



# **Open Government Partnership National Action Plan Republic of Cabo Verde**

SUBMITTED BY

Mr. Harold Tavares  
Chief of Staff  
Office of the Prime Minister  
December 30, 2018



## **December 2018**

On behalf of the people of the Republic of Cabo Verde, I am delighted to offer our nation's preliminary National Action Plan to the Open Government Partnership (OGP) and to express my deep gratitude to everyone involved with its development.

Cabo Verde fully embraces the underlying mission of OGP - to make governments more inclusive, responsive, and accountable - and considers the articulation of our National Action Plan to be an invaluable opportunity to foster the kind of transparency that builds greater trust in government institutions and leaders.

Since forming a Government in April 2016, I have remained focused on delivering a program of reforms to not only improve living and working conditions nationwide but to expand our collective horizons for what we think is possible. I am confident a new day for Cabo Verde will be upon us when, together, we are able create and sustain:

- ▶ A change of attitude in citizens that emphasizes greater self-reliance, personal responsibility, and a focus on achievement;
- ▶ A change of attitude in government that emphasizes responsiveness, urgency, and transactional efficiency;
- ▶ Increasingly equitable socioeconomic development driven by excellent human capital, a business-friendly environment, strategic investments in infrastructure, and a flourishing culture of innovation and entrepreneurialism;
- ▶ Strong and trusting working relationships among the national government, municipalities, and the private sector; and,
- ▶ A prominent and well-respected role within the international community.

The three commitments featured in the National Action Plan reflect this vision and, if we are successful in meeting them, will make that new day for Cabo Verde one step closer. It is my privilege to support them.

Sincerely,













**Ulisses Correia e Silva**  
**Prime Minister**



## Cabo Verde's Forward Momentum: Major International Indicators

Though a small and still newly independent nation, Cabo Verde has quickly earned a global reputation for the strength of its democratic institutions and its steadfast commitment to the principles of freedom and the rule of law. An undisputed exemplar of democracy in sub-Saharan Africa and among lower-middle income countries and small developing island states, Cabo Verde is clearly on an upward trajectory and strives to be a fully participating member of the world community. This strong foundation represents an enviable starting point for the reforms and actions conveyed by the National Action Plan.







CABO VERDE RANKING			
ALL REPORTING COUNTRIES	SUB-SAHARAN AFRICAN COUNTRIES	LOWER-MIDDLE INCOME COUNTRIES	SMALL ISLAND DEVELOPING STATES
 <b>23<sup>RD</sup></b> OF 167 1 <sup>ST</sup> QUARTILE	 <b>2<sup>ND</sup></b> OF 44 1 <sup>ST</sup> QUARTILE	 <b>1<sup>ST</sup></b> OF 39 1 <sup>ST</sup> QUARTILE	 <b>2<sup>ND</sup></b> OF 14 1 <sup>ST</sup> QUARTILE
 <b>125<sup>TH</sup></b> OF 189 3 <sup>RD</sup> QUARTILE	 <b>5<sup>TH</sup></b> OF 44 1 <sup>ST</sup> QUARTILE	 <b>17<sup>TH</sup></b> OF 45 2 <sup>ND</sup> QUARTILE	 <b>24<sup>TH</sup></b> OF 35 3 <sup>RD</sup> QUARTILE
 <b>111<sup>ST</sup></b> OF 140 4 <sup>TH</sup> QUARTILE	 <b>9<sup>TH</sup></b> OF 33 2 <sup>ND</sup> QUARTILE	 <b>22<sup>ND</sup></b> OF 31 3 <sup>RD</sup> QUARTILE	 <b>7<sup>TH</sup></b> OF 8 4 <sup>TH</sup> QUARTILE

