lending operations mentioned but not approved yet ³⁷
Objective 1.2. Strengthening of public finance management (PFM) and the fiduciary framework	Outcome 2.2. Fiscal Consolidation, Public Investment Management and Service Delivery Improvement, including improvement of SOEs.	Budget support interventions Economic growth support Programme, PACE I (2015) - Budget Support.
Objective 1.1. Support to Government's modernization	No formal outcome in the text. Only mentioned in the Results-based Monitoring Matrix: increased importance of ICT in the economy.	Budget support interventions Technological park in Praia (2013) ³⁸ .
No objective mentioned	Outcome 2.3. Resource mobilization. (in Monitoring Matrix: increased proportion of public infrastructure inv. financed through PPP).	Grant: Support for promoting econ. efficiency and investment through privatization and PPP (P&PPP), (2014) Others in the pipeline ³⁹ .
No objective mentioned	Outcome 2.4. Gender sensitive M&E system developed.	Support to agriculture survey (2014), Population and reproductive health survey (2015). Household expenses and income survey (2016) Non-lending/study: Country Gender Profile Other non-lending operations proposed ⁴⁰

³⁶ Tertiary education reforms and jobs creation; potential creation of lines of credit to SME and PPP investments mentioned in CSP 2009-2013.

³⁷ Study on economic cooperation and Cabo Verde integration into the ECOWAS region, study of the impact of political and regional integration and integration into the global economy, study on the competitiveness of tax services (mentioned in Results Matrix of CSP 2009-2012).

³⁸ National Multidisciplinary IT Platform Project to enhance digitalization of public administration and to serve as the future technological hub for service companies (page 17 of CSP, 2009), also called Electronic Platform Project (pp. 18 of MTR, 2011) or Praia Technology Park (2013 Combined CSP Completion Report and CPPR). It is considered under pillar 2 (public and private governance) because its main activities and outputs are related to improving the private sector enabling environment, including the provision of services to SME.

³⁹ Private sector study (according to the scoping mission, this was never finalized or published), assistance to leverage resources from diaspora remittances and promote productive investments, co-financing from the Sustainable Energy Fund for Africa (SEFA) for renewable energy investments and from the Global Environmental Facility (GEF) funds and the Nordic Development Fund for climate resilient projects, concessions contract renegotiation TA project.

⁴⁰ Country Statistical Profile (CStP) and technical assistance to INE (National Statistics Institute), the Ministry of Finance and the Central Bank (BCV) to monitor the implementation of the third Growth and Poverty Reduction Strategy (GPRS III) and gender components, through the study on the opportunity costs of gender inequalities to the GDP.

The tables above identify 27 interventions (29 when considering that the Budget Support PRSSPII entailed different loans), 9 under Pillar 1 and 18 under Pillar 2. The list of these lending operations is included in Annex 2 which details the total portfolio covered by the evaluation. AfDB's support to Cabo Verde included projects in the scope of public finance management (PFM), government modernization, improvements of the business climate and the economy's competitiveness. The Bank also contributed to infrastructure development, targeting transport, energy and ICT. Water resources mobilization and climate change adaptation interventions were also included in the portfolio under evaluation. The Table below shows the sector distribution of the Cabo Verde's portfolio, covering interventions finished or approved between 2008-2017 period. It comprises 29 operations, with a concentration, in terms of number of operations approved, on governance or multisector (13) through budget support (BS) and institutional support interventions (ISP), followed by social (5), energy and water and sanitation (3 each). By amount, the portfolio is concentrated in governance and energy operations.

Table 3. Distribution of the portfolio by sector.⁴¹

	Number of operations	Amount approved (UA million)
Governance	13	106.681
Social	5	3.19
Energy	3	24.383
Water and sanitation	3	8.048
Agriculture	2	1.738
Transport	1	22.7
TIC	1	27
Climate change	1	0.355
	29	194.099

The Bank's operations in the country amount UA 194 million in total in the period referred above, including loans and grants⁴². All of them were public interventions, except for the Cabeólica wind farm approved in 2010. Most of interventions have been funded through the ADB window (12 operations for a total of UA million 148.18) and grants (12), while 6 operations (UA million 37.64) were funded by the concessional window (AFD).

The 12 grants (UA 9.08 million) approved during the evaluation period were distributed among the MIC Fund (4), the Special Relief Fund –SRF- (3)⁴³, the Investment Climate Facility Fund – CIF- (3). Three other funds provided one grant each: the Sustainable Energy Fund for Africa (SEFA), the African Water Fund (AWF) and the Africa Climate Change Fund (ACCF). Some operations blended two different sources. The Bank had serious difficulties to fund part of the indicative lending programme included in the two CSP, especially for infrastructure interventions (pillar 1). As it can be seen in Annex 4, only 2 out of 10 energy and transport interventions were finally funded. The predictability of the indicative programme performed better for governance. The detail of the total portfolio is included in Annex 2, ordered by sector, with the approval year, source, type project/intervention, the amount approved and percentage disbursed.

In terms of non-lending operations, the Bank only approved four interventions during evaluation period: 2 general studies (considered as ESW to prepare the CSP), a Gender Country Profile which is being finished in 2017 and a feasibility study to appraise the Technology Park Project. Out of 14 ESW or TA previewed, none of the two on the infrastructure sector or the three on regional integration materialized. Similarly, an interesting study about transforming diaspora transfers into productive assets was not conducted (See Annex 4 for more details).

⁴¹ This table does not cover general Economic Sector Work.

⁴² This calculation includes approved, ongoing, complete and closed operations. The difference between complete and closing according to the internal Bank's systems is the finalization of the Project Completion Report.

⁴³ Urgency support to population affected by the eruption of Fogo volcano, housing (2015), urgency support to the island of Fogo, restoration of livelihoods and increase of households' resilience (2016), and urgency to support preparedness and response to Zika virus outbreak (totally disbursed according to the Task Manager, but with no disbursement according to the last Portfolio Flashlight).

The Theory of Change of the Bank's Strategy in Cabo Verde

After the describing the AfDB strategic framework and the active portfolio in Cabo Verde between 2008-2017, this section reconstructs the Theory of Change (ToC) of the overall strategy (Country Strategy level). This allows guiding the evaluation through a prioritization of results and issues to be looked at the strategic level. It also aims at having an open discussion during the evaluation about the implicit objectives and outcomes of the strategy, as well as its interventions. Finally, the objective is to communicate clearly the articulation between the different levels of analysis in the CSPE.

The ToC shows what the Bank actually provided (inputs), what goods and services the Bank has directly produced (outputs) and proposes plausible impact pathways through outcomes and direct impacts linked to the indirect impact of promoting inclusive and green growth. The evaluation will try, as much as possible, to isolate the contribution of the Bank from other actors and context factors through contribution analysis. Cause and effect questions will be developed as needed, along with the type of contribution expected and the level of confidence in each case, including the key influencing factors. The ToC, including the assumptions and risks, will be discussed and improved with government officials, Bank's staff and other stakeholders during the first stages of the main mission. This will orient the evaluation team about where concrete evidence needs to be collected, and later to assess the robustness and credibility of the evidence to support a contribution story. The evaluation will also specify the areas where additional data is necessary to conclude about a cause and effect question.

The reconstruction of the ToC is based on the two CSP documents under evaluation, focused both on their contents and results matrix. For this purpose, the ToC by sectors included in Bank's policies and strategies, and other corporate IDEV evaluations⁴⁴ were considered, along with the results matrices of individual interventions approved and implemented during the two CSP under evaluation. This exercise has led to the prioritization of 9 main sectors, or areas, articulated in the ToC as outputs and corresponding outcomes and direct impacts. The first draft of the proposed ToC of the overall Strategy under evaluation is included in the Figure 1 below.

The main outputs identified are related to: (a) the electricity sector, including the promotion of renewable sources and the improvement of the electricity production, transmission and distribution (PTD) (output 1 in the figure); (b) the governance sector, more specifically the improvement of the Public Financial management system (PFM), as output 4. It also captures the Bank's efforts to increase the share of PPP and to promote the private sector (output 5), related to a series of programme-based operations (PBO⁴⁵) and Institutional Support Projects (ISP) and grants. The ToC also prioritizes the Bank's commitment to improve the national M&E and the availability of reliable data in key sectors (output 6 in figure 1).

The interventions in the **transport and ICT areas** were limited during the evaluation period, in number and scope⁴⁶. In relation to transport, the Bank continued its support to the Praia airport through its extension and modernization, after having funded its construction with a previous loan (output 2). Regarding ICT, the

⁴⁴ The evaluations of the Institutional support projects in the governance sector 2002-2012; the general and country specific evaluations on AfDB policy based lending; ongoing PPP and energy sectors evaluation.

⁴⁵ These are largely budget support operations, also known as Policy Based Operations. The AfDB's policy approved in 2012 changed their name to Programme-Based Operations. PBOs involve providing funds directly to the national treasury to support the national budget - the funds are fungible. The PBOs in the Cabo Verde portfolio under evaluation are general budget support (with different delivery models: programmatic trenching, programmatic and stand-alone operations).

⁴⁶ For instance, the outcome related to transshipment of maritime freight was not included in the reconstructed ToC since there was not an active project during the evaluation period and none of the proposed projects was approved.

evaluation team considered the main contribution of the Technological Park⁴⁷ as complementary to the governance sector interventions because of their expected outcomes related to job creation, improved business climate and improved access to IT and internet services through the Cabo Verde Operational Nucleus for Information Society (NOSI), especially relevant for the SME (output 3).

The reconstructed ToC proposed outputs, outcomes and direct impacts associated to **water management and climate change**⁴⁸. The outputs of the Catchment management project, which ended in 2010, related to Sustainable Land Management (SLM) infrastructure and capacity building have been included as output 7. The outputs of a separate study to explore the potential for water mobilization and to strengthen the legal framework for Integrated water management, along with the emerging outputs from climate change-related operations are captured in output 8.

The ToC also includes the specific outputs of the Bank in relation to its action to support **the implementation of the interventions** (output 9), including policy dialogue, and how it has fostered partnerships for greater leverage and strategic positioning. Finally, the ToC includes in a cross-cutting basis the contribution of the Bank through the application of its **Environmental and Social Safeguards systems and how gender has been mainstreamed at the strategic and operations level**.

Lessons from previous evaluations, portfolio reviews and others

A preliminary review of key performance review documents⁴⁹ highlights the main lessons:

- Economic and financial governance interventions showed more progress than infrastructure operations during CSP 2009-2013 due to delays in approvals of infrastructure operations at the start-up phase⁵⁰. Moreover, some infrastructure projects were withdrawn from the indicative lending programme or not presented on schedule to the Bank Group's Board of Directors⁵¹.
- Budget support approach is considered as a success for policy dialogue, including joint donor arrangements⁵²;
- In spite of the failure to privatize Electra (public electricity company), there is need to explore PPP;
- Importance to explore the potential for developing renewable energy for future development;
- It was recommended to build the capacity of project implementation units (PIUs) as regards the Bank's procurement rules and procedures, so as to improve the quality of procurement documents and shorten document processing times;
- There is need to enhance the added value of the Bank's interventions in support of reform programmes and investment projects through ESW and Technical Assistance (TA) operations.

⁴⁷ Construction and equipment of a Data Centre and Business Continuity Plan, a Business Centre, Incubation Center and Training and Qualification Centre, support to institutional strengthening and capacity building.

⁴⁸ The evaluation team did not find any expected result in terms of water and sanitation as it is considered in the CSP 2014-2018 Results Monitoring Matrix.

