



Cabo Verde's M&E System: Experiences of a Small State



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Because of its heavy reliance on foreign investment, mostly from Europe, Cabo Verde's economy is vulnerable to external shocks and has been significantly affected by the global economic crisis. In response, the government of Cabo Verde (GoCV) developed a strategy to strengthen its operational transparency and accountability to make the country more attractive to international investors. As part of this strategy, GoCV has been developing a governmentwide monitoring and evaluation (GwM&E) system since 2009 to track progress on economic and social indicators. These efforts have shown promising results: the African Economic Outlook stated, "[Cabo Verde] has performed in an exemplary manner in terms of public sector governance. Substantive reforms have reduced corruption and improved the quality of business transactions" (AEO 2012). Although the GwM&E system is still evolving and still has challenges to overcome, it represents a significant achievement for a country of Cabo Verde's size and income level.

Over the last five years, Cabo Verde has been implementing reforms to enhance government transparency and accountability by institutionalizing a GwM&E system. The purpose of the GwM&E system is to help incorporate the principles of results-based management and provide incentives for institutional transparency and project assessment along with efficient mechanisms to track project disbursements and procurement. The GwM&E system, as a part of the necessary reforms to improve GoCV's transparency, is expected to help the country monitor progress on economic and social indicators and attract much needed foreign investment, particularly in the context of Europe's waning economy.

The foundations for the GwM&E system were laid in the mid-1990s when Cabo Verde began making government data publically available after adoption of a new law on the National Statistical System (NSS). Shortly thereafter, the first Statistical Development Plan was executed from 1998 to 2001, allowing time for a formal statistical system to take root. The plan's goals were to increase data availability, grow government demand for information, and improve the

process of feeding information into the NSS. The formation of the NSS led to improvements through the implementation of new technological platforms, organizational arrangements, and strategies. These actions required standards for newly produced NSS data and higher-quality control guidelines applicable to the multiple stakeholders in charge of feeding data into and managing the NSS. Although data are still not fully accessible to the general public, the system is embedded in a Web platform that will provide open access in the future. New reforms and innovations in the NSS paved the way for important statistical products such as the demographic and reproductive health surveys; business censuses; population and housing censuses; income and expenditure surveys; national accounts; basic indicators of well-being; employment surveys; economic data (price indices); education and health dossiers; agricultural and fisheries' censuses; and program administrative data. These products constitute the main statistical resources for analyzing Cabo Verde's performance and progress on development outcomes. While donors often provide financial and technical assistance for conducting

the surveys/censuses mentioned above, this assistance is demand driven and the government of Cabo Verde (GoCV) is actively participating in setting the agenda and implementing the surveys. Some sector ministries are also producing detailed program data that monitor progress and evaluate performance of projects with large budgets. In parallel, sector ministries are also demanding access to M&E project information to enhance indicator quality and conduct strategic evaluations (Guimarães and Alves Campos 2009). The GwM&E system is a key element in building Cabo Verde's statistical capacity across all sectors and levels of government.

The NSS and the GwM&E system have become two important producers of relevant information for policy making while also increasing government transparency. The Ministry of Finance and Planning (MoFP) is currently the main institution entering input and output data into the GwM&E system from projects of all sector ministries. The National Institute of Statistics (INE) plays an important role in validating the quality of the data fed into the system. This cooperation between the MoFP and the national statistical agency is very useful yet generally not common in developing countries. INE is also the main institution providing training and technical support to ministries for defining and measuring key sector indicators.

In this context, INE, the Operational Institute for Information Technology (NOSI), and sector ministries decided to create a cyclical statistical calendar that includes a statistical activities plan, a human resources training plan, a technological plan, and an institutional capacity-building plan.¹ The strategic objectives for the first statistical calendar, 2008–12, included:

- i. prioritization of human resources development across government, especially the training of specialists in demography, statistics and econometrics, and geographical information systems;
- ii. prioritization of reform of the national accounting system and reinforcement of other economic statistics to assess governance and progress toward the objectives of the Growth and Poverty Reduction Strategy Paper and the Millennium Development Goals;
- iii. increased accessibility and use of official statistical information for development management; and
- iv. promotion of a statistical culture conducive to the development of statistical products and improvement of statistical activities.