Ensuring Basic Needs:  
Public Health & Safety

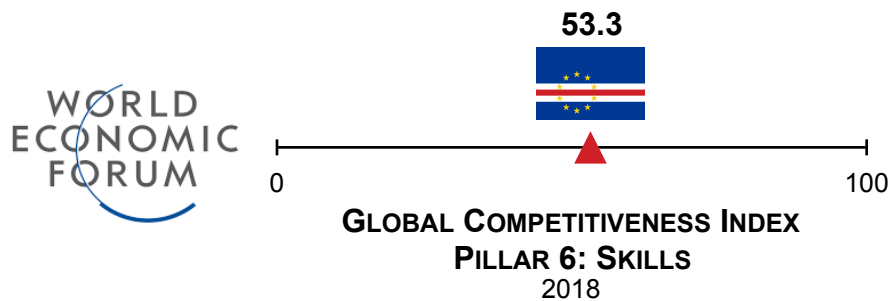
Over the past two decades, Cabo Verde has made notable strides in raising standards for public health and improving the basic wellbeing of its citizens. Nevertheless, a number of important challenges - most notably the frequency of violent crimes - persist. Without action, these problems have the potential to erode the core of Cape Verdean democracy. The reforms included in the National Action Plan combat many of these problems by boosting economic opportunity, building/modernizing infrastructure, and fostering self-reliance. On a cultural level, they should inspire greater trust in public institutions and lay the groundwork for new innovations.





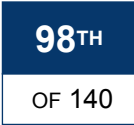

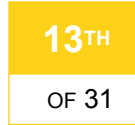


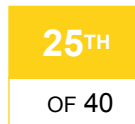

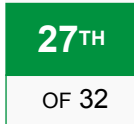
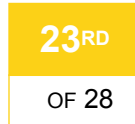



CABO VERDE RANKING			
ALL REPORTING COUNTRIES	SUB-SAHARAN AFRICAN COUNTRIES	LOWER-MIDDLE INCOME COUNTRIES	SMALL ISLAND DEVELOPING STATES
			
86 <sup>TH</sup>	3 <sup>RD</sup>	8 <sup>TH</sup>	7 <sup>TH</sup>
OF 140	OF 33	OF 31	OF 8
3 <sup>RD</sup> QUARTILE	1 <sup>ST</sup> QUARTILE	2 <sup>ND</sup> QUARTILE	4 <sup>TH</sup> QUARTILE
			
	2 <sup>ND</sup>	9 <sup>TH</sup>	20 <sup>TH</sup>
	OF 44	OF 45	OF 35
	1 <sup>ST</sup> QUARTILE	1 <sup>ST</sup> QUARTILE	3 <sup>RD</sup> QUARTILE
	34 <sup>TH</sup>	36 <sup>TH</sup>	21 <sup>ST</sup>
	OF 41	OF 40	OF 31
	4 <sup>TH</sup> QUARTILE	4 <sup>TH</sup> QUARTILE	3 <sup>RD</sup> QUARTILE

Building Personal Prosperity:  
Education & Employment

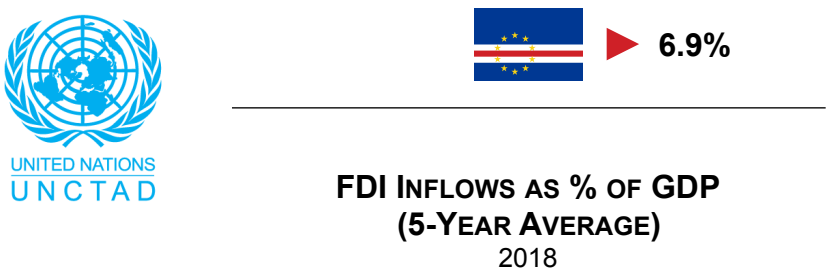
A brighter future for Cabo Verde is inextricably linked with the ability of its people to sense and embrace an emerging culture of innovation. This fundamental shift in the prevailing mindset may not be an easy one for a country of modest, colonial roots; and yet, Cabo Verde has quickly become a regional leader through its sustained investments in public education and other initiatives to build a more skilled population. The commitments of the National Action Plan are intended to seize upon this considerable - and rising! - comparative advantage by supporting it with much needed tools, systems, and structures that can help to lift citizens out of poverty and follow their own professional paths.