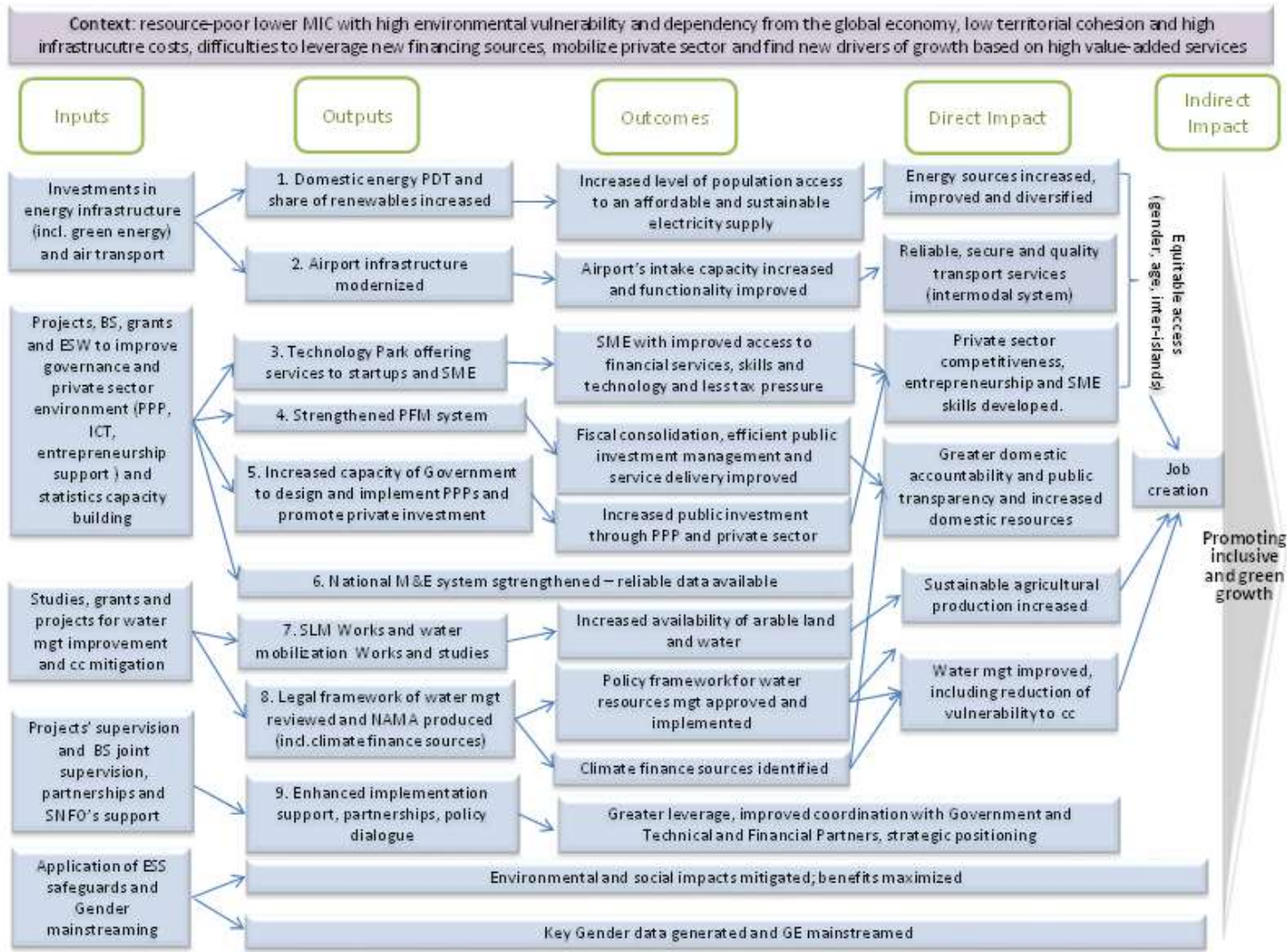
⁴⁹ 2008 Completion Report of the 2005-2007 Results-based CSP (October 2008); CSPE, Evaluation of the Bank's Assistance 1996-2007 in Cabo Verde (October 2009); Mid-Term Review of the CSP 2009-2012 (November 2011); Combined 2009-2013 CSP Completion Report and 2013 CPPR (November 2013); Country Portfolio Performance Review Report 2015 (October 2015).

⁵⁰ For instance, the Technology Park was behind schedule because of delays in the feasibility studies and the Praia Airport Extension Project was delayed due to supplementary studies required to ensure high quality at entry.

⁵¹ The Mindelo Port Access Road Project, the Project to Centralize Energy Production on Four Islands due to non-compliance with contracting procedures in line with Bank rules

⁵² IDEV conducted an evaluation of the Bank's design and management of PBOs in 2011. Some of the issues raised were: i) lack of capacity for either analysis or policy dialogue; ii) lack of linkages or synergy between PBOs and the rest of the Bank's programs; iii) focus on governance and little use of PBOs in other sectors, and iv) poor information systems supporting PBOs (notably project data).

Figure 1. Reconstructed ToC of the overall strategy during the evaluation period



Issues to be explored in the CSPE

The preliminary desk review of the CSPs and the portfolio covered by this CSPE, the ToC reconstruction and the lessons extracted from previous evaluations and reviews allowed the team to identify (high) five issues or areas that are expected to be tackled throughout the CSPE:

Table 4. Emerging issues, focus areas of the CSPE and correspondence to the Bank’s strategic documents.

Emerging issues from the desk review by CSP outcome	Main issues/areas to be explored in the CSPE	Bank’s High Five objectives	AfDB Ten-Year Strategy – Operational priorities, objectives and focus areas
Outcomes 1.1 and 1.2 Weak territorial (inter-island) integration and infrastructure bottlenecks: poor quality and high costs of energy, transport	Contribution of the AfDB portfolio in electricity (including renewable sources), efforts to foster PPP and private sector investment and complementarity and synergy with other donors	Light up and power Africa	Operational priorities: Infrastructure Development Private Sector Development Objective: Gradual transition to green growth – sustainable infrastructure; building resilience.
Outcomes 1.3 and 1.4 Vulnerability to climate change, desertification and extreme weather events; declining water resources; high reliance on imported oil derived for electricity generation.	Effects on cc mitigation and adaptation of the Bank’s portfolio, as well as the specific interventions to improve water management and address climate vulnerability	Improve the quality of life for the people of Africa (need to address climate change)	Objective: Gradual transition to green growth – managing natural resources and building resilience
Outcomes 1.5 and 2.4 Gender disparities and lack of reliable statistical data.	Analysis of gender mainstreaming in infrastructure interventions and budget support interventions, value added of the ongoing ESW to reinforce the national statistical system to ensure a sound monitoring of the GPRS and have more sex-disaggregated data	Area of special emphasis	Operational priorities: Infrastructure Development Governance and accountability Focus area: Gender
Outcomes 2.1 and 2.3 Challenge to mobilize new financial resources, improve business environment and competitiveness to attract private investors	Assessment of the AfDB the catalytic role for resource mobilization ⁵³ , including contribution to the development of PPP schemes Broker with the diaspora to transform savings into productive assets.	Operational priority (private sector development)	Operational priorities: Infrastructure Development Private Sector Development
Outcome 2.2. Macroeconomic outlook: sustainability of public debt, public expenditure management (including public utilities management)	Effects of budget support approach and measures taken to stabilize public debt and improvements in SOE (state-owned enterprises).	Operational priority (governance and accountability)	Operational priorities: Governance and accountability

The main national policies and strategies, along with the AfDB policies and strategies applicable to the focus of the evaluation are listed in Annex 5 and will be thoroughly analysed and used in relation to the portfolio in Cabo Verde. The preliminary desk review identified other issues of importance for the future development of Cabo Verde. Nevertheless, they were discarded as the focus of the evaluation due to very limited level of Bank intervention according to the approved portfolio: sea transport to improve inter-island trade and the integration of the Cabo Verdean territory and youth unemployment and mismatch between education offer and job market needs. They will indirectly be covered through some of the evaluation criteria and indicators proposed.

⁵³ “We expect that the AfDB will play a catalytic role in the resource mobilization process and will continue to help us in the transformation process of the country,” José Maria Neves, Cabo Verde’s Prime Minister (news piece, 2010).

Overview of the proposed multi-level evaluation approach and methodology

Proposed objectives and scope of the evaluation

The overall purpose of the Country Strategy and Program Evaluation (CSPE) is twofold: (i) to assess the development results of the Bank's key interventions in Cabo Verde and, (ii) to suggest lessons and recommend potential improvements, which will feed into the development of the new Country Strategy Paper 2018-2021. As a cross-cutting theme, the CSPE will have a detailed look at how the Bank is helping Cabo Verde to prevent the Middle-Income Trap⁵⁴ and to what extent it has adapted its cooperation to the new status of the country as MIC.⁵⁵

As mentioned before, the analysis will cover two CSP: CSP 2009-2012 (extended to 2013) and CSP 2014-2018. The study will be divided in two periods (2008-2013 and 2014-2017), taking the end of the first Economic Transformation Strategy (ETS) of the government in 2013 and the preparation of the new CSP in 2014 as the cutting point. The CSPE will encompass all Bank's interventions in Cabo Verde. The CSPE will also include some interventions that were conceived under the previous CSP (2005-2008) which were completed after 2009, see the timeline of approvals of the interventions covered by the evaluation in Annex 3. The evaluation will cover all the products and services of the Bank: the CSP, the lending operations (both in public and private sectors) and the non-financial activities (including the economic and sector studies, policy dialogue and aid development coordination).

Methodological approach and levels of analysis

The evaluation will be a **theory based evaluation**. The reconstruction of the overall ToC of the Strategy presented before will guide the evaluation and will tackle three levels of analysis (**strategy, portfolio and project**) through different evaluation criteria and evaluation questions. The CSPE will use the regular OECD/DAC evaluation criteria commonly used in IDEV CSPE (**relevance, effectiveness, efficiency and sustainability**). This CSPE will also explicitly address the issue of the **added value of the Bank's performance** in relation to the graduation of Cabo Verde as a MIC in 2008.

Following the identified key development issues in the previous sections, the evaluation will also incorporate two specific additional criteria. One in order to capture the contribution of Bank's strategy and interventions around **Gender Equality⁵⁶ and Social Inclusion**, including how the Bank has mainstreamed a gender perspective in the Strategy and the contribution of individual interventions to inclusive growth⁵⁷. The evaluation embraces Human Rights and Gender Equality (HR & GE) responsive evaluation approaches

⁵⁴ The Middle-Income Trap occurs when a country's growth stagnates after reaching a certain income (due to given circumstances) and is stuck at the middle-income level. While in transition, these countries find it challenging maintain their competitive edge in benefiting from the exportation of manufactured goods, whilst ensuring that national wages keep a rising trend. The problem usually arises when developing economies find themselves stuck in the middle, with rising wages and declining cost competitiveness, unable to compete with advanced economies in high-skill innovations, or with low income, low wage economies in the cheap production of manufactured goods (CSP 2014-2018, p. 14).

⁵⁵ It is expected to provide a significant contribution to developing effective linkages between public/private operations and developing competitive lending products backed by high-value knowledge and advisory services (<https://www.afdb.org/en/topics-and-sectors/initiatives-partnerships/middle-income-countries/>)

⁵⁶ Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Therefore, needs of women and men rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equity in the development context usually implies measures to compensate for the historical and social disadvantages of women. The CSPE will endorse the principles around gender equality (equal rights, responsibilities and opportunities of women and men, and girls and boys) <http://www.uneval.org/document/detail/1616> , adapting it to the Bank's policies which are more focused on access to resources and voice.

⁵⁷ Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It also entails the inclusion of the issue in budget design and the intention to reduce and eliminate gender gaps.

focused both on women's rights and on any other marginalized individuals and groups. Another specific evaluation criterion proposed is **climate change and environmental vulnerability**, both from a mainstreaming perspective (consideration of environmental and social safeguards in all operations)⁵⁸ and from a portfolio perspective (specific contribution of operations to green growth). **Migration and diaspora matters** will be considered in a cross-cutting basis throughout the evaluation.

For the first level of analysis, **the strategic or CSP level**, the evaluation will undertake a programmatic assessment of the interventions included in the CSPE. The aggregated ToC of the CSP reconstructed (figure 1) will be used as the evaluation framework for the strategic level, going beyond individual projects. The CSPE will include an analysis of the **relevance** of the reconstructed ToC of the CSP to respond to the MIC corporate level goals and the country's development challenges (level of innovation in adapting the CSP). It will also explore the CSP's alignment and coherence with government development strategies and priorities, the AfDB main sector policies and strategies and beneficiaries' needs. Additional sub-criteria for examining relevance will be used (selectivity, understanding beneficiaries' needs and portfolio and strategy coherence).

The strategic analysis will also review what results were achieved and their relationship with the CSP strategic objectives. The CSPE will also raise any available evidence about the plausible contribution of the Bank to the outcomes identified in the ToC⁵⁹ (**effectiveness**). Non-lending activities (policy dialogue and economic and sector work) will also be considered. The analysis will go beyond compliance with the CSP documents and will explore what AfDB could have done differently given the context of Cabo Verde and the strategies of other partners. In order to assess the **strategic efficiency**, it will explore the timeliness of CSP approval and the realism of the indicative lending programme, the efforts to promote donor harmonization and use of national systems.

The analysis of **Gender Equality and Social Inclusion** at strategic level will look at the quality of the gender analysis undertaken before the CSP, as well as the alignment and responsiveness of the CSP pillars to the AfDB Gender policies and strategies, the Government's policies as well as international standards. It will also assess the CSP implementation structures to ensure the collection of sex and age-disaggregated results and the relevance of the ongoing Country Gender Profile, in order to inform the next CSP. It will also explore how the Bank has considered issues of inclusion and social cohesion, including youth unemployment and integration of diaspora in the strategy. In relation to **climate change and environmental vulnerability**, the CSPE will analyse how the specificities of Cabo Verde as a small island state were considered in the programming, along with measures to address related vulnerabilities. Finally, the CSPE will review AfDB's strategic position in Cabo Verde, in particular its comparative advantage as a partner to a MIC, the **value added of the Bank** in relation to the lending and non-lending instruments offered and its catalytic role to leverage additional funds to the country.

The second level of analysis will entail a **Portfolio assessment** that will review the full set of interventions. The analysis at this level will be mainly focused around **efficiency**, using key indicators to assess the performance of the portfolio and exploring the role of the Regional Office in Dakar (SNFO) in these results and potential improvements for the future. Any available data about the country office diagnosis usually performed by the Bank will be triangulated to country stakeholders' perceptions.

