

# Cape Verde Diagnostic Trade Integration Study Update – 2013

## ACTION MATRIX

### 2. TRADE POLICY AND INSTITUTIONS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
2.1	Better understanding and engagement with bilateral, regional and multilateral agreements.	Support the continuing definition of external trade strategy, including policy towards ECOWAS, the EPA with the EU, AGOA and the WTO	MTIE	High	Development of trade policy framework document.
2.2	Liberalisation of telecoms sector. Attraction of new players in sector. Greater competition. Establishment of regulatory authority.	Continue moves toward opening up the telecoms sector.	NOSI, MTIE, MITT, MFP	High	Consider options such as universal free Internet access or tech parks with free access.
2.3	New and diversified incoming FDI. More foreign presence in ICT and related services.	Conduct investment targeting	CI	High	
2.4	Better capture of trade-related information and tacit knowledge	Develop a consolidated internal and external communications strategy and programme.	MTIE	Medium	Development of communications strategy.

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2.5	Aim at simplifying structure and ensuring that the various divisions operate effectively. Consider an EDB, mainstreaming and/or an economic taskforce or unit.	Conduct an EIF Capacity Assessment and Action Plan for the MTIE.	MTIE	High	EIF Capacity Assessment and Action Plan.
2.6	Ensure that services are delivered and promised initiatives are followed up.	Develop M&E for trade.	MTIE, other trade-related institutions.	Medium	M&E system.
2.7	Firms, either new or existing, specialising in new service or goods export.	Fund private sector-led market feasibility studies aimed at establishing the viability of suitable services exports	ADEI, others	High	Feasibility studies.
2.8	New small start-up companies in ICT.	Consider recruiting an Internet marketing expert to train potential and existing entrepreneurs in ICT as part of an incubator programme.	ADEI, NOSI	Low	Recruitment of expert.
2.9	Increased niche exports.	Consider a Cape Verde retail outlet, marketing the country as a tourism and investment destination.	MTIE	Medium	Launch of a broad-ranging programme targeting the diaspora.
2.10	Sustained calendar of events run by the private sector on a profitable basis. Spin-off benefits such as greater international recognition for Cape Verde.	Conduct pilot events in specific niche such as music or adventure sports.	MTIE, Dept. of Tourism.	High.	A pilot event in an identified area with potential for long-term success.

### 3. BUSINESS AND INVESTMENT CLIMATE

No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
3.1	<i>Cape Verde among the 75 best countries to do business in 2016</i>	Simplification of municipal procedures for business licensing a) Project for simplification and standardization of municipal procedures for business licensing	ANMCV	High	
3.2		Reducing the cost of setting up a business b) Elimination of the minimum capital requirement for setting up businesses;	MFP, MTIE	High	
3.3		Simplification of procedures for granting municipal construction permits c) Accelerate implementation of the project for land registration and cadastre (MCA II); d) Dematerialization of procedures for submission, analysis, approval and monitoring of architectural project; e) Strengthening the institutional capacity of Municipalities (Technical Staff) to shorten time for project analysis, housing inspection and granting of certificates of occupancy	ANMCV	High	
3.4		Improve efficiency and pace of procedures for connections to the electricity supply network; f) Modernization of procedures and channels for submission of contract applications to ELECTRA, using new technology (online application, online monitoring, etc ...); g) Improve internal efficiency / responsiveness of Electra to shorten time for application analysis and connection to the network	Electra, MTIE	High	

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		h) Simplification and integration of procedures by ELECTRA / Municipalities for the installation of electrical networks;			
3.5		Reduce the cost of access to electricity supply network	Electra, MTIE		
3.6		Improve the system of property registration and transaction	UCP, UCRE, MJ	High	Accelerate the implementation of the project for land register and cadastre (MCA II);
3.7		Promote / encourage more competition and innovation among operators of the financial system	BCV	High	
3.8		Revise / adapt the mechanisms of macro management of credit risk, as well as the legal / regulatory environment i) Implementation of the private bureau for credit information;  j) Project to improve and proactively manage country risk, in order to facilitate access to foreign capital	BCV	High	
3.9		Improve investor protection level k) Adaptation of legislation (particularly the Commercial Companies Code), to improve standards of governance, transparency and managers' accountability ; l) Reform and modernization of the judicial system to facilitate and simplify access to justice;	MJ, MTIE	Medium	

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
3.10		Improve tax collection efficiency m) Simplification and reduction of taxes paid annually; n) Implementation of automatic tax credit system with interest in cases of late repayment by IRS; o) Increased online relationship between the State and Contributors;	MFP	High	
3.11		Simplify procedures of foreign trade	MTIE, Customs, UCRE, ENAPOR	Very High	Consolidation of the “Trade Single-Window” ( <i>Janela Única do Comércio Externo</i> ) and extend it to all the islands
3.12		Improve the mechanisms that ensure compliance with contracts	MJ	Medium	Reform and modernization of the judicial system to facilitate and simplify access to justice
3.13		Implement / enhance procedures for business closure /monitoring	UCRE, House of the Citizens, Chambers of Commerce	High	s) System of information and statistics on business mortality; t) Mechanism to support business at risk and insolvency; u) Implementation of module for companies’ shutdown and unofficial shutdown of dormant companies;

### 3. BUSINESS AND INVESTMENT CLIMATE

No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
3.14		Improve the competitiveness of the country in terms of basic requirements (institutions, infrastructure, macroeconomic environment, health and primary education);	Public and private sector	High	<p><b>Need for a "shock" of Institutional Adjustment for Competitiveness</b> - enhance / accelerate the implementation of bold and ambitious policies to improve State efficiency (legislative, executive and judicial), in 05 key areas: (i) judicial system, (ii) planning and execution of public investments, (iii) unit of public administration, (iv) national quality system and (v) institutional management of competitiveness clusters</p> <p><b>Policy for Adequacy of Infrastructure for Competitiveness:</b> It is recommended that clear policies are implemented, especially in the areas of maritime transport (inter-island and regional), air transport, energy, water and sanitation, and telecommunications;</p> <p><b>Policy for Macroeconomic Stability for Competitiveness –</b> the following priority initiatives are recommend :</p>

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
					<p><i>Project for risk- country mitigation</i> - establish a task force to monitor and reduce country risk, with clearly defined goals and strong government involvement;</p> <p>Improving the efficiency of the processes of development, implementation and monitoring of implementation of the State Budget, with greater involvement of the private sector and civil society;</p> <p>Promote increased domestic savings as% of GDP, coupled with improved efficiency of the domestic financial sector.</p>
3.15		Improve overall efficiency of the economy (education and training, goods market efficiency, , services and labor, financial market development, technology availability and market size);	MED, MESCI, NOSI, MT, MTIE, Chambers of Commerce	High	<p><b>Policy for widening potential market</b> - Given the small fragmented size of the domestic market, this can only be "extended" in three directions: (i) unification of the internal market by improving inter-island transport, (ii) export "inward", especially for the tourism sector, and (iii) expand exports.</p> <p><b>Policy for Improving the Efficiency of Internal Markets</b></p>