CABO VERDE RANKING			
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98 <sup>TH</sup> OF 140	6 <sup>TH</sup> OF 33	13 <sup>TH</sup> OF 31	7 <sup>TH</sup> OF 8
3 <sup>RD</sup> QUARTILE	1 <sup>ST</sup> QUARTILE	2 <sup>ND</sup> QUARTILE	4 <sup>TH</sup> QUARTILE
			
	13 <sup>TH</sup> OF 44	25 <sup>TH</sup> OF 40	17 <sup>TH</sup> OF 21
	2 <sup>ND</sup> QUARTILE	3 <sup>RD</sup> QUARTILE	4 <sup>TH</sup> QUARTILE
			
	27 <sup>TH</sup> OF 32	23 <sup>RD</sup> OF 28	5 <sup>TH</sup> OF 8
	4 <sup>TH</sup> QUARTILE	4 <sup>TH</sup> QUARTILE	3 <sup>RD</sup> QUARTILE

### Stimulating Economic Progress: Business Climate and Commerce

With the help of its far-reaching Diaspora, Cabo Verde has clearly attracted the attention of international business. A steady stream of foreign direct investment, coupled with rapid growth of the country’s tourist economy, have propelled Cabo Verde to become one of sub-Saharan Africa’s most prosperous nations. The local business climate, however, is dampened by outdated processes for handling everything from permitting to taxation. The National Action Plan’s commitments are the leading edge of what will be a sustained and deliberate effort to not only show that Cabo Verde is open for business but that the country is serious about creating a more flexible and welcoming environment for getting things done.



CABO VERDE RANKING

ALL REPORTING COUNTRIES	SUB-SAHARAN AFRICAN COUNTRIES	LOWER-MIDDLE INCOME COUNTRIES	SMALL ISLAND DEVELOPING STATES
131 <sup>ST</sup> OF 190 3 <sup>RD</sup> QUARTILE	★★★ 15 <sup>TH</sup> OF 48 2 <sup>ND</sup> QUARTILE	★ 30 <sup>TH</sup> OF 47 3 <sup>RD</sup> QUARTILE	★ 19 <sup>TH</sup> OF 34 3 <sup>RD</sup> QUARTILE
	★★★ 6 <sup>TH</sup> OF 32 1 <sup>ST</sup> QUARTILE	★ 8 <sup>TH</sup> OF 28 2 <sup>ND</sup> QUARTILE	★ 7 <sup>TH</sup> OF 8 4 <sup>TH</sup> QUARTILE
	★★★ 7 <sup>TH</sup> OF 31 1 <sup>ST</sup> QUARTILE	★★★ 6 <sup>TH</sup> OF 28 1 <sup>ST</sup> QUARTILE	★ 3 <sup>RD</sup> OF 8 2 <sup>ND</sup> QUARTILE

## Early Developments

Initial planning to draft the National Action Plan began in May 2016, less than two months following Cabo Verde's national election and the resulting formation of a new Government, when representatives of the Open Government Partnership made a preliminary visit to Praia to discuss the benefits and opportunities of participation.

Under the leadership of the Office of Prime Minister, a small working group convened to begin considering the litany of possible initiatives that would both meet the high standards for approved OGP commitments and best reflect the organization's values. Moreover, a series of preparatory workshops with OGP officials in October 2016 proved invaluable in helping the team articulate Cabo Verde's overarching objectives throughout the process. These included:

- ▶ Promoting good governance, democratic principles, citizen participation, and ongoing reforms as essential ingredients of broader national progress;
- ▶ Strengthening and modernizing core structures and processes that help to achieve sustainable, fair, and balanced development;
- ▶ Stimulating an entrepreneurial spirit and striving to build a more open, competitive, and rewarding economic environment; and,
- ▶ Investing in critical teaching and training that harnesses human capital, advances critical priorities, and fosters innovation.

## Engagement with Civil Society: Inherent Challenges & Emerging Opportunities

Following Cabo Verde's official ascension as an OGP Member in 2017, the working group commenced an extensive series of consultations with a wide diversity of constituencies. Though initial optimism for widespread participation by members of civil society proved premature, more than a dozen stakeholders - including representatives from the private sector, public administration, and key government ministries - energized the planning conversation by contributing invaluable insights and expertise.