⁵⁸ Cabo Verde did not have a country adaptation factsheet to mainstream climate change in the CSP since the climate safeguards system at the Bank were approved later, the evaluation will look at any relevant information about this topic that was produced during design and implementation. The overall guidance to integrate climate risk management into the Bank's operations (2007) will also be used to fine-tune the evaluation questions.

⁵⁹ Increased level of population access to an affordable and sustainable electricity supply, improvement in key indicators about the PFM system and increase in public investment through PPP and private sector, more availability of reliable national statistical data; better management of water resources and availability of arable land, among others.

At the third level, for the analysis of **individual operations and activities**, the CSPE has identified four clusters (electricity, governance, water management/climate change, PPP)⁶⁰. Two main dimensions were used to identify and prioritize the clusters: the total volume approved and disbursed during the evaluation period and the strategic importance of the sector/area in relation to the main development challenges of the country and the sustainability of investments, as detailed in the table below.

Table 5. the evaluation clusters options:

Sector/area	Main reason
Cluster 1: Electricity	Volume of interventions and strategic importance in the portfolio for private sector development and for social inclusion ⁶¹ : 2 public and 1 private operations for a total of 24,38 million UA, sector focus of some of the reforms of the PBOs.
Cluster 2: Governance ⁶²	Volume of interventions and strategic importance in the portfolio: 6 PBOs, 2 ISP and various grants to strengthen availability of statistical data for a total of 106.31 million UA.
Cluster 3: Water management/ climate change	Strategic importance for the sustainability of the interventions and to reach the most vulnerable population in rural areas (inclusive growth): key intervention finished during the evaluation period showcasing good practices for catchment basins management for poverty reduction, key grants to access climate finance, strong national development push towards renewable energies as climate change adaptation in SIDS.
Cluster 4: Promotion of PPP	Strategic importance to advance infrastructure investment and improve the balance of payments of the government. Cabeólica portrayed as a PPP success story in the energy sector, lessons to be shared with other sectors and other MIC. PBOs with PPP components ⁶³ and specific grants on privatization and PPP. The evaluation will carefully consider the close links between this cluster and the ones on governance and electricity.

The evaluation team has prepared preliminary versions of the ToC of the first three clusters, which are included in this approach paper in additional annexes (upon request). The evaluation team has also drafted a tailored evaluation matrix for the PPP and governance clusters that will benefit from the external consultancy support.

As mentioned before, extensive internal exchanges have been conducted at IDEV, in order to ensure alignment with the ToC and evaluation matrices of previous and current IDEV evaluations, specifically the PBO and PPP evaluation, along with the electricity sector evaluation. This coordination will be also considered during the field-level and data analysis stages of the evaluation to ensure coherence and retrofitting preliminary results during the evaluation processes. The evaluation team will either conduct the fieldwork and share information with the other evaluation teams, or rely on the data raised by them in order to not overstretch both, the Bank's and CV's government officials.

The analysis of the interventions within each cluster will start with the analysis of the quality of the evidence in the available documents. This will allow identifying key topics to be included in the evaluation tools crafted for each intervention or cluster, along with gaps in the information or evidence available. The IDEV templates for Project Performance Assessment (PRA) have been used to draft the generic Evaluation Matrix in Annex 6 and will be further used to tailor the specific questionnaires for each cluster, and for some of the specific interventions, if necessary. For those interventions with validated PCRs, their ratings will be used compared with any other available documentation from supervision and other donors' documents.

⁶⁰ See Figure 1 included in the Additional Annex to see the full list of interventions classed within each cluster.

⁶¹ Renewable energy should foster access to energy for the disadvantaged population (rural development, poverty reduction and improvement of the people's living standards). CAP, 2009, p.15, box 4.

⁶² The Bank has recently started calling this sector as "economic and financial governance sector".

⁶³ PAGEPPI and the Economic Growth Support Program (PACE) included PPP-related results such as the adoption by the Ministries' council of the PPP decree (substituting the 2005 instrument), preparation of the PPP policy and manual, setting up the pipeline of PPP operations with at least 3 projects ready for bid invitations.

The interventions in each of the four clusters that will be evaluated more deeply are highlighted in the following table. The total of the sample to be fully evaluated in the CSPE is 186.73 million UA (19 of the 30 interventions), representing 74% of the total portfolio during the 2008-2017 presented before⁶⁴. The CSPE team has conducted a purposeful sampling of the interventions within each cluster based on considerations of strategic relevance and maturity (level of disbursement). The evaluation of these interventions will entail extensive fieldwork, consultations of various stakeholders, and reviews of relevant documents (in addition to Bank's project documents).

Table 6. Sample of interventions to be fully evaluated in the CSPE by clusters, and level of evaluation analysis (all figures in UA million).

Cluster 1: infrastructure, focus on electricity	Bank's financing	Total investment, including cofinancing	Level of analysis in the evaluation
POWER GENERATION, TRANSMISSION, DISTRIBUTION CAPACITY BUILDING PROJECT - SANTIAGO ISLAND	4.763	37.88	All criteria, including results (intervention completed)
CABEOLICA WIND POWER	11.2	45.12	All criteria, including results (intervention completed), also PPP lessons
ELECTRICITY TRANSMISSION AND DISTRIBUTION NETWORK DEVELOPMENT PROJECT 6 ISLANDS	8.42	56.64	All criteria, level of advance towards results (70% disbursed)
TOTAL	24.383	139.64	

Cluster 2: public and private governance	Bank's financing	Total investment, including cofinancing	Level of analysis in the evaluation
POVERTY REDUCTION STRATEGY SUPPORT PROGRAM I – PRSSP I	5	Info missing	All criteria, contribution analysis (general BS, joint supervision with other donors)
POVERTY REDUCTION STRATEGY SUPPORT PROGRAM II – ADDITIONAL, PRSSP II	36.4	Info missing	
PUBLIC FINANCE MANAGEMENT AND PRIVATE SECTOR RECOVERY SUPPORT PROG (PAGFP-RSP)	21.91	21.91	
PUBLIC CORPORATE GOVERNANCE AND INVESTMENT PROMOTION SUPPORT PROG. (PAGEPPI - first tranche 2013)	13.02	23.17	
CAPACITY BUILDING GRANT FOR MICRO & SME DEVELOPMENT THROUGH BUSINESS INCUBATORS	0.8	1.11	All criteria, level of advance towards results (87% disbursed)
EFFICIENT TAX AND REVENUE ADMINISTRATION FOR IMPROVED BUSINESS LIFE-CYCLE SERVICES PROJECT	0.8	2.66	Mostly relevance, only 51% disbursed
SUPPORT FOR PROMOTING ECONOMIC EFFICIENCY AND INVESTMENT THROUGH PRIVATIZATION AND PPP (P&PPP)	0.8	0.80	Mostly relevance, only 19% disbursed, but very important for PPP objectives
PUBLIC CORPORATE GOVERNANCE AND INVESTMENT PROMOTION SUPPORT PROG. II (PAGEPPI II - second tranche 2014)	13.25	35.77	All criteria, contribution analysis (general BS, joint supervision with other donors)
ECONOMIC GROWTH SUPPORT PROGRAM (APPUJ CROISSANCE ECONOMIQUE) (PACE I)	13.101	13.10	
HOUSEHOLD INCOME SURVEY	0.8	Info missing	

⁶⁴ Some information about the total cost of interventions is missing at this stage.

SUPPORT TO THE AGRICULTURE CENSUS	0.8	Info missing	All criteria (all above 65% disbursed), focus on use for policy making and Bank programming
POPULATION AND REPRODUCTIVE HEALTH SURVEY	0.5	0.7	
COUNTRY GENDER PROFILE	Info missing	Info missing	GE & SI criterion and strategic relevance and use
	107.181	99.221	

Cluster 3: water management and climate change vulnerability	Bank's financing	Total investment, including cofinancing	Level of analysis in the evaluation
PROJECT OF MANAGEMENT OF CATCHMENT BASINS	5.96	10.66	All criteria, including impact and sustainability ⁶⁵
WATER RESOURCE MOBILIZATION AND STRENGTHENING OF THE INTEGRATED MANAGEMENT FRAMEWORK	1.158	1.559	All criteria
STRATEGIC TOOLS TO SUPPORT MITIGATION ACTIVITIES IN KEY SECTORS IN CABO VERDE	0.355	0.495	Only relevance, no disbursement yet
TOTAL:	7.12	12.22	

Cluster 4: promotion of PPP	Bank's financing	Total investment, including cofinancing	Level of analysis in the evaluation
CABEOLICA WIND POWER PROJECT	11.2	45.12	All criteria, including results (intervention completed). Analysis of lessons learned about the PPP arrangements
SUPPORT FOR PROMOTING ECONOMIC EFFICIENCY AND INVESTMENT THROUGH PRIVATIZATION AND PPP (P&PPP)	0.8	0.8	Mostly relevance, only 19% disbursed, but very relevant for PPP objectives
ECONOMIC GROWTH SUPPORT PROGRAM (APPUI CROISSANCE ECONOMIQUE) (PACE I), also the PAGEPPI PPP-related results	13.101	13.101	All criteria, contribution analysis to the PPP agenda

There are some interventions that have not been prioritized to conduct a full evaluation: air transportation (PEMAP, for the extension and modernization of the Praia Airport⁶⁶), ICT (the study about the Data Centre and the Technological Park, with a low level of disbursement), recently approved grants to promote the blue economy and a wave powered desalinization system, and the project to support the education sector (PAISE III). The CSPE will perform a full desk review of available information and will conduct interviews to assess their relevance and emerging results. It will do the same with the emergency assistance interventions under the evaluation period. The evaluation team will double check with stakeholders their agreement about this prioritization through the exchanges with the Reference Group and during the launching workshop.

⁶⁵ The project finished in 2010 and is considered as a success story. The evaluation team is exploring the possibility to perform a full evaluation considering aspects related to its impact, sustainability and upscale by the government.

⁶⁶ Low level of disbursement (26%) and not accompanied by other major Bank-promoted interventions in this subsector in the active or the indicative one.

Evaluation criteria and questions

The evaluation matrix, linking evaluation criteria, questions and sub-questions, judgment criteria, data collection methods and sources of information is in Annex 6. It makes explicit the use of triangulation when possible (each evaluative question will be answered by various methods or data sources). It will be further narrowed down following the final documents review, as well as the validation of the ToCs. The analysis will be guided by 17 evaluation questions around 7 evaluation criteria, summarized in the following Table:

Table 7. Evaluation criteria and questions

Evaluation criteria	Evaluation questions
I. Relevance	1. To what extent were the AfDB Country Strategy Papers pertinent in responding to the needs of the country as a MIC, and its population? 2. To what extent the AfDB CSPs have been aligned to government strategies and AfDB's policies and strategies? 3. To what extent the specific interventions have been relevant to answer the needs of the country?
II. Effectiveness	4. To what extent were the main CSP strategic objectives achieved? 5. To what extent have the Bank's interventions achieved its outputs (actual vs. planned) and outcomes and contributed to country development objectives?
III. Efficiency	6. To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards? 7. To what extent the Bank and its partners ensured an overall efficient implementation of the strategy? 8. To what extent were the Bank's interventions delivered in an efficient manner?
IV. Sustainability	9. To what extent sustainability issues were considered during the design of the strategy and its monitoring? 10. What is the likelihood of continuation of benefits of specific interventions after project completion?
V. Gender equality and social inclusion	11. To what extent the AfDB strategy to Cabo Verde has been designed to promote gender equality and social inclusion? 12. To what extent the AfDB strategy to Cabo Verde has been implemented to promote gender equality and social inclusion? 13. What are the main contributions of Bank's specific interventions to gender equality and social inclusion?
VI. Climate change and environmental vulnerability	14. To what extent have the Bank's strategies and interventions support the transition to green growth? 15. How has the Bank ensured the application of the environmental and social safeguards?
VII. AfDB's value added	16. To what extent has the Bank been able to identify and maximize its added value in the Cabo Verde context? 17. To what extent has the Bank promoted upscale of results and learning sharing across MIC and SIDS?

Data collection and analysis methods

A combination of quantitative and qualitative approaches will be used, along with multiple data collection methods to triangulate sources and support findings with multiple lines of evidence:

- Self-assessment matrix with key questions and a self-rating to be filled by Bank's staff involved in the design and implementation of the CSP;
- Self-assessment matrix with key questions and a self-rating to be filled by government staff;
- A launching evaluation workshop will be organized in Praia at the beginning of the main field mission to include the views of main stakeholders and explore some strategic and portfolio issues.
- Document review, portfolio review, literature review⁶⁷;

⁶⁷ To a large extent, the CSPE will depend on the existing documentation of the country programme (previous CSPE, the CSP reviews, Country Portfolio Performance Reviews, individual Project Status and Completion Reports, Supervision Reports) and the Gender Country Profile. In addition, the CSPE will use to complementary information sources, such as

- Semi-structured interviews (e.g. government staff, private sector representatives, partners for political dialogue, implementing partners, research and development partners, others);
- Focus groups with different types of stakeholder groups - Non-Governmental Organizations, Community Based Organisations (NGO and CBO), beneficiaries, representative of the 9 islands to the extent possible;
- Field visits and direct observation of works;
- In-depth evaluation of the cluster on governance and promotion of PPP.
- Case study of the water management intervention, including impact and sustainability analysis.