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
					<p>(financial, labor and goods and services), by: (i) encourage modernization of financial markets, (ii) revise labor legislation to modernize the workforce market, and (iii) improve / strengthen regulation of markets for goods and services;</p> <p><b>Policy of Access to Relevant Technology for competitiveness</b>, including: (i) Expansion of the number of people with access to relevant technology, (ii) Expansion of quantity / variety of available technology, among others;</p> <p><b>Policy for Human Capital Upgrade</b> - both in quantitative and qualitative terms, by: (i) Strategic management of long-term national skills required, (ii) Mechanisms to encourage quality in education and (iii) international training of qualified Capeverdeans</p>



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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
3.16		Improve the innovation and sophistication in the economy	MESCI, Chambers of Commerce, IPI, ADEI	High	<p><b>Incentive Policy for Research &amp; Innovation</b> - promoting research, innovation and entrepreneurship, which should include partnerships and structured relations between the State, education institutions, research centers (public and private) and the private sector to increase employability of skilled labor force, and to promote innovation and R &amp; D.</p> <p><b>Policy for Protection of Patents and Intellectual Property</b> - to encourage creativity, research and innovation, as well as the transformation of innovation into competitive business from Cape Verde.</p> <p><b>Policy for Benchmarking and Monitoring of Global Innovations</b> that can be adopted by Cape Verde to enhance its competitiveness. Cape Verde does not have enough resources to immediately become an important center of R &amp; D, so it is recommended that policies and mechanisms should be adopted to monitor and benchmark</p>

### 3. BUSINESS AND INVESTMENT CLIMATE

No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
					technological advances that can leverage competitiveness increase and economic growth.
3.17	<i>Increase "internal export" in tourism</i>	<ul style="list-style-type: none"> <li>○ Accelerate effective implementation of the National Quality System to ensure regulatory convergence with standards of quality required by the sector;</li> <li>○ Capacity building of national companies to provide products and services for the sector;</li> <li>○ Improve the supply chain between production centers and the islands with the largest concentration of tourist (Sal, Boavista, Santiago and São Vicente);</li> <li>○ Implement incentive policy for operators in hotel / tourism sector to purchase local products and services.</li> </ul>	MTIE, IQCV, MFP, tourism sector operators and associations	High	<b>"Internal Export"</b> Project focused on empowering SMEs to integrate tourism supply chains and related industry;
3.18	<i>Increase exports and goods and services to market ECOWAS</i>	<ul style="list-style-type: none"> <li>○ Promote the removal of legal / administrative barriers to trade in the ECOWAS region, to shape the free trade agreements;</li> <li>○ Attract shipping companies operators towards connections between Cape Verde and countries of the West African coast;</li> <li>○ Implement the system of collecting, analyzing and disseminating information on export potential to countries in the region;</li> <li>○ Encourage business missions from Cape Verde to countries of the continent;</li> </ul>	MIREX, MTIE, CI, Chambers of Commerce	High	<p><b>"Discovering Africa:"</b> Project to encourage and promote the internationalization of Cape Verdean companies towards the mainland (export, investment, etc.).</p> <p>Project for the promotion of Cape Verde as a hub for the ECOWAS market, taking advantage of the free trade</p>

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Involved	Priority Level	Comments/Observations
					agreements;
	<i>Increase in exports to preferential markets under the agreements and facilities granted to Cape Verde</i>	<ul style="list-style-type: none"> <li>○ Greater information about facilities granted to export towards strategic markets</li> <li>○ Training and capacity building of the Cape Verdean companies about procedures of export to relevant markets;</li> <li>○ Promote trade missions and participation in fairs in the identified markets;</li> <li>○ Attract operators for direct shipping services between Cape Verde and the procedures of export</li> <li>○ Accelerate normative and technical harmonization of quality between Cape Verde and potential export host markets;</li> </ul>	CI, MTIE, MIREX, Chambers of Commerce	High	<p>Project for the promotion of exports under AGOA;</p> <p>Project to promote exports to the European Union</p>
	<i>Increase exports of niche products with high added value</i>	<p>Design and implement a marketing strategy aimed at specific products within the framework of these activities;</p> <p>Implement programs to encourage partnerships between domestic producers and the Cape Verdean diaspora to facilitate the promotion / distribution of niche products "Made in Cape Verde."</p>	CI, ADEI, Chambers of Commerce	High	Project to promote export of niche products with high added value

#### 4. "BORN GOBAL:" SMALL AND MEDIUM ENTERPRISES FOR EXPORT

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	Agency/Responsibility	Priority Level	Comments/Observations
<b>1. Create Incentives for Domestic SMEs to Internationalize</b>					
4.1	Clearer and more advantageous benefits to internationalization	- Further revisions to the code of fiscal benefits should strengthen fiscal incentives and lower limits for obtaining incentives	MTIE / Gov-CV	High	
4.2	promote Global SMEs and attract foreign investors	- Study and apply models for making International Business Center more competitive relative to regional competitors	MTIE/CI	High	
4.3		- Diminish grants and fiscal benefits in the Fiscal Benefits Code to include more direct benefits or centralize these further in agencies such as the Chambers of Commerce for easier access to SMEs	MTIE/ Chambers of Commerce	Medium	
<b>2. Support ADEI's ability to create a pipeline of strong SMEs serving domestic market and with export potential</b>					
4.4	Reach smaller and micro institutions with little current access to ADEI's services.	- Expand offices to decentralize from the capital l city and to reach municipalities and districts with less representation	ADEI	High	
4.5	Existing CBO projects can be leveraged to inject entrepreneurial possibilities working with standout performers of the association.	- Design models to facilitate cooperation and coherency between ADEI and other donors/actors with experience specifically in community-based organizations.	ADEI	Medium	
4.6	Greater clarity as to the benefits of formalization of economic activities into SMEs, social enterprises, etc	- Following the completion of the Special Regime for MPMEs, this should be expanded to include a definition of and fiscal and other benefits for social enterprises	ADEI	High	

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Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
4.7	Policies and programs to coach companies through the process of integrating regular use of e-commerce, the internet, and social networks, especially for small companies	- Establish an exchange of services between ICT firms with connections to ADEI/the incubator and firms from other sectors in need of ICT assistance for equal incentive packages.	ADEI/ Incubators	High	
<b>3. Transform CI into One-Stop Window</b>					
4.8	Improved staffing and Image	- Study and develop model for a Public/Private Sector Led Board of Directors that elects the primary administrator, as opposed to the current public-sector appointment model. other firms	CI	High	
4.9		- Institute an internal system to provide continuous training and development for staff members, especially on soft skills and technical aspects of working with SMEs and	CI	Very High	
4.10	Establish in-house market research and analysis ability	Systems for ensuring the accumulation and distribution of that knowledge to key account managers internally must be promoted and distributed	CI	Very High	
4.11	Increased market information available to SMEs and other investors	Create Market Access Strategy Task Force staffed with 2-3 individuals in Cape Verde Investments	CI	Very High	
4.12	SME exports are promoted and facilitated	Study and implement effective market segmentation practices in the local market in order to properly create and direct export promotion programs	CI	Very High	