Perhaps even more important, they suggested the scope of Cabo Verde's initial National Action Plan be narrowed to one that could more readily generate credibility for the still relatively new process of seeking public input and build confidence by offering clear and realistic pathways to success. Thus, the resulting slate of commitments is modest in number and all are relatively short in duration. Each reflects both the true spirit of the broader objectives and seeks to bring about positive, **tangible** change while addressing some of country's most pressing issues.

Ideally, the plan's success will not only change lives but also the culture in which Cape Verdeans come together to prepare for the future.

## National Action Plan Commitments

In submitting its first National Action Plan, the country will focus on three new commitments:

### Commitment 1

**Increase the Ease of Doing Business in Cabo Verde**

### Commitment 2

**Develop and Execute Re-qualification, Rehabilitation & Accessibility Program (RRAP)**

### Commitment 3

**Develop & Launch Open Data Platform**

Implementation & Review

The Office of the Prime Minister will maintain executive oversight for implementation of the National Action Plan, coordinate with the ministries and other entities responsible for the management of commitments, and serve as the primary contact for OGP.

To further encourage public participation in monitoring and refining the National Action Plan, the Office will recruit (through public tender) a member of civil society to gauge the plan’s follow-through, support affiliated programming, and offer additional recommendations to improve performance. Concurrently, the Council of Ministers will meet annually to formally assess the plan’s execution and strengthen its connection to other key decision-making processes.

Within two years of plan transmittal (by 2020) the Government will publicly report, as part of the Prime Minister’s annual State of the Nation Address, on progress made in advancing the plan. At the same time, the Government will seek an autonomous evaluation of the plan’s execution, to be completed by OGP or one of its independent reviewers.



NEW

Commitment 1:  
Increase the Ease of Doing Business in Cabo Verde

July 2018 — July 2020

Lead implementing agency or actor	Competitiveness Unit
What is the public problem that the commitment will address?	Cabo Verde has a high rate of unemployment and has experienced relatively weak economic growth over the past decade. Moreover, its public debt currently stands at 125% of GDP. A major priority of the Government is to undertake critical reforms that lead to job creation, economic growth, and social inclusion.
What is the commitment?	By 2027, Cabo Verde will have completed the necessary reforms and structural changes to earn a top-50 ranking on the World Bank’s Ease of Doing Business Index.
How will the commitment contribute to solve the public problem?	<p>The far-reaching reforms will involve numerous public- and private-sector actors, including several government ministries, municipalities, chambers of commerce, micro-finance NGOs, ITCs, and private business representatives.</p> <p>These reforms will be coordinated by Competitiveness Unit, a new inter-sectorial agency created by the Prime Minister in July 2018, and reflect the Doing Business methodology recommended by the World Bank. Support from the European Union, United Nations, World Bank, and other international institutions will help fund the reforms.</p> <p>The Competitiveness Unit has developed a comprehensive action plan and strategy for streamlining existing processes pertaining to permits, licenses, regulations, clearances, approvals and authorizations. The Unit will also strive to innovate by collaborating with ITCs to digitize many business processes and procedures, including e-signature, territorial demarcation, on-line tax payment, and other essential transactions.</p> <p>Pursuing this commitment will contribute to a more open society by making it much easier for citizens to have access to credit, start a business, commence construction, pay/document taxes, and access an array of information and services online.</p>

NEW

## Commitment 1: Increase the Ease of Doing Business in Cabo Verde

July 2018 — July 2020

Why is the commitment relevant to OGP values?

The commitment to increase the ease of doing business in Cabo Verde will not only precipitate stronger economic growth but also empower citizens to take private initiative. Equally important, the reforms will add transparency to government processes, improve public service, reduce costs for opening/operating a business, and make options for self-service transactions and informational retrieval more readily accessible.