Contribution analysis will be the main data analysis method. An evidence trail will be established through the completion of interview record templates to enable easy coding and analysis. Document reviews will also be fully recorded in a single overall database. The CSPE will follow a 4-point scale rating of the evaluation criteria, as requested by the Board of the Bank. Clear judgement behind each level of rating will be presented in the draft report and agreed with main stakeholders.

Evaluation process and quality assurance of the CSPE

The following table shows the proposed timeline of the evaluation, highlighting the main deliverables.

Table8. Process of evaluation, timeline and deliverables.

Stage	Dates	Deliverable
Inception phase	February – August 2017 (Scoping mission in June 2017)	Approach paper shared with the Reference Group.
Procurement and contracting processes of external experts	June - August 2017	ToR and Request for Proposals (including tailored evaluation matrices for governance and PPP in-depth evaluations).
Desk work, finalization of evaluation tools and main field mission	September –November 2017	Stand-alone annexes on the evaluation of the governance and PPP portfolio shared with the Reference Group.
IDEV write-up	December – February 2017	CODE summary report shared with the Reference Group.
Write-up of final CODE summary including management response	May 2018 (60 working days required to get the management response)	Final version of the report.
Dissemination	June 2018	Dissemination workshop Short brief of the evaluation report, including a Portuguese version.

In order to ensure ownership of the evaluation results and maximize utilization, the main users of the evaluation will provide comments at different stages in the evaluation process through their participation in a Reference Group: reviewing and commenting the approach paper (after the scoping mission); participation in the launching workshop (start of the main mission); reviewing and commenting the draft CSPE report and case studies (after the main mission), and participation in the final debriefing workshop.

country statistics, sectoral studies and the poverty analysis produced by Government and/or other development partners. The CSPE will also exploit all previous IDEV evaluations that could be used for the Cabo Verde case, for instance the Cabeóica wind farm project, the evaluation of the energy sector or the PBO (ongoing in 2017).

Table 9. Proposed composition of the Reference Group (to be refined):

Type of actor	Details
AfDB SNFO (Dakar)	1. Chief Country Economist, 2. Principal Country Program Officer, 3. Principal Country Economist-ECGF, 4. Financial Expert, 5. Principal Energy Officer,
AfDB HQ	6. Principal Governance Officer (ECFG), 7. Gender Specialist (AHGC), 8. Senior climate changer officer (ACCF, PEGC).
Government	9. National Directorate of Planning of the Ministry of Finance, 10. Resource Mobilization Unit of the Ministry of Finance, 11. State Business Sector Unit (UASE) of the Ministry of Finance, 12. General Directorate of Agriculture, Sylviculture and livestock of the Ministry of Agriculture and Environment, 13. Project Management Unit (UGPE) of the General Directorate of Energy (to be confirmed); 14. Cabo Verdean Institute of Equity and Gender (IEG) (to be confirmed);
Others	15. Representative of JICA in charge of electricity portfolio in Cabo Verde (to be confirmed), 16. Representative of WB in charge of PBO and governance interventions (to be confirmed), 17. A representative from the civil society (to be confirmed)

Given the reference group is geographically split by location, meetings will make use of Video Conference, and reference group members will be encouraged to submit comments in writing by email. The reference group will be chaired and administered by the responsible IDEV manager.

Moreover, the evaluation team will maintain a broad contact with Bank stakeholders (mainly operational complexes related to the Cabo Verde portfolio under evaluation) throughout the whole evaluation process. IDEV will circulate the approach paper to key Task Managers not formally involved in the Evaluation Reference Group for the operations fully-evaluated within the clusters. IDEV will also share short communications with key stakeholders during the process to communicate the key messages arising from the evaluation to facilitate interaction with stakeholders.

The draft approach paper and evaluation report will be firstly circulated internally at IDEV for internal peer-review. It will be then shared with the Reference Group members. The stand-alone annexes and specific project assessments and ratings will be shared with task managers and sector experts for their comments. The need to include an independent expert reviewer will be assessed later. IDEV has proposed the government of Cabo Verde to fully associate an official during all stages of the evaluation, including the field visits if possible. This should be aligned with the recent efforts of Cabo Verde to improve the national evaluation capacities. The person associated to the evaluation should not have any hierarchical linkage with any of the national institutions involved in the design or implementation of the CSP or the individual interventions to ensure the independence and impartiality of the evaluation.

The principles which underwrite IDEV evaluations are in line with DAC OECD evaluation quality standards, including: impartiality and independence, credibility, usefulness, participation of stakeholders and partners and transparency of methods and reporting⁶⁸.

⁶⁸ The implementation of the evaluation process will be inclusive and it will ensure the participation of different stakeholders. In addition, the evaluation design and conduct will be transparent and accountable, making the evaluation results public to all affected parties.

Communication and dissemination of findings and recommendations

During the evaluation, the evaluation team will: (i) include the main stakeholders in decision making about evaluation design and implementation, (ii) inform on the evaluation activities and progress and (iii) communicate interim findings. This will be done through preliminary telephone and email exchanges with key Bank's staff to work on the draft version of the approach paper that has improved during the inception mission. The final approach paper will be shared with the Reference Group and key to include their feedback. Some summaries of these documents will be translated into Portuguese to ensure the maximum participation from national stakeholders. An audit trail will be developed to ensure transparency about the inclusion or rejection of the comments received.

After the evaluation, final findings will be disseminated. The IDEV team will conduct a workshop to disseminate the evaluation findings at the end of the evaluation, and in particular to inform the next CSP. In addition to the published summary report, a short brief will also be made available both on line and hard copy. These documents will be translated into Portuguese to ensure the uptake by national stakeholders and broadly distributed to stakeholders interviewed and participants to the workshops.

The final approach paper report and final technical report will also be made available on the IDEV website and disseminated through evaluation e-mail lists, tweeter and other social media tools. The potential for additional briefs picking up on specific issues will be assessed based on the strength of evidence in the sector reports on governance and PPP, as well as the case study on the water management project.

Expected evaluation challenges and measures taken

Table 10. Challenges and measures considered to mitigate them.

Capturing the specific challenges of a lower Middle-Income Country (MIC)	Taking into consideration and resorting to: i) the key messages entailed in the AfDB Economic Sector Work; ii) the lessons learned in other MIC evaluations; iii) internal and external expertise associated to the evaluation.
Complexity of specific technical issues related to electricity and transport subsectors	Leveraging on the experience of the Bank: evaluation team; sector departments colleagues; support from IDEV internal peer review.
Difficulty to assess PPP interventions ⁶⁹ and propose solutions in Cabo Verde	Recruitment of external expertise.
Big governance/multisectoral portfolio (cluster 2) with specific evaluation challenges	Recruitment of external expertise.
Limited access to key documents and data on AfDB interventions and sectors	Thorough desk review; assistance from AfDB staff; cooperation of government officials and other stakeholders.
Logistical challenge to organize the mission (the AfDB office representing Cabo Verde is in Dakar), especially focus groups and field missions.	The mission logistics will take into consideration this aspect, with key meetings with AfDB staff and other donors in Dakar to plan the mission. National consultants recruited.
Language	The evaluation team fully understands Portuguese (being one of them being a native speaker). A local consultant will be hired to translate some key working documents and ease the communication with national stakeholders.

⁶⁹ The evaluation will try to cover all the aspects of the PPP Framework (the combination of legal, regulatory, institutional and financial framework that together facilitates the implementation of PPP, generally on a programmatic rather than ad hoc basis) (https://pppknowledgelab.org/glossary#PPP_Framework) and will get aligned to the ongoing IDEV PPP evaluation.

Annex 1. Table of Official Development Assistance (2008-2017)

Sector	Partners involved ⁷⁰	Comments
Budget Support Group (BSG)	WB (Poverty Reduction Support Credit, PRSC IV: 7,276,093 EUR + 3,637,753 EUR; PRSC V: EUR 11 million; PRSC VI: EUR 7,28 million + PRSC VII: EUR 8,8 million + PRSC VIII: EUR 11,4 + PRSC IX: EUR 8.98 million)	Includes concessional loans (2007-2011): road infrastructure development in the island of Fogo; and energy power plants within the PRSC VII
	BIDC (EUR 40,2 million)	Energy power plants for PRSC VII
	AfDB, Portugal, UK (PRSP II 2008-2011) : EUR 100 million, AfDB EUR 20 million+ WB (EUR 7,3 million)	PRSSP II – additional – road infrastructure
	AfDB (EUR 20,224 million)	PRSSP III
	AfDB (EUR 25 million⁷¹)	PAGFP
	AfDB (EUR 15 million⁷²)	PAGEPPI
	AfDB (EUR 15 million⁷³)	PAGEPPI II
	AfDB (EUR 15 million⁷⁴)	PACE I
	AfDB Grant⁷⁵ (not mentioned in Government figures)	Support for promoting economic efficiency and investment through privatizations and PPP
Other partners mentioned in the CSP and not included in the Government lists: EU, Netherlands, Austria, Spain. Information to be found.		
Private sector development	World Bank (EUR 3,7 million ⁷⁶)	SME – Capacity building and economic governance
	AfDB Grant (not mentioned in Government figures⁷⁷)	Tax and revenue administration for improved business life cycle services project
	AfDB Grant (not mentioned in Government figures⁷⁸)	Pilot project about employability
	EU (EUR 0,165 million)	Supporting business environment and services for private sector development; reinforcement of institutional and local capacities in leadership and entrepreneurship, social protection program.

⁷⁰ Source: Annex 5 of CSP, 2009 and Annex IX of CSP 2014; *Relatório Direção Serviço de Mobilização de Recursos (Recursos mobilizados 2008-2016) – Ministério das Finanças e do Planeamento, Abril 2016* (this document doesn't do the distinction between loans and grants); African Economic Outlook 2009 – resource mobilization and aid; Directory of National Planning of Cabo Verde / African Development Bank 2013, Directory of National Planning of Cabo Verde / African Development Bank 2013. This was contrasted with some donors during the scoping mission (this is marked in the table).

⁷¹ UA 21,91 million according to Bank's documents.

⁷² UA 13,02 million according to Bank's documents.

⁷³ UA 13,25 million according to Bank's documents.

⁷⁴ UA 11,83 million according to Bank's documents.

⁷⁵ UA 0,8 million according to Bank's documents.

⁷⁶ USD 4,5 million according to the World Bank figure (Implementation Completion Report, 2016).

⁷⁷ UA 0,8 million according to Bank's documents.

⁷⁸ UA 0,8 million according to Bank's documents.

Sector	Partners involved	Comments
Private sector devt (cont.)	AfDB (EUR 0,659 million⁷⁹)	Capacity building for MSME development through business incubators
	Other partners mentioned in the CSP and not included in the Government lists:	USA, ABEDA, Japan, Lux. Information to be found.
Energy	OPEP/OFID (EUR 8,5 million) + ORET (EUR 8,747 million)	OPEP/OFID and ORET: pacote centrais únicas SA SN BV e Fogo
	WB (EUR 40,2 million)	Sector recovery and reform of the electricity sector
	AfDB (EUR 5,3 million⁸⁰) + Japanese JICA (EUR 31,758 million) - source : government figures 2008	Project to strengthen electricity production and distribution in 6 islands
	AfDB (UA 4,82 million) + Japanese JICA (EUR 53,52 million ⁸¹)	Increase production energy capacity in Santiago
	Portugal : Solar fotovoltaïque plant in Sal (EUR 13,945 million), in Santiago (22,4 million euro), Energy Plan (1,5 million euro), video surveillance system and works in the mid-voltage network in Sal and Santiago (1,64 million euro), Dispatching centers for Santiago and Sal to combat losses and energy quality (2,71 million euro)	According to the Portuguese cooperation, 100 million euros were provided through a credit line for renewable energy, environment and water. The government figures mentioned 46,9 million euros for the energy sector without specifying the names of projects. This figure is 42,194 million euros according to the Portuguese cooperation.
	AFD (EUR 26 million), concessional loan	Energy expansion, exact name of intervention/s to be found.
Renewable energy	AfDB (EUR 15 million⁸²) and BEI (EUR 30 million)	Cabeólica wind farm project
	AfDB (not mentioned in Government figures⁸³)	Blue economy study
	Other partners mentioned in the CSP and not included in the Government lists:	Spain, EU, Lux. Information to be found.
Air Transport	AfDB (EUR 21,5 million⁸⁴)	Expansion of the Praia Airport
Agriculture / water catchment management	BADEA (EUR 6,66 million), 2008	Bacias Hidrográficas de Santo Antão e São Nicolau – Agriculture e rural development
	BADEA (EUR 6,66 million), 2009-2012	Bacias hidrográficas de Flamengos e Principal – Agriculture and rural development
	BADEA (EUR 5,18 million ⁸⁵) in 2013	Construction of dams and dykes, agriculture development

⁷⁹ UA 0,8 million according to Bank's documents.