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Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	Agency/Responsibility	Priority Level	Comments/Observations
4.13		Review client management system to ensure momentum on a case-by-case basis	CI	High	
4.14		Study and implement global best practices in CI's online presence (website, Facebook), etc	CI	High	
4.15		Study models for creating incentives through success recognition and export awards	CI	Low	
4.16		Launch SME Express – Born Global CV designed to offer services, assistance and "hand-holding" to SMEs with current capacity for exporting as well as SMEs with significant exporting potential, placing them on the fast track to efficient exporting	CI / ADEI	Very High	
<b>4. Improve ability of private sector actors, through the Chamber of Commerce to provide services to SMEs</b>					
4.17	Existing export-ready SMEs bypass delays in creating a national certification program	Financial support to expand the product certification program currently underway to reach more SMEs and products	MTIE / Chambers of Commerce	Very High	
4.18	SMEs can expand into more indirect forms of international networking and marketing for their products	Create program for Chamber of Commerce to use its potential for international networking to identify trading houses and strategic alliances and placing them in contact with promoters of niche products	Chambers of Commerce	Very High	
4.19	Stronger SME management culture created	Study models for, create and launch the SME Hotline	Chambers of Commerce / ADEI	Very High	

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Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
4.20	- SME managers exposed to strategic markets	Re-enforce export support and SME development programs (i.e. SME Express, FCC, etc) with sufficient funds for a certain number of prospect missions through a merit-based selection while simultaneously improving publicity about these opportunities	EIF/ Chambers of Commerce	Very High	
<b>5. Address Access to Finance as A Binding Constraint in SME Consolidation</b>					
4.21	Firms are aware of benefits of internationalizing and support programs available to them	Launch a series of major awareness-raising campaigns to make companies aware of benefits to internationalization and of the existing mechanisms to facilitate that process for them.	ADEI, CI, MTIE and MIREX	Very High	
4.22	Improved business fundamentals among SMEs	Develop and launch “Kit de Ferramentas: SME Cape Verde”	ADEI	Very High	
4.23	Sustainable non-commercial banking financing option available	Continue to study models to update venture capital firm and guarantee its sustainability	ADEI	High	
<b>6. Capitalize on Potential for Born Global SMEs in the ITC Sector</b>					
4.24	Strategic vision creating a regulated and highly qualified technology services sector	Reinforce NOSI’s original role as a small, highly qualified, high-level, public service-oriented regulator, specializing in using the private sector to create innovative e-governance solutions.	NOSI / MTIE	Very High	

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Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	Agency/Responsibility	Priority Level	Comments/Observations
4.25		Reinforce NOSI's competence in fomenting the development of a more qualified and competent IT Private Sector, including regulation of certification and quality programs	NOSI / MTIE	Very High	
4.26		Introduce public bid regulations that favor domestic information technology firms, or consortia of domestic and international firms/ joint-ventures over purely international bidders	MTIE	Very High	
4.27	Stronger, more innovative ITC private sector capable of producing the country's first Born Global Firms for consumers in CPLP and African Continent	Introduce incentives for other private sector actors to favor domestic information technology firms over international players into the Code of Fiscal Benefits	MTIE	Very High	
4.28		Consider immigration policies and incentives to further stimulate and encourage immigration of qualified information technology personnel, whether from the Diaspora or from other markets to Cape Verde	MTIE	Very High	
4.29		Strengthen intellectual property rights and cut down on licensing counterfeit software	MTIE	Very High	
4.30		Study models for implementing a competitive special regime for imports and export of ITC equipment for at least five years in order to stimulate growth in the IT and IT services sectors	MTIE	Very High	



## 5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
<b>I. INCREASED PRODUCTION</b>					
5.1	<p>Optimization of agricultural and livestock production;</p> <p>Reduction of post-harvest losses;</p> <p>Production and dissemination of applied research information.</p>	<ul style="list-style-type: none"> <li>○ Research programs / action aimed to follow and support farmers and operators of the sector in exports, namely in the issues related with production optimization, post-harvest, logistic, marketing, brand, quality management system, certification, trading and business.</li> <li>○ Reorganizing of rural extension services in order to optimize the existing research results.</li> </ul>	MDR, INIDA, UniCV, ADEI, IQCV, DGC	Very High	
5.2	<p>Agriculture modernization;</p> <p>Promotion of the agricultural and livestock private sector.</p>	<ul style="list-style-type: none"> <li>○ Improve access to new techniques / technologies, as well as access to information and technical assistance through the use of ICT;</li> <li>○ Encourage the creation of companies, business associations or cooperatives for the supply of packages and delivery of services across the agricultural and livestock sector (production, post-harvest, logistic and distribution, trading);</li> <li>○ Capacity building action of agricultural producers in the specific areas of their production, including aspects of business management.</li> </ul>	MDR, ADEI	Very High	
5.3	<p>Know the sectors with the greatest competitive advantage.</p>	<ul style="list-style-type: none"> <li>○ Improve access to new techniques / technologies, as well as access to information and technical assistance through the use of ICT;</li> <li>○ Study sector of agricultural production, including the study of production costs in order to prioritize the ones with more competitive value for export.</li> </ul>	MDR, ADEI	High	

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Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
<b>II. IMPROVED QUALITY</b>					
5.4	<p>Implementation of a sanitary inspection system;</p> <p>Construction of an agrifood quality system.</p>	<ul style="list-style-type: none"> <li>○ Implement the recommendations done for the improvement of export conditions in DTIS 2009, in particular the sanitary, quality and certification frameworks:</li> <li>○ Improving the SPS standards of food security in hotels and restaurants;</li> <li>○ Build a quality system for agricultural and livestock products that in the medium-long term are able to respond to a certification system that respond to the public health issues and favours and values the quality and intrinsic features of the national product and not its comparison to products traded in other markets;</li> <li>○ In the short term, establish a inspection seal (guarantee) that responds to the public health issues of the national product.</li> </ul>	ARFA, ADEI	Very High	
5.5	<p>Implementation of a quality management system;</p> <p>Trademark registration and product certification.</p>	<ul style="list-style-type: none"> <li>○ Work the entire value chain of the following products: <b>grogue, wine, coffee, cheese</b>, ensuring the characterization of the products, the trademark registration and the seals of denomination of origin, where applicable.</li> </ul>	MDR, ARFA, IQCV, Producers, Chambers of Commerce	Very High	