The reforms reflected by this commitment follow naturally from others undertaken over the past decade. In 2008, for example, a new law aimed at expediting company creation went into effect. Registration became relatively straightforward and the concept of “business in one day” is increasingly the norm. Joint stock companies (JSCs) and limited liability companies (LLCs) can be established by any office of the Commercial Registry Department of Casa do Cidadão.

In 2014, additional measures were approved to simplify the procedures for the amendment of commercial companies and introduce a single fee for their creation, alteration, or closure.

Only one business establishment procedure - obtaining a municipal license - is now relatively burdensome for firms, as it requires an inspection, takes eight days to process, and carries a significant fee of CVE 30,000. Since 2009, however, this process can be finalized following the start of operations, a practice in line with common international standards.

At present, the Government is also looking to simplify the work of notaries by creating a database of pre-approved company names that could be used by new firms.

Additional information

With the support of the World Bank, Cabo Verde has secured a €2M budget from the European Union to fund this commitment.

The commitment is also consistent with Cabo Verde’s Strategic Development Plan (PEDS).

NEW

Commitment 1:  
Increase the Ease of Doing Business in Cabo Verde

July 2018 — July 2022

Milestone activity with  
a verifiable deliverable



NEW

**Commitment 1:  
Increase the Ease of Doing Business in Cabo Verde**

July 2018 — July 2020

Contact information  
for lead actor

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Other actors involved  
(Government)

Ministry of Finance  
Ministry of Industry and Commerce  
Ministry of Justice and Labour  
Ministry of Transportation and Tourism  
Municipalities

Other actors involved  
(Non-Government)

Chambers of Commerce  
Micro-Finance NGOs  
ITCs  
Casa do Cidadão

NEW

**Commitment 2:  
Develop and Execute Re-qualification,  
Rehabilitation & Accessibility Program (RRAP)**

May 2017 — July 2022

Lead implementing  
agency or actor

Ministry of Infrastructure, Territorial Planning, and Housing (MIOTH)

What is the public problem  
that the commitment  
will address?

The right to housing is established in Article 71 of the Constitution of the Republic of Cabo Verde and is further safeguarded in the Charter of Human Rights. Nevertheless, Cabo Verde continues to face serious challenges related to housing and urban planning. The country’s overall housing deficit continues to grow despite numerous projects carried out by successive governments.

In particular, urban areas have seen the steady degradation of residential and commercial structures, along with the general deterioration of public spaces. A lack of modern infrastructure (sanitation and basic road networks), coupled with the poor financial standing of families, contribute greatly to the accentuation of social asymmetries.

Thus, a commitment to urban renewal and rehabilitation is not just a national priority but also an opportunity for active intervention to revitalize cities, towns, and neighborhoods. Doing so enhances the day-to-day living conditions for all Cape Verdeans. At the same time, the commitment allows for greater social integration and inclusion of the underprivileged by strengthening essential precursors to happiness, prosperity, and hope.

NEW

## Commitment 2: Develop and Execute Re-qualification, Rehabilitation & Accessibility Program (RRAP)

January 2018 — January 2021

### What is the commitment?

The Re-qualification, Rehabilitation and Accessibility Program (RRAP) is an integrated operational instrument that renews social and urban infrastructure (housing, sanitation, urban regeneration) and aligns initiatives with economic development needs. PRRA is constituted by the following Axes of Intervention:

- I. Re-qualification of Urban Areas and Neighborhoods
  1. Urban Areas
  2. Neighborhoods and Accessibilities
- II. Rehabilitation of Housing
- III. Regeneration of Historical Centers
- IV. Rehabilitation of Historical, Cultural, and Religious Heritage
  1. Historical and Cultural Heritage
  2. Religious Heritage
- V. Re-qualification of the Maritime Rim
- VI. Access Roads with High Agricultural and Tourism Potential
- VII. Construction / Rehabilitation of Landing Stages
- VIII. Special Projects
  1. Chã das Caldeiras
  2. Tarrafal of Monte Trigo and Monte Trigo
  3. Municipal Market of Coco
  4. Municipal Market of Assomada

This program aims to: rehabilitate 21 buildings of historical, cultural or religious scope classified by the Institute of Cultural Heritage (IPC); re-qualify, re-generate, and add environmental value to 20 county seats; rehabilitate 5,640 homes of needy families; improve 82km of accessibilities; re-qualify approximately 100 hectares of urban space; construct or rehabilitate 96 km of roadways; construct or rehabilitate five landing stages; and complete the four special projects identified in Axis VIII.