⁸⁰ UA 8,42 according to AfDB documents.

⁸¹ AfDB documents mentioned different figures: JICA (UA 23,3 million), BIDC (UA 6.056 million), WB (UA 14 million, EU (UA 6,48 million) and Netherlands (UA 12,15 million). To be confirmed.

⁸² A different figure is mentioned for the active portfolio in the government list: EUR 10,557 million.

⁸³ UA 1 million according to Bank's documents.

⁸⁴ EUR 28,79 million in other government lists. According to the Bank's documents: AfDB (EUR 25,713 million). The Portuguese Trust Fund funded the studies for a total of EUR 0,045 million, according to Bank's documents.

⁸⁵ USD 25 million in other sources, to be confirmed.

Sector	Partners involved	Comments
Agriculture / water catchment management (cont.)	AfDB (UA 5,69 million⁸⁶)	Catchment basins management Project
	USA (EUR million 2,14 million) and AfDB (EUR 1,41 million⁸⁷)	According to the figures of MCC for 2005, the watershed management and agriculture support envelop was USD 10.8 million (6.8 for watershed management, 3.6 for agribusiness development and 0.4 for credit) Water mobilization for agriculture, natural resources conservation
	Portugal (EUR million 53,06 million + EUR 4,5 million in 2013)	Agriculture and rural development
	IFAD (EUR 12 million)	Rural Poverty Alleviation Programme (PLPR II)
	BADEA (EUR 1,46 million ⁸⁸)	PLPR III (Fight Against Poverty in the rural areas Program)
	Spanish Fiduciary Fund (FFE: EUR 7,1 million) and IFAD (EUR 4,995 million + USD 20,5 in 2013)	Rural Socio-economic Opportunities Programme (POSER)
	Japanese JICA (EUR 2,47 million)	Modernization of agriculture techniques
	Holland (EUR 4,772 million)	National forest inventory, cattle and agriculture production
	EU (EUR 0,440 million)	Fight against avian flu, relaunching production of Banana
	ECOWAS (0,07 million)	National program of agriculture Investment
	AfDB (not mentioned in Government figures⁸⁹)	Agriculture census survey
ICT	AfDB (EUR 31,5 million of a loan and EUR 0,253 million⁹⁰ of a grant for the data center)	Technological Park project & Feasibility study of the Data Center
	Portugal (EUR 8,64 million)	Equipment to the Data Centre, National System of Civil Authentication
	China (unknown figure)	Underwater fiber-optic cable, voice over internet protocol, video conferencing connectivity to public administration
	China (Exim) – 12,580,000 EUR	EGOV -1st phase
	UN (USD 3,915 million)	Building adaptive capacity and resilience to climate change in the water sector, Implementing integrated water resource and waste water Management in Atlantic and Indian Ocean SIDS

⁸⁶ UC 5,96 million according to Bank's documents.

⁸⁷ EUR 1,41 million according to Bank's documents and EUR 1,045 million according to figures in other government lists.

⁸⁸ USD 2 million in the government list of 2013.

⁸⁹ UA 0,8 million according to Bank's documents.

⁹⁰ UA 27 million and UA 0.297 million in Bank's documents.

Sector	Partners involved	Comments
Environment/ climate change adaptation	AfDB (not mentioned in Government figures)⁹¹	Strategic tools to support mitigation activities in key sectors in Cabo Verde
	Other partners mentioned in the CSP documents and not included in the Government lists, so no figures available by now: Netherlands, Germany, WB, USA, Spain, Japan, Lux, Austria. Information to be found.	
Migration	Spain (EUR 0,045 million)	Diaspora Competences mobilization
Education	AfDB (not mentioned in Government figures)⁹²	Education Sector Institutional Support Project PAISE III
	AfDB⁹³	Multinational: African virtual university support project phase (AVU II) - 2011
	EU/UN (EUR 0,29 million)	Promoting primary school program, protection of vulnerable children, e-learning
	Spain (EUR 0,27 million)	Education Program
	Kuwait Fund (EUR 6,66 million + USD 10 million) and Saudi Fund (EUR 7,5 million + USD 10 million) and China (EUR 0,25 million)	Construction and Rehabilitation of Schools – Education
Others	AfDB grant (not mentioned in Government figures)⁹⁴	Household income survey
	AfDB grant (not mentioned in Government figures)⁹⁵	Population and reproductive health survey
	AfDB grant (not mentioned in Government figures)⁹⁶	Emergency aid for population affected by the volcano eruption
	AfDB grant (not mentioned in Government figures)⁹⁷	Emergency aid for the Fogo island, 2015
	AfDB grant (not mentioned in Government figures)⁹⁸	Emergency assistance to support Cabo-Verde preparedness and response plan to fight the zika virus outbreak -2016
	AfDB grant (not mentioned in Government figures)⁹⁹	Strengthening West Africa public health systems response to the Ebola crisis – 2014

⁹¹ UA 0,355 million according to Bank's documents.

⁹² UA 1 million according to Bank's documents.

⁹³ Specific funds allocated to Cabo Verde to be determined, only total amount found.

⁹⁴ UA 0,8 million according to Bank's documents.

⁹⁵ UA 0,5 million according to Bank's documents.

⁹⁶ UA 0,2 million according to Bank's documents.

⁹⁷ UA 0,738 million according to Bank's documents.

⁹⁸ UA 0,7 million according to Bank's documents.

⁹⁹ Specific funds allocated to Cabo Verde to be determined, only total amount found.

Other relevant partners' interventions

Sector	Partners involved ¹⁰⁰	Comments
Road infrastructure	OFID (5,816,207 EUR), BADEA (5,816,207 EUR)	Anel rodoviário do Fogo – road infrastructure
	Portugal (100,000,000 EUR) +Saudi Fund (EUR 7,5 million + USD10 million) + Morocco (EUR 0,24 million) + UK (0,23 million) + USA (EUR 1,16 million) + BADEA (USD 8 million) + OFID (USD 8 million)	Road infrastructure/construction According to the Portuguese cooperation, Portugal provided a direct loan for the road sector for 100 million euro (96.6 million were used). According to the figures of MCC for 2005, a total of 25 million USD was allocated for roads and bridges.
	WB (USD 29 million ¹⁰¹)	Support to the road sector, Reform of transport system
	RSSP II (EUR 3,637,753)	Additional financing
Sea transport infrastructure/ports	BEI (EUR 47 million)	Palmeira Port – first phase
	BEI (EUR 7,8 million)	Palmeira Port – second phase
	Portugal (EUR 200 million ¹⁰²)	Expansion and modernization of Praia port; expansion of Vale dos Cavaleiros, Furna, Porto Novo; construction of Mindelo Port North access.
	Portugal (EUR 30 million)	Modernization and expansion of Sal Rei Port – II phase
	USA (EUR 26,5 million)	Praia Port According to the figures of MCC for 2005, a total of 53.7 million USD was allocated for ports.
	Spain (EUR 14 million ¹⁰³)	Cold storage plant (Sao Vicente) and Construction of cold storage infrastructures in Porto Grande; implementation of Vessel Traffic System.
	China (USD 17 million)	Shipyard on island of São Vicente-fish activity + renovation of Cab nave (Sao Vicente),
Security	ICO/ Spain (5,985,401 EUR + 4,991,020 EUR + EUR 7,9 million)	Security - VTMS II
	Spain (EUR 4,998 million)	Modernization of the maritime beacon in Cabo Verde
	China (Exim Bank) – 10,399,593 EUR	Scanner containers (THSCAN)
	ORET, Dutch Fund related to export transactions (EUR 4 million)	Navy patrol (<i>Navio patrulha</i>)
Water and sanitation	Spain/ICO (EUR 3,4 million)	Palmarejo desalinization plan, phase I
	Austria (EUR 6,482 million)	Palmarejo desalinization plan, phase II
	AFD (EUR 22 million)	Water desalinization in Sao Vicente and Sal
	AFD (EUR 10 million)	Water and Sanitation: Santa Catarina

¹⁰⁰ Source: *Relatório Direção Serviço de Mobilização de Recursos (Recursos mobilizados 2008-2016) – Ministério das Finanças e do Planeamento, Abril 2016* (this document doesn't do the distinction between loans and grants); African Economic Outlook 2009 – resource mobilization and aid; Directory of National Planning of Cabo Verde / African Development Bank 2013; Directory of National Planning of Cabo Verde / African Development Bank 2013.

¹⁰¹ EUR 14,05 million in other government lists.

¹⁰² EUR 138,95 million in other government lists.

¹⁰³ EUR 18,77 million in other government lists.

	AFD (EUR 1 million)	Island of Santiago: improvement of the potable water network, according to interview with AFD in June 2017.
	AFD (EUR 10 million)	New project in San Antao (Master Plan for potable water), according to interview with AFD in June 2017

Sector	Partners involved	Comments
Water and sanitation (cont.)	BADEA (EUR 3,7 million)	Sanitation system in Espargos
	OFID (USD 3 million)	Improvement population access to water distribution system
	Portugal (EUR 32,969 million)	Construction of 6 dams, construction of 29 dykes in Maio and Boa vista, improvement of water distribution system
	Japan (ISD 159 million ¹⁰⁴)	System of water production and distribution in Santiago
	France (EUR 32 million)	Water and sanitation System in S. Catarina, desalination of sea water
	Spain (EUR 3,125 million)	Institutional Support, capacity building and improvement access to water and sanitation
	EU (EUR 1,3 million)	Reinforcement of local authorities in improvement of sanitation Conditions
	USA (USD 41,09 million)	National Institution and regulatory reform, legal reform, Master plan for the sector, establishment and operation of commercially-oriented water utilities
	Other partners mentioned in the CSP and not included in the Government lists: UN, Austria, Lux, Netherlands. Info to be found.	
Vocational training/ employment promotion	Spain (EUR 0,73 million)	Hydroponic school and agriculture development
	Holland (EUR 2,05 million)	Professional training and employment promotion, construction of schools, secondary schooling - curricula Revision
	Luxembourg (EUR 7,34 million)	Construction of schools, support to canteen programme, national program of employment, professional training, hospitality school in Praia
	Portugal (EUR 0,64 million) ¹⁰⁵	Vocational and professional training, construction of schools
	EC (EUR 3,564 million)	Employment special programs for young, women and vulnerable groups, social Protection
		Other partners mentioned in the CSP documents and not included in the Government lists, so no figures available by now: WB, USA, France, Austria, Brazil, Cuba, China, UNDP. Information to be found.

¹⁰⁴ EUR 108,4 million in other government lists.

¹⁰⁵ This was not a governmental investment, according to information provided by the Portuguese Ministry of Finances .

Sector	Partners involved	Comments
Fisheries	ICO/Spain (EUR 12,783 million)	Fishery
	Spain (EUR 0,8 million)	Operational plan for artisanal fisheries development
	WB (USD 5,5 million) + GEF (0.132 million)	Regional fisheries Program
	EU (EUR 1,615 million)	Institutional support, reinforcement of inspection capacities; quality of fishery products, socio-economic development of fisheries communities.
	Japan (EUR 0,226 million)	Quality and valorization of fishery products
Others	China (USD 55 million) Portugal (EUR 200 million) + China (EUR 38,75 million) Austria (EUR 6 million) Kuwait (USD 14 million ¹⁰⁶) + WHO (0,273 million) BADEA (EUR 10,772)	Cement Plant Social housing Regional hospital in Fogo e Brava Health program Urban improvement in Praia