## 5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
<b>III. LOGISTIC</b>					
5.6	Improve current logistics and distribution system.	○ Study of the logistics and distribution chain in Cape Verde with the aim to identify the bottlenecks and the needed improvements for access to national and international markets.	MDR	High	
<b>4. INSTITUTIONAL SUPPORT AND PUBLIC POLICY</b>					
5.7	Meet potential export markets to promote trade meetings between operators.	○ Market studies aiming at understanding the markets (diaspora market, ethnic market, fair trade, organic products market) and agricultural products that Cape Verde can export.	MDR	High	
5.8	Promotion of exports	○ Trade policy – create a local support system and specific for the export of agricultural and livestock products (credit line, support office for exports, grants system, subsidies for export, etc.).	MDR, DGC, DGF	Medium	

## 5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
5.9	<p>Encourage the increase of agricultural and livestock companies;</p> <p>Stimulate the production by local consumption;</p> <p>Attract young people to the field.</p>	<ul style="list-style-type: none"> <li>○ Reshape public policies in order to show in a transparent way the incentives to the private sector and promote:</li> <li>○ The growth of private companies that operate in the entire chain of agri-business (before production (agricultural inputs), production and post-production (logistic, distribution and trading)).</li> <li>○ Creation of an institutional market, through a transparent procurement system, of local production products for public institutions. Example: school canteens, hospitals, penitentiaries, etc.</li> <li>○ Agriculture mechanization as a way of valuing agricultural and livestock work and encouraging young people to agriculture and rural entrepreneurship (automation, ICT introduction).</li> </ul>	MDR, DGF, Research institutions	High	
5.10	<p>Decrease the chain of command for the resolution of urgent and local matters;</p> <p>Promote local development; increase the empowerment of local authorities.</p>	<ul style="list-style-type: none"> <li>○ The gradual transition of functions that until now have been performed by the central government to local government bodies and trade and agricultural associations and others that work for the development of the sector.</li> </ul>	GoCV, MDR	Medium	

### 5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
5.11	Accelerate agriculture modernization	<ul style="list-style-type: none"> <li>○ Capacity building action of agricultural producers in the specific areas of their production, including aspects of business management.</li> <li>○ Create adequate credit facilities to finance the sector.</li> </ul>	MDR, ADEI, Research institutions	High	
5.12	Improve transparency in the transactions;  Encourage investment in the sector.	<ul style="list-style-type: none"> <li>○ Improve access conditions to arable lands.</li> <li>○ Create the necessary legal conditions for a free market of arable lands.</li> </ul>	MDR, DGF	Medium	
5.13	Develop a marketing strategy for export.	<ul style="list-style-type: none"> <li>○ Boost tourism related to the consumption of local products (organic, ethnic, niche, gourmet and fair trade products).</li> </ul>	MDR, MTIE	Medium	

## 6. FISHERIES

### Specific Aim I

A modern and competitive fisheries sector greatly contributes to the country's social and economic development, ensuring competitive opportunities for employment and income to the operators of the sector.

Outcome 1.1	Outcome 2.1	Outcome 3.1	Outcome 4.1
Improved knowledge about the state of exploitation of fisheries resources. Updated fisheries management plans are available and their implementation ensured.	Improved extractive capacity of operators. Fishing effort adjusted to the accessibility of available and exploitable resource.	Optimized exploitation of the potential of the value chain in the distribution and marketing of domestic seafood products.	Maximized exploiting potential of the opportunities for export of seafood products.
Strategic measures (actions)			
<p><b>1.1.1</b> Develop and implement a training and capacity building plan for the technicians of the sector in specific areas of fisheries research and management, (stock assessment, statistics, and fishing and catch technology, management and planning, and aquaculture).</p> <p><b>1.1.2</b> Mobilize partnerships to implement prospecting and research programs of new catch and fishing areas.</p> <p><b>1.1.3</b> Strengthen the mechanisms of connection between research, experimental fishing and operators in order to maximize the season results.</p>	<p><b>2.1.1</b> Develop and implement an incentive program for fleet renovation and modernization.</p> <p><b>2.1.2</b> Introduce modern catch technologies, more selective and more productive (bottom and surface-set longlines, stationary nets to catch bait).</p> <p><b>2.1.3</b> Improve knowledge about the investment's profitability and competitiveness in the units of catch.</p> <p><b>2.1.4</b> Develop demonstrative and awareness campaigns for operators to adhere to new catch technologies</p>	<p><b>3.1.1</b> Make possible the process of installing a fishing market in the 1st fish sale in the main ports and consumption centers.</p> <p><b>3.1.2</b> Improve conditions of cold storage and ice supply in the main landing ports of the country.</p> <p><b>3.1.3</b> Conduct a study on the needs of cold and ice in the different islands and regions of the country. Study the feasibility of centralized structures or alternatively mobile and multifunction.</p> <p><b>3.1.4</b> Improve the system of fish inter-</p>	<p><b>4.1.1</b> Introduce in the official statistics a component on the evolution of the major import markets of seafood products and ensure their dissemination to the export agents.</p> <p><b>4.1.2</b> Encourage the practice of clusters for export in order to increase the agents' competitiveness.</p> <p><b>4.1.3</b> Promote studies on the exports profitability and the prospects of alternative and worthwhile markets for the export of different seafood products;</p> <p><b>4.1.4</b> To study the technical and economic</p>