All work will be executed through contracts meeting the full requirements of public procurement.

NEW

**Commitment 2:  
Develop and Execute Re-qualification,  
Rehabilitation & Accessibility Program (RRAP)**

January 2018 — January 2021

How will the commitment  
contribute to solve  
the public problem?

In addition to increasing the quality of housing, the commitment targets families, responds to their real needs and capabilities, seeks their social inclusion, and contributes to job creation. The commitment facilitates the mobility of people and goods by attempting to bring all areas of the national territory closer together; improves social conditions by providing greater access to urban environments, schools, health centers, and other public facilities; and profoundly alters the conditions of some rural communities by allowing them to take greater advantage of inherent agricultural and tourism potential. At the same time, PRRA’s execution will improve environmental and health conditions by connecting all individual sanitation facilities to a public sewage drainage system.

Why is the commitment  
relevant to OGP values?

The PRRA fully reflects both the general values of OGP and the specific priorities of the National Action Plan working group. Beyond making critical improvements, the main contribution of this commitment in advancing OGP’s values is found in the management model adopted. The promotion of small and micro-sized enterprises headquartered in the same municipalities where work is carried out is a powerful force for strengthening local entrepreneurial capacity. PRRA also represents an opportunity to move from an informal growth model to a planned one, extending the good practices already in use in the main cities of Cabo Verde to the whole of the country.

Also important to note, PRRA will be implemented in direct partnership with Cabo Verde’s municipalities, thus bringing the program within greater proximity to citizens and their needs.

Additional information

The program was implemented on a pilot basis from March 2017 to December 2018; it has since been given a budget of €100M.

RRAP is consistent with the UN’s Sustainable Development Agenda (Goal 11) for 2030 as well as Habitat III’s New Urban Agenda, both guiding resources for sustainable urbanization over the next two decades.

The commitment is also consistent with, and has been registered in, Cabo Verde’s Strategic Development Plan (PEDS).

NEW

**Commitment 2:  
Develop and Execute Re-qualification,  
Rehabilitation & Accessibility Program (RRAP)**

May 2017 — January 2021

Milestone activity with  
a verifiable deliverable

Develop  
Operational Instrument

May 2017 — June 2020

Ongoing Consultation  
with MOITH and  
Approval Process

June 2017 — July 2020

Administer  
Procurement Process

September 2018 — August 2020

Execute  
Construction Work

September 2018 — January 2021

Contact information  
for lead actor

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Other actors involved  
(Government)

Institute of Cultural Heritage  
Institute of Roadways  
Ministry of Maritime Economy  
Municipalities

Other actors involved  
(Non-Government)

ENAPOR - Ports of Cabo Verde



NEW

Commitment 3:  
Develop & Launch Open Data Platform

July 2018 — May 2019

Lead implementing agency or actor	Operational Nucleus for Information Society (NOSI) National Directorate for Telecommunication and Digital Economy (DGTED)
What is the public problem that the commitment will address?	Both government and private institutions possess a great deal of data that is not readily available to the public. Even with new commitments to promote greater transparency, an enduring lack of easy-to-use, data-retrieval technologies creates significant barriers to accessibility. Moreover, the absence of a common data platform both eliminates the opportunity for self-service and requires that each request be treated as an ad hoc occurrence that can only be met with a labor-intensive and inherently inefficient response.
What is the commitment?	The commitment develops and deploys an open data platform comprised of: a data-cataloguing application (CKAN); a self-service information portal utilizing Joomla as a content management system; and a management application backend developed on IGRP. The data-cataloguing application allows for labelling, data visualization, research, and sharing. The self-service information portal contains an initial page and a variety of electronic forms to guide user interaction. The backend application provides a wealth of reporting, system, and statistical panels.
How will the commitment contribute to solve the public problem?	The platform will expand access to data, bringing considerable benefits to private citizens, businesses, and public administrators. Doing so will increase transparency and efficiency while creating the opportunity for self-service data retrieval. Greater access to open data also enhances decision making, expands public knowledge, and drives innovation.