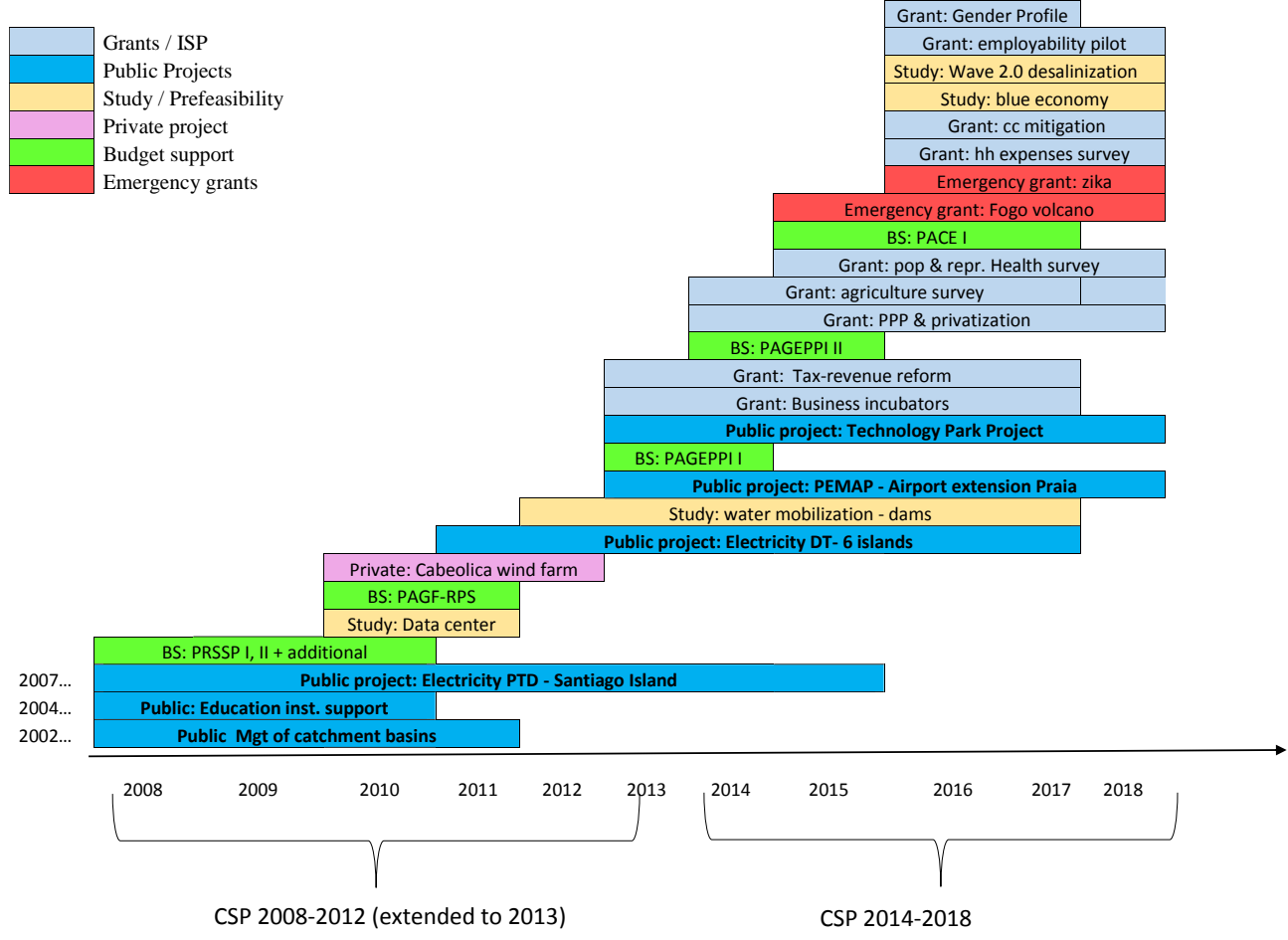
¹⁰⁶ EUR 10,36 million in the government list.

Annex 2. AfDB's portfolio covered by the CSPE (2008-2017)

	PROJECTS AND STUDIES COVERED BY THE CSPE IN 2017 (in bold, current portfolio, June 2017)	TYPE OF PROJECT	SOURCE	APPROVAL YEAR	ENTRY INTO FORCE	STATUS	COMPLETION DATE	TOTAL AMOUNT (UA MILLION) - AfDB	TOTAL COST OF THE PROJECT (INCLUDING CO-FINANCING FROM OTHER PARTNERS - UA MILLION)	DISBURSEMENT RATIO
ENERGY										
1	ELECTRICITY TRANSMISSION AND DISTRIBUTION NETWORK DEVELOPMENT PROJECT 6 ISLANDS	public	ADF -loan	2011	2012	Ongoing	2021 (Plan)	8,42	56,649 UA	69 %
2	POWER GENERATION, TRANSMISSION, DISTRIBUTION CAPACITY BUILDING PROJECT - SANTIAGO ISLAND	public	ADF -loan	2007	2008	Closed	2014	4,763	37,881 UA	98,83 %
3	CABEOLICA WIND POWER	private	ADF -loan	2010	06/22/2011	Ongoing	12/31/2020 (Plan)	11,2	53,713 EUR	100 %
TRANSPORT										
4	PRAIA AIRPORT EXPANSION AND MODERNIZATION PROJECT (PEMAP)	public	AfDB - loan	2013	12/16/2013	Ongoing	11/30/2017 (plan)	22,7	29,807	26,00 %
TIC										
5	TECHNOLOGY PARK PROJECT	Public	AfDB - loan	2013	04/21/2014	Ongoing	2018 (plan)	27	35,9	100,00 %
WATER AND SANITATION										
6	Project Preparat bn - WAVE 2.0 POWERED DESSALINATION SYSTEM (REVERSE OSMOSIS)	PUBLIC	SEFA grant	2015		Ongoing		0,93		0,00 %
7	STUDY ON WATER RESOURCE MOBILIZATION AND STRENGTHENING OF THE INTEGRATED MANAGEMENT FRAMEWORK	Public	AWF- grant	2012	2013	Complete	2016	1,158	1,582	77,68 %
8	PROJECT OF MANAGEMENT OF CATCHMENT BASINS (Santiago Island)	Public	ADF -loan	2002	0	Complete	2010	5,96	10,66 UA	97,16 %
SOCIAL										
9	POPULATION AND REPRODUCTIVE HEALTH SURVEY	Public	AfDB - loan	2015	2015	Ongoing	2016 (Plan)	0,50	0,7	63 %
10	PILOT PROJECT FOR EMPLOYABILITY	Public	MIC Fund	2016	2016	Approved	2019 (plan)	0,80	?	0 %
11	EMERGENCY ASSISTANCE TO SUPPORT CABO VERDE PREPAREDNESS AND RESPONSE PLAN TO FIGHT THE ZIKA VIRUS OUTBREAK	Public	Special Relief Funds -Grant	2016	2016	Approved	2017 (plan)	0,70	?	0 %
12	EMERGENCY ASSISTANCE FOR THE POPULATION AFFECTED BY THE VOLCANO ERUPTION (HOUSING)	Public	Special Relief Funds - Grant	2015	2015	Complete	12/31/2015	0,19	?	0 %
13	EDUCATION SECTOR INSTITUTIONAL SUPPORT PROJECT (PAISE III)	Public	AfDB loan	2004	2005	Closed	2010	1,00	1	97 %
AGRICULTURE										
14	EMERGENCY ASSISTANCE FOR THE FOGO ISLAND - RESTORATION OF LIVELIHOODS AND INCREASE OF HOUSEHOLDS RESILIENCE	Public	Special Relief Funds -Grant	2016	2016	Approved	12/31/2017 (plan)	0,738	?	0 %
15	BLUE ECONOMY STUDY (TECHNICAL ASSISTANCE FOR A NATIONAL PLAN OF INVESTMENT ON BLUE ECONOMY)	Public	MIC Fund	2016	2016	approved		1	1,28	0,00 %

	PROJECTS AND STUDIES COVERED BY THE CSPE IN 2017 (in bold, current portfolio, June 2017)	TYPE OF PROJECT	SOURCE	APPROVAL YEAR	ENTRY INTO FORCE	STATUS	COMPLETION DATE	TOTAL AMOUNT (UA MILLION) - AfDB	TOTAL COST OF THE PROJECT (INCLUDING CO-FINANCING FROM OTHER PARTNERS - UA MILLION)	DISBURSEMENT RATIO
GOVERNANCE										
16	SUPPORT TO AGRICULTURE SURVEY	Public	ADF -loan	2014	2018	Ongoing	2017	0.8	5 USD	71%
17	HOUSEHOLD EXPENSES AND INCOME SURVEY	Public	MIC Fund	2016	2016	Complete	2016	0.8	1,8 USD	100%
18	SUPPORT FOR PROMOTING ECONOMIC EFFICIENCY AND INVESTMENT THROUGH PRIVATIZATION AND PPP (P&PPP)	Public	CIF (Investment Climate)	2014	2014	Ongoing	Dec-16	0.8	0,8 TBC	19%
19	PROG. D'APPUI BUDGETAIRE ADDITIONNEL AU PROG APPUI A LA STRATEGIE REDUCTION DE LA PAUVRETÉ (PRSSP I) initial loan	Public	AfDB loan	2008	2008	Complete	2008	5	5	100%
20	PROG. D'APPUI BUDGETAIRE ADDITIONNEL AU PROG APPUI A LA STRATEGIE REDUCTION DE LA PAUVRETÉ (PRSSP II), 1st trench of additional loan	Public	AfDB - loan	2009	2010	Complete	2011	18.2	36.4	100%
21	PROG. D'APPUI BUDGETAIRE ADDITIONNEL AU PROG APPUI A LA STRATEGIE REDUCTION DE LA PAUVRETÉ (PRSSP II) 2nd trench of additional loan	Public	AfDB - loan	2009	2010	Complete	2011	11.7	36.4	100%
22	PROG. D'APPUI BUDGETAIRE ADDITIONNEL AU PROG APPUI A LA STRATEGIE REDUCTION DE LA PAUVRETÉ (PRSSP II) AFD loan of the additional support	Public	AfDB loan	2010	2011	Complete	2011	6.5		98%
23	PUBLIC FINANCE MANAGEMENT AND PRIVATE SECTOR RECOVERY SUPPORT PROG (PAGF-RPS)	Public	AfDB loan	2010	2015	Complete		21.91	21.91	100.00%
24	PUBLIC CORPORATE GOVERNANCE AND INVESTMENT PROMOTION SUPPORT PROG. (PAGEPPI)	Public	AfDB - loan	2013	2013	Complete	2015	13.02	lack of details regarding the WB contribution.	100%
25	EFFICIENT TAX AND REVENUE ADMINISTRATION FOR IMPROVED BUSINESS LIFE-CYCLE SERVICES PROJECT	Public	CIF (Investment Climate Facility)	2013	2014	Ongoing	Dec 2016 (plan)	0.8	2.663	51%
26	PUBLIC CORPORATE GOVERNANCE AND INVESTMENT PROMOTION SUPPORT PROG. II (PAGEPPI II)	Public	AfDB - loan	2014	2014	Complete	2015	13.25	40, 5 EUR	100%
27	ECONOMIC GROWTH SUPPORT PROGRAM (APPUI CROISSANCE ECONOMIQUE) (PACE I)	Public	AfDB - loan	2015	2016	Complete	2016	13.101	13.101	100%
28	CAPACITY BUILDING GRANT FOR MICRO & SME DEVELOPMENT THROUGH BUSINESS INCUBATORS	Public	CIF (Investment Climate Facility)	2013	9/12/2013	Ongoing	Dec. 2015	0.8	1.115	87.00%
CLIMATE CHANGE										
29	STRATEGIC TOOLS TO SUPPORT MITIGATION ACTIVITIES IN KEY SECTORS IN CAPE VERDE	Public	ACCF Grant	2016	2016	Ongoing	2016	0.355	0.495	0.00%
TOTAL								194.099		

Annex 3. Timeline of the approval of the interventions under evaluation



Annex 4. Analysis of indicative lending and non-lending programmes in the CSPs

Name of project (lending operations) ¹⁰⁷	Type of project	Source	Expected year of approval	Expected amount (UA million)	Status as June 2017
Energy					
Energy production centralization project	Public	ADF	2009	6.5	Not approved
Detailed study of electricity interconnection, distribution and transmission 6 islands	Public	MIC Fund	2009	0.5	Finally funded by JICA. AfDB funded the environmental studies
Project for electricity interconnection 6 islands	Public	ADF	2012	10	8.42 million approved in 2011.
5MW Thermal power plant in Maio Island	Public	ADB	2016	5	Not approved
Renewable energy project	Private	ADB	2017	TBD (CSP 2014-2018)	Not approved
Transport					
Praia Airport expansion project	Public	ADB	2010	20	22.7 million approved in 2013
Mindelo Port access road project	public	ADB	2012	8	Not approved
Seaport project in Maio and Sao Nicolao	Public	ADB	2015	22	Not approved
Fishing project in Praia and Mindelo	Public	ADB	2015	20	Not approved
Deep-sea port development in Mindelo	Private/PPP	ADB	2017	TBD (CSP 2014-2018)	Not approved
Praia-Dakar-Abidjan multimodal corridor	Public	PIDA/regional	2016	TBD (CSP 2014-2018)	Not approved
TIC					
Electronic platform project for the administration (Data Centre)	Public	ADB + ADF	2011	30+5	27 million approved in 2013
Water and sanitation					
Water resource mobilization study	Public	AWF Grant	2009	0.5	1.158 million approved in 2012
Governance					
Supplementary budget support programme (PRSSP II)	Public	ADB	2009	20	18.2 million approved in 2009
Supplementary budget support programme (PRSSP II)	Public	ADB	2010	20	11.7 million approved in 2010
Budget support programme (PRSSP III)	Public	ADB	2011	10	6.5 million approved in 2010 for additional support (AFD loan)
Budget support	Public	ADB	2014	13	PAGEPPI approved in 2013 for 13million
Two year-budget support	Public	ADB	2015	27	Correspondence not clear, PACEI in 2015 for 13million
Household consumption survey	Public	MIC Fund	2016	TBD (CSP 2014-2018)	0.78million approved in 2014
Support to agricultural survey	public	MIC Fund	2017	TBD (CSP 2014-2018)	0.8million in 2014 through a ADF loan

¹⁰⁷ Source Annex 4 of CSP 2009-2012 and Annex II of CSP 2014-2018, and IDEV evaluation team.