<p><b>1.1.4</b> Conduct specific studies of economic and financial viability of different fisheries as a way to better target investments in the sector.</p> <p><b>1.1.5</b> Improve and upgrade the equipment supporting research, and statistical and experimental fisheries production.</p> <p><b>1.1.6</b> Implement measures to encourage the publication, dissemination and diffusion of research results in order to establish a close connection between theoretical findings and their application/practical use.</p> <p><b>1.1.7</b> Reinforce actions of exploratory fishing to improve knowledge on technical and financial viability of fisheries underexploited from great depths.</p> <p><b>1.1.8</b> Update the assessment data of the state of stocks exploitation of the major fisheries. Improve the fisheries data collection and management system.</p> <p><b>1.1.9</b> Strengthen partnerships with research marine institutions. Stimulate scientific work and</p>	<p>for exploitation of new fisheries.</p> <p><b>2.1.5</b> Develop technical, economic and financial feasibility studies on fishing opportunities provided under the agreements.</p> <p><b>2.1.6</b> Encourage partnerships (joint ventures) to take advantage of fishing opportunities in the sub-region.</p> <p><b>2.1.7</b> Implement campaigns of exploratory fisheries with new technologies directed essentially to capture shrimp and deep-sea species (cephalopods and demersal).</p> <p><b>2.1.8</b> Encourage the practice of cooperative system in production as a way to reduce production costs and improve safety at sea.</p> <p><b>2.1.9</b> Improve practices of handling, conservation and fish transportation on board. Encourage the custom of hygiene practices in handling fish on board.</p> <p><b>2.1.10</b> Promote the conservation practice on board the artisanal boats in order to facilitate the operators of the</p>	<p>islands distribution, transportation and marketing.</p> <p><b>3.1.5</b> Strengthen training and capacity building of fish sellers in food hygiene and safety.</p> <p><b>3.1.6</b> Try innovative actions in fish processing (ready-made) towards a greater increase in value.</p> <p><b>3.1.7</b> Study the need of anchorage, wharves/docks improvements for fish landing.</p> <p><b>3.1.8</b> Facilitate to South operators the access to opportunities for the export of seafood products.</p> <p><b>3.1.9</b> Improve the supporting infrastructure in the port of Praia. Equate the construction of a new fishing pier equipped with adequate support infrastructure.</p> <p><b>3.1.10</b> Support operators in finding solutions to access the large hotels market in the touristic islands.</p>	<p>feasibility of replication of the processing and marketing system adopted by Frescomar (import of raw materials for local transformation/processing and intended for the export market).</p> <p><b>4.1.5</b> Create conditions for the access to the export market of fish fillets and other ready-made seafood products.</p> <p><b>4.1.6</b> Facilitate the operationalization of the prawn-farming project.</p> <p><b>4.1.7</b> Strengthen technical, planning and management skills of export agents.</p> <p><b>4.1.8</b> Facilitate the creation and implementation of specific funding and insurance mechanisms adjusted to the peculiarities of the fishing activity.</p> <p><b>4.1.9</b> Improve the capacity for inspection, monitoring and certification of fishery products.</p> <p><b>4.1.10</b> Study the possibility of buying fish in the region for transformation, processing and re-export within the existing market opportunities.</p>
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<p>strengthen the sector's bibliographic collection.</p> <p><b>1.1.10</b> Increase public funding for scientific research and work in the area of ocean activities.</p> <p><b>1.1.11</b> Establish and regulate the National Plan for the Management of Fishery Resources as a guidance document in the management. Ensure timely update and means for its implementation.</p>	<p>sector the access to the most profitable niche markets.</p> <p><b>2.1.11</b> Promote technical and economic viability studies of the business of catching bait in the sub-region to supply bait for tuna fishing.</p>		
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## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
<b>1. Identifying potentials that could originate creative enterprises</b>						
	Creation of the "Cape Verde" trademark	1. Mobilize the various sectors of the Cape Verdean society and economy around the recognition and valorization of its attributes.	Campaign to discuss the theme beginning in schools, academia, business associations, government.		Priority 1 +	
		2. Definition of attributes that could differentiate and qualify Cape Verdean products and services.	Multi-sector task force to synthesize results and return them to the community.		Priority 1	
		3. If the Creative Economy + Green Economy are adopted as axes of the country's development, they should also orient the selection of brand attributes.	Assure that good sense, sustainability, creativity, traditional + contemporary are attributes that characterize and stand out in all Cape Verdean products and services.		Priority 1	
	Develop or perfect creative enterprises	Formatting of projects, strategic planning, communication campaigns.	Create Creative Entrepreneur Support Offices through partnerships with academia and the private sector. Create Network of Business Tutors and university interns working in their areas of specialty (Communication, Administration, Law, Design, etc.).		Priority 1	
	Recognition and valorization of material and immaterial heritage, know-how and methods.	1. Survey and mapping.	Using collaborative processes and ICTs, carry this mapping out through schools and universities.		Priority 2	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
		2.Create mechanisms of recognition and remuneration for masters of traditional culture.	Master's diplomas in traditional culture.		Priority 2	
		3. Maintain traditional knowledge and generate new job posts.	Technical courses in trades for young people (carpentry, gardening, painting, sewing, etc.)		Priority 3	
	Education for Creativity, Entrepreneurship and Collaboration.	1. Develop capacities that result in the expansion of culture and creative enterprises.	As part of the entire education process, from pre-school to university.		Priority 3	
		2.Edutainment, Educommunication. More holistic, democratic and efficient educational processes.	Create partnerships for the survey and adaptation of innovative educational practices.		Priority 2	
<b>2. Create a favorable atmosphere</b>						
	1.Promote access to information and communication technologies. 2. Make all other actions viable.	1.Create more democratic, lower-cost and more autonomous ICT structures.	1.Create partnerships with networks, foundations and institutes linked to new technologies and cyberculture that wish to be Cape Verde's partners in the implementation of new models.		Priority 1+	
			2.Encourage the use of low-cost and alternative technologies to access energy and the Internet.		Priority 1+	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
			3.Partnerships with Universities and youths to train more young people in the use of ICTs.		Priority 1	
			4.Take advantage of existing social technologies (Ex. CDI - see "Simulation") for the recycling of computer equipment.		Priority 1	
			5.Encourage the creation of micro-businesses based on ICTs, such as cybercafés or mobile phone minute shops.		Priority 2	
		2. Computerization of data communication and management processes among public entities.	1. Create infrastructure and capacitate local and municipal government employees in the use of ICTs.		Priority 2	
			2. Use partnerships with universities and youths to capacitate professionals.		Priority 2	
	Coordinated action and governance. Creative Economy and Green Economy as the motor of development for the country.	1.Propose and confirm commitment on the part of various government offices and society in general to making Cape Verde the first country integrally dedicated to developing through the Creative Economy and Sustainability - for example, a Green Co-Laboratory.	1.Research benchmarks of countries that could serve as reference for the Cape Verdean process, such as Iceland, Uruguay, Bali and others.		Priority 1++	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
		2. Formulation of policies, constitution of partnerships, advocacy. Optimize resources.	2. Consult international partners, such as research institutions, NGOs, foundations and multilateral organisms that could be partners in a global experiment in the survey, application and monitoring of creativity-related sustainable practices in the Green Co-Laboratory.		Priority 1++	
			Create an office with the role of calling for and coordinating actions among the various ministries, the private sector, academia, creative entrepreneurs - for example, an Agency for Development Through the Creative Economy.		Priority 1++	
		3. Identify each ministry's or government entity's interface with the Creative Economy and the possible Green Co-Laboratory.	1. Identification of partners and their utilization for the theme.		Priority 1++	
			2. Carry out business rounds with partners to make projects and programs viable.		Priority 1	
		4. Campaigns for communicating and promoting the Creative Economy as a development strategy. Take advantage of leaderships.	1. Inform and bring media and communication outlets on board.		Priority 1	
			2. Train or identify leaders on local level.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
			3.Create a group of "ambassadors" of the Creative Economy made up of celebrities and opinion makers.		Priority 2	
			4.Use community radio broadcasters, public TV and all other media, as a priority, with audio-visual and graphic materials produced in the Creative Economy School Centers and Creative Economy Support Offices.		Priority 2	
	Regulatory structures. Construction of a legal and tax framework adequate to the context of the Creative Economy. Create conditions for the policies created to have continuity, as they are state rather than government policies.	1.Expand the number of formally recognized creative entrepreneurs and make sector data more visible.	1.Simplification of the business and entrepreneur formalization process. Facilitate process especially for street vendors and micro-distribution networks, creating, for example, a single monthly fee that would encompass all taxes.		Priority 2	
		2.Ensure continuity of program management and possibility of shared government / civil society management.	2.Creation of legal statutes for the constitution of mixed (government/civil society) organizations able to manage the programs and projects created. Examples (see "Simulation") SO - Social Organization for the management of public equipment.		Priority 1 +	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
		3. Expand funds destined for the Creative Economy. Expand the commitment to the country's development on the part of large businesses.	3. Innovative corporate sponsorship laws, guaranteeing that the re-directing of funds related to federal and municipal taxes does not create distortions either in the sponsoring companies or the entrepreneurs being sponsored.		Priority 1	
		4. Guarantee and value cultural diversity while at the same time generating funds for the Creative Economy.	4. Look into the possibility of creating Cultural Diversity Taxes to be charged on tourism and the importation / exhibition of international products on the Cape Verdean market. Example: tax would be levied on Blockbusters or foreign TV series or films.		Priority 1	
		5. Create a sustainable, innovative and coherent legal framework with new policies that are themselves also sustainable and innovative.	5. Reduce bureaucracy of accounting and reporting, for example, following the Anglo-Saxon model of results-based verification and not by proof of expenditures.		Priority 2	
		6. Create land occupation, watershed protection, and sustainable construction and management laws.	6. Ensure from the very beginning that new constructions, enterprises and urban planning are carried out in a sustainable manner. Avoid the vicious circle of real-estate speculation generating financial and debt speculation, which has been one of the drivers of the economic macro-crises countries are currently facing.		Priority 2	
		7. Create new, innovative products and service with local identity.	7. Director Plan designed in a participatory manner alongside society so that it may serve as the point of convergence of the participatory management of urban spaces and Creative Neighborhoods.		Priority 3	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
		8.Facilitate access and circulation of creative entrepreneurs and raw materials for the creative process.	8.Create adequate modalities and import/export mechanisms, especially those that favor on-line payment and international money transfers.		Priority 2	
<b>3. Production</b>						
	Improvement, better use and expansion of network of cultural equipment and installations.	Strengthening and expansion of Ministry of Culture's National Network of Venues.	1.Survey and coordination of existing spaces with public equipment, private auditoriums, spaces in academic institutions and schools, that could be converted into Cultural Centers or Creative Economy Centers.		Priority 1++	
			2.Adapt them so that they can serve as multi-functional spaces appropriate for training, production and exhibition activities. It is essential that all of them be ICT poles, with their own telecenters. Actions integrated with the Creative Entrepreneur Support Offices are recommended.		Priority 2	
			3.Foster the process of the participative management of these spaces, thus removing the burden from public authorities while at the same time capacitating creative entrepreneurs.		Priority 2	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
		Strengthening and expansion of the Ministry of Culture's National Network of Libraries.	Extension of opening hours and activities held at libraries to convert them into community and cultural centers, given the fact that they are present in all of Cape Verde's municipalities.		Priority 3	
		Schools as poles of the Creative Economy in Creative Neighborhoods.	Creation of joint programs resulting in Creative Economy School Centers, articulating schools, creative persons, academia and the local community (see more in "Simulation").		Priority 1 +	
	Expand and qualify products and services of the Creative Economy.	1.Facilitate the production process with a collaborative approach and optimization through the use of new technologies.	1.Stimulate the sharing of offices, equipment, raw materials (co-working).		Priority 1 +	
2.Give priority to associating or attaching the above-mentioned Creative Entrepreneur Support Offices to facilities in the National Network of Venues or Creative Economy School Centers or Cultural Centers, guaranteeing synergy among them in an ecosystemic vision.				Priority 2		
3. Foster the creation of multi-functional offices using 3D printers to meet local demand for equipment.				Priority 3		



## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations	
		2. Form the chain of production / ecosystem of the Creative Economy, integrating professionals from key areas, such as communications, design and administration.	Give priority to the training of professionals, companies and institutions that act intermediating and adding value to cultural products. These professionals may hail from areas other than artistic ones, such as advertising, architecture, journalism, business administration.		Priority 1+		
		3. Create Incubators or Accelerators of Creative Enterprises that are already mature and ready to progress.	Through partnerships with technological research centers, trade associations and universities, which together will provide support for the incubated enterprises to be able to be strengthened.		Priority 3		
		4. Perfection and qualification of creative entrepreneurs.	1. Train young Creative Economy agents, for example through Collaborative Production Companies, such as those proposed in the "Simulation."		Priority 1		
			2. Create partnerships with academia or even through remote learning with volunteers from the diaspora for professional improvement.		Priority 1		
	Financing the Creative Economy.	Diversify forms of financing and adapt them to the characteristics of the Creative Economy.	1. Strengthen and expand the operations of the Ministry of Culture's Bank of Culture.		Priority 1		
				2. Adoption of direct financing mechanisms and support such as KIWA Crowdfunding, Crowdsourcing and similar mechanisms (see "Simulation").		Priority 1	
				3. Stimulate micro-credit as a way of financing individual small entrepreneurs.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
			4.Adoption of complementary currencies and exchanges (working hours, space, equipment) as a mechanism to make projects feasible (see "Simulation" Off the Axis Circuit).		Priority 1	
		Seek investors for identified businesses niches.	Facilitated procedures if the Green Co-Laboratory, which congregates all of these activities, is implemented.		Priority 2	
<b>4. Diversification</b>						
	Creation of trademarks that differentiate the islands and their regions.	1.Identification of attributes, products and services unique to their respective regions and which could be promoted.	Multi-sector task force (government + academia + entrepreneurs). Advisable to involve the community in general (through the media and the Internet) in the exercise of self-recognition and valorization.		Priority 1	
		2.Create a culture of quality that ensures that all products and services are made with the greatest care, diligence, cleanliness and aesthetics the context permits.	1.Culture, campaigns and orientation for managers and entrepreneurs to show that the shortage of monetary resources does not have to imply lack of aesthetic care or hygiene in the presentation of creative entrepreneurs.		Priority 2	
			2.Create policies to encourage those who develop diversified products and avoid massified and similar production, which results in the devaluing of the products that end up competing based only on price. Example: handicraft markets in which all vendors offer the same products.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
	Identify local raw materials and how to take advantage of them.	Create new and innovative products and services with a local identity.	Technology transfer partnership with research institutions for the identification of species, items that may be taken advantage of, etc. Example of raw material: Aloe Vera, pumice. Example of institution: Brazilian Agronomics Research Company; Israel and the planting of arid zones.		Priority 2	
	Reveal and potentialize local activities.	Order and balance the possibilities of the flow of events and tourists and organize the possibility of generating new activities based on calendar.	Create local calendars of events that include all types of popular culture, artistic, congress and fair events and organize them into a nationwide calendar of events. A calendar is the element that will make visible, organize and guide priorities for all of the other stages of the Creative Economy Value Cycle.		Priority 1+	
	Create synergy between culture and tourism, expanding the market for both.	Production associated with tourism	1. Identify local experiences in cuisine, the arts, handicrafts, community life, that may be perfected and converted into creative enterprises.		Priority 1	
2. Organize these enterprises, creating cultural tourism itineraries.				Priority 2		
3. Create catalogues with these itineraries and with products from each region.				Priority 2		
	Strengthen Cape Verde's reputation and attraction potential. Facilitate creation of partnerships and transfer of technology.	Sustainability as key to the diversification and expansion of businesses niches.	1. Innovation in creative enterprises, through their association with other areas such as health, security, education. Ex.: Doctors of Joy: clowns who perform in hospitals. Edutainment, educommunication.		Priority 2	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
			2.Use of recyclable materials in meeting and entertainment spaces; fashion and design products, handicrafts, etc.		Priority 3	
			3.Creative products and services that are experiences whose enjoyment results in personal or collective betterment (entertainment that "takes advantage" of time rather than "passing the time")		Priority 3	
			4.Give priority to the constitution of social enterprises or NGOs that act simultaneously with the creative + sustainable + socio-productive inclusion.		Priority 3	
		Emphasis on products and services related to beauty and well-being.	1.Phytotherapeutics and phytocosmetics, taking advantage of the vast traditional knowledge on the medicinal use of herbs.		Priority 2	
			2.The beach as a place for to offer beauty- and well-being-related goods and services. Ex.: massages		Priority 2	
			3.Gastronomy and agribusiness with focus on natural, sugar-free, vegetarian and diet products.		Priority 2	
	Quality of creative goods and services	Widen the repertoire of new business models to include iconography and communication and design references.	Take advantage of Ministry of Culture events, such as the Networks of Venues and Libraries and Cultural Centers, as places where this variety of repertoires may be consulted to inspire local creative enterprises.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
		Improvement in terms of design (in all of its variables), of creative spaces and products related to fashion, handicrafts, architecture and similar areas.	Through partnerships with international institutions that already feature social technologies for this purpose.		Priority 2	
	Expand productive areas with high value-added, low environmental impact and strong export potential products.	Develop business niches associated with new technologies.	1. Give priority to spurring digital start-ups and individual or collective enterprises, mainly by youths, in the development of applications and games. If the Green Co-Laboratory is adopted, themes related to sustainability and creativity are recommended.		Priority 3	
			2. On-line registration and accessibility of elements of Cape Verdean culture through On-line Portals for research, the purchase of products and materials that could be used in remixes, design, music, etc., thus stimulating the renovation and perpetuation of traditional culture through contemporary remix.		Priority 2	
		Develop business niches for creative entrepreneurs based on the association of education and culture - Edutainment.	Artistic vocabularies, cooperative games, traditional culture, associated with innovation in educational processes (necessary for other processes to be able to advance).		Priority 4	