NEW

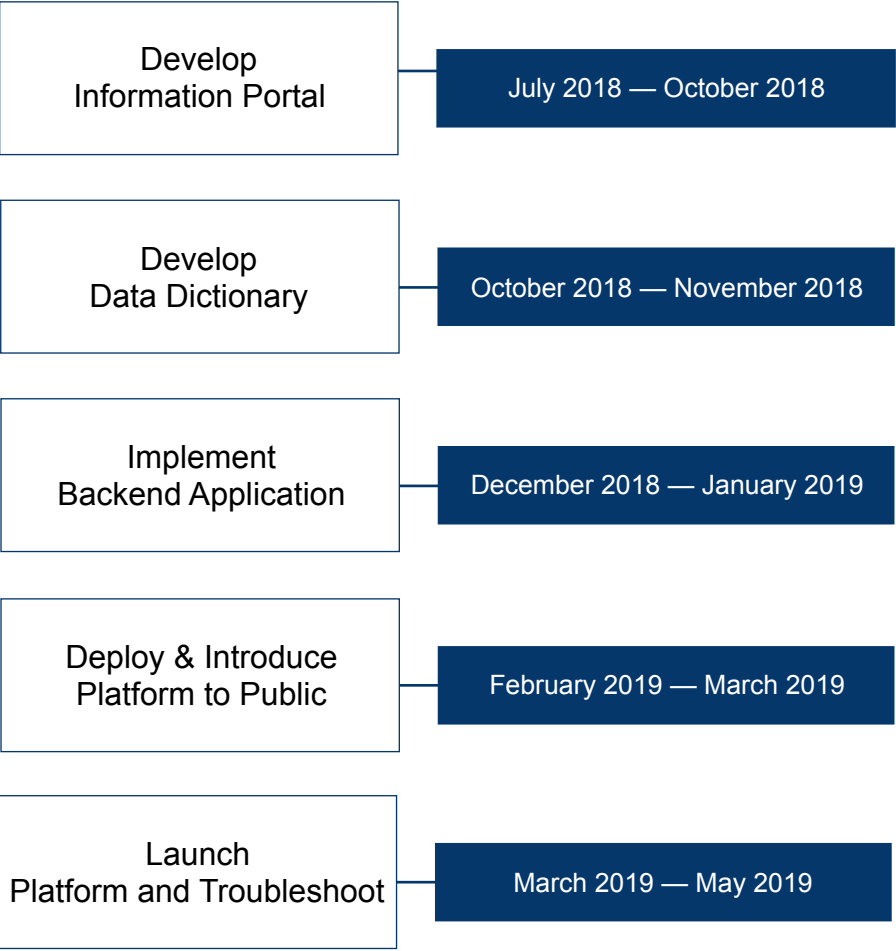
Commitment 3:  
Develop & Launch Open Data Platform

July 2018 — May 2019

Why is the commitment relevant to OGP values?

This commitment eases data-sharing expectations felt by many public institutions while simultaneously encouraging citizen interest and participation. Moreover, an open data platform will enable more skilled observers (e.g. journalists, academics, etc.) to study relevant data patterns, inform citizens, and shape public policies and actions. The end result is a more transparent society in which all constituents are more aware and feel empowered to participate.

Milestone activity with a verifiable deliverable



NEW

Commitment 3:  
Develop & Launch Open Data Platform

July 2018 — May 2019

Contact information  
for lead actor

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Other actors involved  
(Non-Government)

Paltum  
iSONE  
SISP  
BAI  
Makeba



**Chefia  
do Governo**  
Office of the Prime Minister

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