Name of project (Economic and Sector Work and TA) ¹⁰⁸	Type	Source	Targeted completion date	Status as June 2017
Energy				
“100% Renewable Energy” Program Implementation – Financial Transaction Structuring	TA	SEFA & WEF	2015	Not approved
Transport				
Transport infrastructure new model of management study	ESW	TBD	2017	Not approved
Social / Gender				
Gender Profile	ESW	TBD	2016	Approved and finished in 2017.
Opportunity cost of gender inequalities to the GDP	ESW	TBD	2017	Not approved
Governance/ Social				
Growth and Poverty Reduction in Cabo Verde	ESW	TBD	2016	Not approved
Governance				
Institutional, regulatory, and capacity building assistance for PPPs mobilization	TA	MIC Trust Fund	2015	Approved in 2014, MIC Fund and CIF (investment climate facility)
Concessions contracts renegotiation	TA	ALSF	2014	Not approved
Study of competitiveness of the taxation services		MIC Fund	2010	Approved in 2014, (investment climate facility) and AfDB loan
Regional Integration				
Economic cooperation and Cabo Verde integration into the ECOWAS region	ESW	TBD	2015	Not approved
Impacts of the regional integration policy and integration into global economy	ESW	MIC Trust Fund	2009	Not approved
Finalization of the study on the cost of insularity	ESW	Adm Fund	2009	Not approved
Private Sector				
Transforming diaspora transfers into productive assets and investment: Profile for Cabo Verde Migrants	ESW	Migration - Development Trust Fund	2016	Not approved
Study of Private Sector Profile	ESW	Adm Fund	2010	Approved but study rejected, not published
Social Education				
Tertiary education reforms and jobs creation (youth & women)	TA	MIC Trust Fund	2015	Pilot project of employability funded in 2016

¹⁰⁸ Source Annex 4 of CSP 2009-2012 and Annex II of CSP 2014-2018, and IDEV evaluation team.

Annex 5. National development plans and AfDB policies and strategies

National policies, strategies and development plans

At the macro level:

- 2003-2013 Economic Transformation Strategy (STE as long-term structuring vision)
- 2008-2011 Poverty Reduction and Growth Strategy Paper II, PRGSP II
- 2012-2016 Poverty and Reduction Strategy Paper III (PRGS III / GPRS III or DECRP III in Portuguese)
- 2016-2021 Government Programme for the IX Term (*Programa do Governo da IX Legislatura*)

At the sectoral level:

- 2005 Information Society Strategic Programme (ISSP)
- 2007 Anti-gender based violence Plan
- 2008 National Adaptation Programme of Action on Climate Change (PANA)
- 2008 National Energy Policy
- 2008-2011 Transport Strategic Plan
- 2008-2012 Information Society Strategic Program, Electronic Government Action Plan (PAGE). Improving Governance and Service delivery through E-Government: The Case of Cabo Verde (2008-2012)
- Information Society Strategic Program (PESI)
- 2010 National Integrated Water Resource Management Action
- 2010-2013 Strategic Plan for the Development of Tourism in Cabo Verde (2010-2013) / Ministry of Economy, Growth and Competitiveness (Directorate General for Tourism)
- 2011 Decree-law n.1/2011 on promotion and incentive for the use of renewable energy
- 2012 Sector Plan for Renewable Energies
- 2012-2016 Human development Strategy
- 2012 ECOWAS Renewable Energy Policy (regional)
- 2013 Cabo Verde 100% Renewable: a road map to 2020
- 2013 Integrated Policy of Education, Training and Employment (PIEFE: *Política integrada da Educação, Formação e Emprego*)
- 2014 National Strategy on Migration and Development, guidelines for action
- 2014 National Strategy for sustainable energy
- 2015 Integrated Strategic Plan for the Development of creative economies / Ministry of Communities
- 2015-2020 National Plan of Action for Renewable Energies, Ministry of Tourism, Investments and Business Development and SEFA
- 2016 National Plan for Gender Equality and Equity (PNEEG)
- 2017-2020 National Strategy for the transition from informal to formal economy

AfDB policies and strategies

- 1993 Transport Sector Policy
- 1999 Governance Policy
- 2001 Gender Policy
- 2003 Involuntary resettlement
- 2004 Environmental Safeguards Policy,
- 2007 Bank's strategy for private sector development
- 2007 Come rain or shine. Integrating climate risk management into African Development Bank operations. Working paper, No 89.
- 2008 Strategic and Operational Framework for Regional Operations (approach to mobilize resources for regional integration)
- 2008 Strategic framework for increased support to MICs
- 2008 Governance Strategic Directions and Action Plan 2008-2012
- 2008-2012 Medium- Term Strategy (MTS)

- 2009 Checklist for Gender Mainstreaming in education and health sectors
- 2009 Climate Risk Management and Adaptation Strategy (CRMA)
- 2009-2012 Regional Integration Strategy Paper (RISP)
- 2010 Agriculture Sector Strategy 2010-2014
- 2010 Gender Equality and Women's Empowerment: An Updated Gender Plan of Action (UGPOA) 2009 – 2011
- 2010 Checklist for Gender Mainstreaming in the Water and Sanitation Sector, infrastructure sector,
- 2011-2015 Regional Integration Strategy Paper for West Africa (RISP WA)
- 2011 Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development - An Action Plan for Africa 2011-2015
- 2011 Climate Change Action Plan (CCAP) 2011-2015
- 2012 Energy Sector Policy
- 2012 Policy for Integrated Water Resources Management
- 2012 civil society engagement framework
- 2013 Private Sector Development Policy 2013-2017
- 2013 Bank of the Integrated Safeguards System
- 2013-2022 Bank's Ten-Year Strategy
- 2014 Governance_Strategic_Framework_and_Action_Plan 2014-2018
- 2014 Integrated Safeguards System - Policy Statement and Operational Safeguards
- 2014 Gender Strategy 2014-2018
- 2014–2023 Regional Integration Policy and Strategy (RIPoS)

Annex 6. Evaluation matrix

I. Relevance

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>1. To what extent were the AfDB Country Strategy Papers (between 2007-2017) in Cabo Verde pertinent in responding to the needs of the country as a MIC, and its population?</p>	<p>Level of innovation in adapting the CSP approach to the country's context as a Middle-Income Country (MIC): what changed between programming cycles after the country's transition in 2008¹⁰⁹?</p> <p>Level of selectivity in designing the country portfolio focused on value added areas (level of consideration of the work of other partners, including the role of the diaspora, and lessons learned from other MICs, perceived gaps in the coverage of strategic areas within AfDB competence or excessive concentration in individual areas according to different stakeholders).</p> <p>Assessment of quality of the ESA produced or TA delivered and its contribution to a more robust CSP and improved dialogue with government, as well as advice provided taking into consideration the specific challenges of Small Island Developing States (SIDS)¹¹⁰</p> <p>Quality of the consultation and separate analysis about beneficiaries' needs included in the CSP and degree of clarity of the targeting strategy to reach intended target groups.</p> <p>Analysis of alternative strategies the Bank could have chosen.</p>	<p>The AfDB approach to Cabo Verde as a MIC will be discussed and agreed with the stakeholders during the scoping mission, from the indicators suggested from the preliminary desk review¹¹¹.</p> <p>Portfolio review (sector distribution, trends in volume and size, ratio of lending and non-lending, private-public sector, % loans-grants, % co-financed initiatives).</p> <p>Desk review and interviews.</p>

¹⁰⁹ Adequacy of the financial instruments mobilized to implement the strategy (promotion of innovative lending products offered by the Bank, and use of the Technical Assistance and Trust Funds to promote PPP and attract private sector investment, actions to mobilize additional resources with support of the AfDB: passive RM= co-financing and active RM=maximize total envelope for a project (Framework under development at the Bank).

¹¹⁰ High vulnerability to global macroeconomic fluctuations due to their considerable degree of openness and global integration; heavy reliance on an undiversified set of economic drivers; a small domestic labor pool and consumer market that limit the potential for economies of scale; high unit costs of core infrastructure and public goods arising from indivisibilities in public goods supply; and significant exposure to natural hazards and environmental degradation.

¹¹¹ AfDB's contribution to mobilizing additional resources through the promotion of effective linkages between public/private operations, offering competitive lending products (public and private sectors project lending, policy-based operations, guarantees and grants from the MICs Technical Assistance Fund (TAF), Global Climate Finance funds, the African Water Facility (AWF), and Special Relief Fund (SRF) and providing adequate quality analytical work to influence policy dialogue.

Relevance (continuation)

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>2. To what extent the AfDB CSPs have been aligned to government strategies and AfDB's policies and strategies?</p>	<p>Assessment of quality and internal coherence of CSPs¹¹²</p> <p>Level of alignment of the CSP and Bank operations (lending and non-lending) at design and completion with: government development strategies and priorities and AfDB's main policies and strategies (taking into consideration the ultimate objective of promoting inclusive and green growth)</p>	<p>Evaluators' judgment based on desk review of CSP and secondary sources, feedback from RMC stakeholders and others TFP, AfDB guidelines of drafting the CSP.</p> <p>Desk review of policies and strategies, interviews.</p>
<p>3. To what extent the specific interventions have been relevant to answer the needs of the country?</p>	<p>Quality at entry aspects: To what extent the projects' objectives are clearly stated and focused on outcomes? Were/Are the intended outcomes realistic? What is the quality of the risk assessment included in the project design? Were there any major modifications to the project design? Why?</p> <p>To what extent the individual projects' purposes are aligned with the Bank's CSP, the AfDB sector strategies, the country's development strategies and the beneficiary needs at design and at the time of evaluation (2017)? What is the quality and clarity of targeting strategies of interventions?</p>	<p>Evaluability template to be developed.</p>

¹¹² The evaluation will assess the coherence of the text of the CSP and the Results Monitoring Matrix, linkages and complementarity between the components -lending operations and grants, Economic and Sector Work (ESW) and policy dialogue - financial allocations and management structures.

II. Effectiveness

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>4. To what extent were the main CSP strategic objectives achieved?</p>	<p>Analysis of the achievement of objectives according to the overall ToC with stakeholders and degree the ToC of the Bank's engagement held accurate.</p> <p>Sector performance / aggregated results for each of the 3 clusters and comparative analysis with non-targeted areas/contribution of other donors (if information is available).</p>	<p>Indicators of the 2 CSP pillars, information from Country Portfolio Reviews, 2ary data on outcomes identified in the reconstructed ToC of the strategy</p> <p>Contribution analysis in reference to Bank's Strategies</p>
<p>5. To what extent have the Bank's interventions achieved its outputs (actual vs. planned) and outcomes and contributed to country development objectives?</p>	<p>Analysis of the robustness of the evidence provided in the IPR or PCR and other project progress/M&E reports for each of the outcomes/delivery of benefits to the expected target group.</p> <p>Analysis of the ToC of the 3 clusters with different stakeholders, including identification of unintended outputs/outcomes ¹¹³.</p> <p>Contribution analysis of the results of the specific interventions, considering the contextual factors and interventions from other donors along with external factors (climatic shocks and other natural disasters, global economic crisis, euro zone crisis, etc.).</p>	<p>Reconstructed ToC of the 3 clusters, analysis of baseline and targets data in interventions' documents; contribution analysis</p> <p>In-depth desk review of interventions' documents and national sector strategies, benchmark information from other donors and partners; field visits, interviews and focus groups with beneficiaries (specific PRA templates to be developed)</p>

¹¹³ For Policy-based operations, the analysis will cover not only the outputs' delivery (policy reforms), but also the degree to which complementary measures necessary for their implementation occurred.

III. Efficiency

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
6. To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?	<p>Level of timeliness in the approval of the CSP and preparatory work</p> <p>Approval and implementation ratio of the indicative lending programme (studies available prior to inclusion of projects in the lending programme).</p> <p>Analysis of the evolution of key indicators used in the AfDB Portfolio Performance Evaluations of the active portfolio¹¹⁴, complemented with other measures used elsewhere¹¹⁵.</p>	Portfolio review, interviews, focus groups with AfDB and national stakeholders, IPR ratings, analysis of supervision reports and Country Portfolio Reviews.
7. To what extent the Bank and its partners ensured an overall efficient implementation of the strategy ?	<p>Level of harmonization with other partners (existence of partnerships/agreements and institutionalised exchanges, shared procedures)¹¹⁶</p> <p>Degree of contribution of the AfDB country presence (from Dakar) to improved performance</p> <p>Degree the Bank used and contributed to strengthen the national M&E systems (capacity building and participation in joint M&E schemes)¹¹⁷</p> <p>Assessment of borrower performance, especially project implementation units and key sector ministries</p>	<p>Portfolio review, interviews, focus groups with AfDB, national stakeholders and other key partners.</p> <p>Desk review of analysis performed by other Bank's departments (country office diagnosis and similar)¹¹⁸ and interviews with stakeholders</p>

¹¹⁴ Average delay in project effectiveness - compliance with conditions precedent to first disbursement (project covenants, environmental and social safeguards, audit compliance), procurement performance, financial performance, activities and outputs, implementation performance, development objectives and overall evaluation.