### 5. Communication

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
	Commitment and awareness-raising of all sectors of Cape Verdean society and the Diaspora to promote the sustainable development of their country.	Just as in the reforestation process the population dedicated itself to making the country greener through the planting of trees, it can now do the same through the Green Co-Laboratory of Sustainable and Creative Practices.	Campaigns around the cause, mobilizing coordination and collective action. Communication materials using all possible media - social networks, community radio stations, electronic and print media, etc.		Priority 1 +	
	Ensure that the attributes of the value of the Cape Verde trademark are evident. Greater power of attraction, openness of markets, consumer loyalty and involvement of the entire chain of production of Cape Verdean goods and services	1.The goods and services of the creative economy acquire value through storytelling, narratives that reveal their differentials, origin, eco-sustainable production values, etc. and which are visible through their packaging, labels, brochures and all other types of communication.	1.Develop a "basic kit" of graphic promotional materials for Cape Verdean products (handicrafts, fashion, design, cuisine, music, etc.) so that creative entrepreneurs can complete them with their own storytelling, labels, packaging, brochures, etc. to be, for example, used by exhibitors in trade fairs, markets, expositions, etc.		Priority 1 +	
2. Raise creative entrepreneurs' awareness regarding the importance of emphasizing and revealing their own attributes and history. Possibility of having students from schools (through the Creative Economy School Centers) as assistants in this process.				Priority 1 +		
3.Ensure that all of these sustainable, ecologically correct, socially just and fair-trade activities are duly certified and that this value-adding attribute is visible.				Priority 2		

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
			4. Take advantage of partnership with Universities or know-how from the Diaspora to improve presentation of products in markets so that their history is clear (see "Storytelling" above).		Priority 2	
		2. Take advantage of major events and popular festivities and similar activities to develop materials for the registration and dissemination of participating creative entrepreneurs.	Prioritarily, through collaborative processes that also build young people's capacity, such as Collaborative Production Companies (see Simulation).		Priority 1	
		3. Qualification of contact between Cape Verdean goods and services and their public.	1. Program for proper customer service and negotiation techniques.		Priority 2	
			2. Improvement in the way products are displayed to the public (displays, shop windows, stands) to ensure they are presented in a value-added and qualified way.		Priority 2	
			3. Seals and certifications - ecological products, fair trade, certification of origin, etc.		Priority 3	
<b>6. Commercialization, distribution and display</b>						
	Expansion of markets and alternative distribution systems	1. Expand networks and circuits of commercialization and display.	1. Equip and expand functions available in spaces (clubs, associations and the like) that local communities already use for gatherings, possibly integrating them into the National Network of Venues.		Priority 2	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
			2.Lend value to and improve public fairs and markets, providing basic communication kits that explain products and their attributes (Storytelling, see above).		Priority 1	
			3.Take advantage of existing distribution networks, such as food product distribution networks, to distribute creative goods.		Priority 1	
		2. Encourage the development of mobile and itinerant distribution networks, facilitating access to credit and support in terms of differentiated design.	1.Traveling vendors in stylized carts.		Priority 1	
			2. Displays in hotels, airports, cultural venues.		Priority 2	
			3.Small-scale itinerant shops such as stands at events, or even the aesthetic adaptation of vans and similar vehicles converted into mini-shops.		Priority 3	
		3. The State as an activator of markets.	1.Establish as a priority social well-being and all activities related to caring for the population when distributing state funds, following the example of what countries like Iceland and Uruguay have done.		Priority 1 +	
			2.Public acquisition processes favoring local micro-and small businesses.		Priority 2	
			3.Public acquisition processes favoring social suppliers, fair-trade companies, local ecological products.		Priority 2	



## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
		4.Solidarity-based economy and complementary currencies	Promote economic solidarity fairs and the use of social currencies to ensure that resources remain in communities.		Priority 2	
		5. Formation of consumer market	Take advantage of fairs and other public gathering places (such as transportation terminals) as potential markets for the circulation of cultural goods and services.		Priority 1	
	Facilitate the globalization of Cape Verdean products	1.Prioritize the expansion and qualification of the post office system.	Development of efficient, simple and low-cost services for sending merchandise.		Priority 1	
		2.Facilitate and expand payment and money transfer systems.	Facilitate access to financial services, preferentially alternative electronic forms such as PayPal, bitcoins, RIPPLe and others, that are capable of compensating for the absence of banking institutions or credit card networks.		Priority 2	
		3.On-line sales	Adopt e-commerce as a priority way of commercializing Cape Verdean products.		Priority 1	
		4.Exportation of Cape Verdean products.	Transform major events, such as the AME (Atlantic Music Expo), into events to leverage and diversify sectors of the Creative Economy (fashion, cuisine, publishing, audiovisual, ICTs, edutainment processes) and into showcases for innovative processes developed in Cape Verde.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
			Ministry of Culture's Music Export Bureau (BEM) associated with other agencies wherever there may be an overlap of functions (Ministry of Foreign Relations, Tourism), converging into a single agency for the promotion of creative goods and services from Cape Verde, possibly a Multimedia Export Bureau, attending to various different segments of the Creative Economy.		Priority 1	
<b>7. Systematization, indicators and memory</b>						
	Research and production of knowledge about the Creative Economy and its contribution to the country's sustainable development.	1.Establish partnerships for data collection, analysis and diffusion.	1.Using the Creative Neighborhood as a point of departure, enter into partnerships with schools (see Simulation: Creative Economy School Centers) so that students may map their surroundings and digitalize the results.		Priority 1	
			2.Take advantage of major events as an opportunity to register and map creative entrepreneurs.		Priority 1 +	
		2.Produce diagnoses on the sector's contribution to the country's wealth.	In addition to traditional forms (consider only the formalized economy and the creative sectors), measure the sectors activated by the Creative Economy, such as the supply of raw materials (methodology adopted in the FIRJAN investigation of Chains of Production quoted in the general sector vision).		Priority 2	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/ Observations
		3. Develop new metrics to measure and assess resources, results and values of the Creative Economy.	Consider results and resources not only in the financial dimension, but in other dimensions of sustainability: cultural, social and environmental (known as 4D).		Priority 1 ++	
		4. Allow searches of and access to all information (sites, portals) related to the Creative Economy in Cape Verde.	Possibility of Wiki and collaborative processes for this, for example, in the creation of a platform inspired by (or in partnership with) <a href="http://www.p2pfoundation.org">www.p2pfoundation.org</a>		Priority 2	
		5. Recognize, systematize and multiply the solutions found and best practices of Cape Verdean creative enterprises.	Bank of Best Practices, preferentially created through the collaborative Wiki process and well and using numerous open-source and free platforms developed specifically for the purpose, such as, for example, <a href="https://n-1.cc/">https://n-1.cc/</a>		Priority 1	
		6. Familiarity with the dynamics, preferences and consumption characteristics of the Creative Economy to monitor the development of policies.	Ensure ((perhaps by the adoption of wiki processes made by users themselves) the collection of data on Creative Economy consumption.		Priority 3	
		7. Knowledge management, systematizing and sharing experiences.	Adoption of innovative ways of practice-based learning, such as the University of Cultures or the Off the Axis University (see Simulation), which assume that all spaces of practice: major events, festivals, fairs, exhibitions, etc., are also a space for learning, and that all the information produced by them should be systematized and made available on line.		Priority 1	

## 7. CULTURE AND THE CREATIVE ECONOMY

Nº.	Dev Goals	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
	Preservation and valorization of memory	Material and immaterial heritage as tools to dynamize society.	1. Recognition of masters of popular culture.		Priority 1	
			2. Audiovisual registry of traditional know-how and ways of doing. Collection could be carried out through partnerships with public schools (students) and data analysis and organization, partnership with academia (university students).		Priority 3	
			3. Museums as living, interactive spaces, multi-functional profiles made with and for the community.		Priority	
			4. Collaborative processes (time + knowledge donated by school students, diaspora and academia) for scanning, organizing and making available historic archives on line.		Priority 1	
	Strengthen reputation and credibility	Guarantee partnerships	Set aside large portion of time, resources and people for systematizing, registering, communicating and making public the Cape Verdean process, especially within the context of the Green Co-Laboratory.		Priority 1 ++	
		Gain international visibility				
		Guarantee the active involvement of civil society, government and international partners				

## 8. TOURISM

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
8.1	Tourism standing and position improved in government; tourism sector given greater government priority; improved sector coordination increased inward investment into the sector	Review and strengthen the current national tourism strategy	MTIE	Highest Priority	ToR to be developed within four months  <i>Justification:</i> To strengthen institutional and marketing shortcomings  <i>Risks:</i> Contract awarded to research party with insufficient expertise
8.2	Greater government understanding of the sector – and connectivity to other sectors; tourism standing and position improved in government; tourism sector given greater government priority; improved sector coordination increased inward investment into the sector	Improve market intelligence – including data collection, basic research and statistical methods to more accurately illustrate and compare market and economic data and enable tourism to be better positioned and aligned with industries such as fishing, agriculture and other service sectors.	MTIE, MAI	Very High	ToR to be developed within six months  <i>Justification:</i> To address both a lack of, and weaknesses in current reporting; more accurately illustrate and compare key economic data with other sectors; provide market intelligence to inform policy decisions and strategic directions  <i>Risks:</i> Contract awarded to research party with insufficient expertise

## 8. TOURISM

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
8.3	Replicable models that build private sector capacity; improved enabling environment for tourism-related MSMEs; expanded B2B linkages between in-bound & out-bound operators	Strengthen tour operations capacity, build a foundation for the creation of private sector associations and promote B2B linkages.	MTIE	High	<p><i>Justification:</i> To address weaknesses with product development and packaging; to promote local awareness of how to develop experiential tour products</p> <p><i>Risks:</i> Poorly developed ToR for initial consultancy; contract awarded to party with insufficient expertise</p>
8.4	Improved coordination and planning across the tourism sector; more integrated tourism economy with stronger economic linkages to other sectors and poor households	Enhance cross sector coordination – roll out UNCTAD’s Sustainable Tourism component of their Train for Trade programme to key government actors and ministries	MTIE	High	<p><i>Justification:</i> To promote a broader and deeper understanding of the sector, improve cooperation between line agencies and facilitate a more enabling environment.</p> <p><i>Risks:</i> Low government commitment to programme results in poor attendance and taken up of training and dialogue programmes</p>
8.5	Simplified user friendly visa processing system; increase in visitor arrivals; improved data collection	Develop and on-line visa system – linked to the new on-line tour operator, or a revised Tourism Cape Verde website	MIREX, MTIE	High	<p><i>Justification:</i> To facilitate easier more efficient visa processing &amp; provide a platform that imparts a greater knowledge of Cape Verde to its visitors</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>

## 8. TOURISM

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority	Comments/Observations
8.6	Improved working and living conditions	Review the employment law	MJEDRH	High	<p><i>Justification:</i> Poor current employment conditions &amp; lack of job security</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>
8.7	An informed and motivated workforce; greater diversification of the tourism economy	Include tourism as a subject in the secondary curriculum.	MED	High	<p><i>Justification:</i> To ensure future workforce have solid understanding of the nature and form of the tourism industry</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>