¹¹⁵ Average quality at entry of projects' designs, timely implementation of prefeasibility studies, average age of the portfolio, disbursement rate, extension periods necessary, supervision rate (average number of supervision missions per year and risk status), trend in overall portfolio performance, value of cancelled project amounts, share of projects experiencing cost overrun issues, repayment rate of private sector operations, extent of issues raised on eligibility for expenditure.

¹¹⁶ Co-financing partners preliminarily identified: Japan (JICA) and the ECOWAS Bank for Investment and Development (EBID) for energy projects, use of the Memorandum of Understanding, signed in 2006, and the common performance assessment framework (PAG) for the joint supervision of budget support group (with Austria, EU, Netherlands, Portugal, Spain and the World Bank), others.

¹¹⁷ Half-yearly meetings of the project executing agencies and implementation units under the aegis of the Ministry of Finance and Planning, alignment and support to the Government's M&E system for development projects and programmes and for monitoring the GPRSP III indicators, others.

¹¹⁸ How and when the Dakar Regional Office (SNFO) was strengthened in terms of experts and support staff? Is the country office structure, staffing and resources adequate in view of the expected functions and impact? Was the administrative budget appropriate to ensure proper supervision and implementation support? What would be the added value of opening a permanent representation in Praia?

III. Efficiency (continuation)

8. To what extent were the Bank's interventions delivered in an efficient manner?	<p>Analysis of the main causes of inefficiencies at project/intervention level and how they were tackled¹¹⁹</p> <p>Ex-post cost-benefit or cost-effectiveness analysis of specific interventions (depending of the analysis available at appraisal and available data at completion), and additional aspects about timelessness and implementation progress if needed¹²⁰. For Policy-based operations, the Economic Rate of Return (ERR) will be used if calculated at appraisal, or a contribution analysis of policy reforms to economic growth, and the timely release of the tranche(s)</p>	PRA and analysis of key indicators for each intervention
--	---	--

¹¹⁹ Hitches with project design (deficient quality-at-entry, lack of project readiness for implementation, incomplete feasibility studies considering the insularity nature of Cabo Verde), translation of documents, inexistence of a focal point at the line ministry, staffing of SNFO, work flow between relevant staff, procurement process (existence and enforcement of specific procurement plans, training in procurement for the implementation units, existence of a procurement expert, lack of qualified bidders), timely processing of payment requests, delayed submission of audit and internal control reports, lack of sufficient Bank assistance to project executing units, high Bank/government/project staff turnover, uncoordinated disbursement of co-financing funds, lack of regular meetings between the National Planning Department, lack of follow up of decisions agreed between the execution units and the Bank and, delays in assessing portfolios, lack or deficient supervision missions and joint monitoring missions, delays in providing non-objections, level of communication with the regional office (SNFO).

¹²⁰ Timely implementation in relation to the plan, level of compliance with loan agreements and operational standards, levels of staffing and management costs, ratio operational/investment costs (comparison with alternatives and other donors), cost/beneficiary and unit costs, value for money of investments compared to national or regional benchmarks.

IV. Sustainability

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
9.To what extent sustainability issues were considered during the design of the strategy and its monitoring?	Evidence about how different aspects of sustainability were considered in the strategy and perception from stakeholders about the importance granted to sustainability issues (at design and during monitoring, including Country Portfolio Review)	Desk review of CSP and studies, Country Portfolio Reviews, interviews, others
10. What is the likelihood of continuation of benefits of specific interventions after project completion?	<p>Extent to which different aspects of sustainability were considered at appraisal and monitored during supervision of specific interventions.</p> <p>Depending of the nature of each intervention, four aspects will be considered:</p> <ul style="list-style-type: none"> - Technical soundness (are adopted approaches technically viable and sustainable over time? This is especially important for interventions under pillar 1/ clusters 1 and 3), - Economic and financial viability,¹²¹ - Institutional sustainability (including strengthening of capacities, level of appropriation of the AfDB funded activities by the Government and mechanisms for replication or scaling up innovative practices, if any), - Governance environment factors, ownership and sustainability of partnerships (with local authorities, civil society organizations, donors¹²²), - Environmental and social sustainability (for clusters 1 and 3, but also mainstreaming aspects in cluster 2), - Resilience and risk management/ mitigation measures towards exogenous factors 	Project-level assessment, portfolio review, interviews with AfDB staff, government officials and beneficiaries, sector documents and documents from other donors.

¹²¹ Funding mechanisms and modalities (e.g. tariffs, user fees, maintenance fees, budgetary allocations, other stakeholder contributions) to ensure financial sustainability. For PBOs the assessment will focus on the financial sustainability of the reforms as well as the Bank's policy dialogue to promote financial sustainability of the reforms.

¹²² For PBOs, the assessment will include the extent to which the Bank supported the Government in deepening the consultation process during the preparation and implementation of the policy.

V. Gender equality and social Inclusion

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>11. To what extent the AfDB strategy to Cabo Verde has been designed to promote gender equality and social inclusion?</p>	<p>Degree and depth of gender analysis in CSP document, involvement of gender experts in design and CPPR missions, level of alignment with the pillars of AfDB's Gender policies and strategies¹²³ and with Government's policies and international standards¹²⁴</p> <p>Evidence of consideration of issues of youth unemployment and integration of diaspora in the strategy and the portfolio</p> <p>What could the Bank have done differently at the CSP level to improve gender equality and social inclusion benefits at the strategic level?</p> <p>Share of Bank's interventions specifically dedicated or including components tackling gender inequality and youth</p> <p>Analysis of the use of the gender-specific intervention (study on Gender profile of the country) in the formulation of the next CSP? Current articulation with the rest of portfolio?</p>	<p>Desk review of CSP and studies, Country Portfolio Reviews, interviews, others</p> <p>Analysis of key documents about GE and SI (Gender Country Profile, ongoing work about gender mainstreaming at the Bank)</p>
<p>12. To what extent the AfDB strategy to Cabo Verde has been implemented to promote gender equality and social inclusion?</p>	<p>Adequacy of the strategy implementation modalities to meet women and youth needs, including monitoring of sex- and age-disaggregated results</p> <p>Analysis of the distribution of interventions' benefits across age, gender and other vulnerable groups and geographic location¹²⁵, analysis of the intent (targeting) and level of implementation (results)</p>	<p>Desk review of CSP and studies, Country Portfolio Reviews, interviews, others</p>

V. Gender equality and social Inclusion (continuation)

¹²³ Legal status and property rights, economic empowerment and knowledge management and capacity building. Gender Policy (2001), Gender Plan of Action (2009-2011) and checklists for gender mainstreaming in governance and infrastructures interventions (2009 and 2010) and the new Gender Strategy (2014-2018)

¹²⁴ Women's and youth access to resources, assets and services; influence in decision making at community and household level; fairer workload distribution among household members.

¹²⁵ Share of Bank's initiatives covering of specific vulnerable groups of women, more disadvantaged islands (interisland inequality) and within the islands, areas with higher incidence of poverty and unemployment.

<p>13. What are the main contributions of Bank's specific interventions to gender equality and social inclusion?</p>	<p>Comparison of the “gender equality benefits” of individual projects recorded in projects documents in relation to the AfDB Gender policy pillars and checklists and government gender strategies¹²⁶</p> <p>Assessment of the contribution of individual interventions to reduce gender gaps or to influence policy/legislation</p> <p>Analysis of the degree to which gender equality results are achieved at a reasonable cost, whether the benefits have an equivalent cost for women and men, and whether they are allocated equitably</p> <p>Analysis of the types and level of social inclusion results of the specific interventions¹²⁷</p> <p>What could the projects have done differently to improve gender equality benefits and social inclusion?¹²⁸</p> <p>What evidence is there that the gender outcomes and impacts will be sustained over time?</p> <p>Have potential negative reactions to women’s empowerment (“push-back”) been taken into consideration? Did the project strengthen the ability of women, and implementing agencies to identify and address gender-related shocks and stresses?</p>	<p>PRA, document review of AfDB gender policy and specific AfDB checklists for mainstreaming gender in governance and infrastructure interventions, AfDB Human Development Strategy.</p> <p>Desk review of government gender and social inclusion strategies and interviews with officials and other donors, contribution analysis.</p>
---	---	---

¹²⁶ The evaluation will consider a wide array of project’s achievements in terms of promoting gender equality and women’s empowerment: changes in women’s access to resources, assets and services; women’s influence in decision-making; in workload distribution among household members; in women’s health, skills, income and nutritional levels; in gender relations within households, groups and communities in the project area; etc.

¹²⁷ The evaluation will consider the elements of the AfDB’s inclusive growth agenda which considers inclusion and social cohesion (including safety nets, social protection and other risk protection mechanisms), along with the creation of employment opportunities for all (contribution to human resources capacity building and improving the productivity of the informal sector), the promotion of participation of the most vulnerable and decision making and making sure public money works to deliver services to all including the poorest (fair access to public services at an affordable price), adapted from the AfDB Human Development Strategy (2012-2016).

¹²⁸ In order to increase the outreach to women (to what extent did the programs overcome the limitations on women's participation in activities), to what extent did projects reaffirm or transform existing values and norms and/or the ascribed roles and power relations with regard to gender, etc.

VI. Climate change and environmental vulnerability

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>14.To what extent have the Bank’s strategies and interventions support the transition to green growth?</p>	<p>Level of consideration of particular vulnerabilities SIDS¹²⁹ in the two CSPs.</p> <p>Types of measures proposed to address challenges related to cc and environmental degradation mainstreamed across the portfolio¹³⁰ and level of implementation during the evaluation period.</p> <p>Level of implementation and results of the completed interventions targeting environmental improvement (cluster 3) and evaluability assessment of those newly approved.</p>	<p>Desk review of the CSP and key documents about main environmental challenges of Cabo Verde.</p> <p>PRA, reconstructed ToC and contribution analysis, evaluability template to be developed.</p>
<p>15.How does the Bank ensured the application of the environmental and social safeguards?</p>	<p>Level of enforcement of the previous and current Environmental and Social Safeguards¹³¹ (through due diligence during project appraisal, supervisions and others) to the relevant specific interventions.</p> <p>Analysis of the measures promoted from Bank’s interventions to maximise potential development benefits (do good principle).</p>	<p>Desk review of environmental impact assessments and Environmental and Social Management Plans for specific interventions, interviews and focus groups with affected population and civil society representatives.</p>

¹²⁹ Small island developing states (SIDS) face special development challenges due to their small size, limited resources, remoteness, susceptibility to natural disasters, vulnerability to external shocks, excessive dependence on international trade, and fragile environments. Cabo Verde suffers specifically from climate-driven declining water resources and the high reliance on imported oil derivatives for electricity generation.

¹³⁰ Climate smart practices, adaptation to water scarcity, inclusion of disaster preparedness measures, finding sustainable energy and water options...)?

¹³¹ Before the approval by the Bank of the Integrated Safeguards System (2013), various separate safeguards and strategies were applicable: Involuntary resettlement (2003), Environmental Safeguards Policy (2004), climate risk management and adaptation strategy (2009), and civil society engagement framework (2012).

VII. AfDB's value added

Evaluation question	Indicators	Judgment criteria, sources, data collection and analysis methods
<p>16. To what extent has the Bank been able to identify and maximize its added value in the Cabo Verde context? (this question will reinforce the analysis done under the 1st question of relevance)</p>	<p>Specific analysis of the adequacy of the types of lending products and innovative financing modalities, non-lending work including knowledge work offered</p> <p>Efforts to promote improvement of enabling environment for private sector and PPP, including the participation of international migrants (diaspora), and link of results with growth, job creation, and poverty reduction?</p> <p>Tangible results of the catalytic role that the Bank's and ADB resources for leverage and funding mobilization from third-party private investors¹³²?</p> <p>Comparison with other donors – niche/additionality of the Bank</p>	<p>Portfolio review, document review, interviews with Bank's staff and government officials, private sector representatives, other donors</p>
<p>17. To what extent has the Bank promoted upscale of results and learning sharing across MIC and SIDS?</p>	<p>Evidence about Bank's efforts to promote policy engagement and upscaling results</p> <p>Evidence of use of lessons learned from other MICs and SIDS and level of documentation of processes and results from Cabo Verde disseminated with other MICs (cross-fertilization)</p>	<p>document review, interviews with Bank's staff (also those working in other MICs and SIDS), government officials, other donors</p>

¹³² Highlighted in the MTR of the CSP 2009-2012 in 2011 (pp 17-19): Replicating the PPP scheme of the Cabeólica wind farm project, bolster the volume of operations under the private sector ADB window (role of SNFO), study of the deep-water port in Mindelo and the line of credit for Novo Banco. Other ideas from the 2013 Combined CSP Completion Report and CPPR: better use of the ADF-13 residual allocation as a leverage effect to mobilize more resources from other sources of financing; private sector commitment through the promotion of public-private partnerships in infrastructure funding. Also, to be considered, the Bank's advisory and assistance role to the country to leverage funds on the capital markets.