A new statistical calendar was drafted for 2012–15, with priorities and strategic objectives unchanged, but with new measures to improve the GwM&E system and align the NSS within the Statistical Development Plan (2012) framework. The calendar incorporated new guidelines for accessing and reporting sector statistics and developing

institutional arrangements for better data input and sharing between ministries and the GwM&E system.

A key element of the Statistical Development Plan 2012–15 is consolidating GwM&E operations between the two agencies in charge of the system: the Directorate General of Planning (MoFP) and NOSI.² The 2012–15 plan aims to: (i) enhance monitoring and analysis of growth, poverty, vulnerability and inequality trends, and (ii) monitor the implementation of programs and projects that contribute to improving growth and reducing poverty. However, there are currently no planning committees to prioritize targets and determine concrete development goals.

Part of the GwM&E system consolidation process involves reducing overlapping program data and increasing performance in meeting poverty reduction strategic objectives. Programs and subprograms have been incorporated into the national poverty reduction framework, which is currently in its third round of implementation. GoCV, jointly with development donors, defined strategic sectoral impact and outcome indicators to help reduce overlapping data. To enhance data sharing across sector ministries, all government operations are separated as investment or functional. Such separation enables performance assessment according to specific targets (financial or development). Each project is linked to a development strategy, and several projects could be aligned to fulfill a single goal. However, this arrangement made the scope of the GwM&E system quite ambitious, resulting in poor coordination and slow implementation. To address these issues, the World Bank and other donors supported GoCV's efforts to simplify program scope and reporting while facilitating data sharing across sectors.

Although the GwM&E system continues to face a number of challenges, it represents a significant achievement for a small island state. Box 1 provides more information on the unique challenges of small island developing states and Cabo Verde's performance in this context.

Institutional Framework

A series of law decrees (law resolutions 12/2010 and 41/2011) clearly defined the roles and responsibilities of the institutions in charge of the GwM&E system and contributed to its institutionalization in Cabo Verde. The GwM&E system's institutional setup was established in legislative resolution 12/2010, which mandated the composition of the M&E system team, its operations, and legal attributions. The law explicitly created a Commission to Operate the M&E system (COSISA) to closely monitor all projects that rely on public funding. The legal framework empowers the GwM&E system to monitor data, including performance data, of fully and partially publically funded projects. To fulfill this responsibility, some specific indica-

Box 1. Challenges Facing M&E Systems in Small States

Small island states face particular challenges including remoteness, size, dependence on natural resources, and foreign capital flows. They also often suffer from capacity constraints in governance and economic management. The United Nations (UN) has designated 2014 as the International Year of Small Island Developing States (SIDS). The UN Expert Group Meeting on SIDS and the Post-2015 Agenda identified monitoring and accountability mechanisms among the top four priority areas for SIDS, recognizing that M&E frameworks are essential for the realistic assessment of SIDS vulnerabilities and the progress they are making in building resilience (UN 2013).

What are the specific challenges faced by SIDS in developing their M&E systems? Higher per capita costs in data collection, management, and analysis are among the key constraints. Indeed, M&E systems need to be developed across a set of relatively distant and sometimes ethnically diverse islands, which increases operational costs. The remoteness of some islands and ships being the main mode of transportation slow down data collection. Lack of economies of scale is also a challenge for monitoring and evaluating public programs in small countries. For example, consider large programs such as Bolsa Familia (Brazil) or Oportunidades (Mexico), each of which involves billions of dollars in spending per year. Setting aside an almost trivial percentage of program funds for M&E annually is not so difficult. However, if a program involves total annual spending of only a few million dollars, then finding sufficient resources for M&E activities becomes much more challenging. Lastly, capacity is a greater constraint in SIDS than in larger countries.

In this context, Cabo Verde's experience is quite unique. First, there is a fairly strong national identity and a national government linking all 10 islands. Second, Cabo Verde has better economic, human development, and governance indicators than those commonly found in other SIDS and African countries. Cabo Verde is one of the few states in Sub-Saharan Africa to graduate from the least-developed countries group and join the ranks of the lower-middle-income economies. It is also the second least corrupt country in Africa after Botswana (according to Transparency International 2013 rankings) and a leading performer in the region on the World Bank Group's Worldwide Governance Indicators. Access to computers and Internet is widespread within state agencies and the country succeeded in development of e-government, which helped reduce transaction costs. Capacity remains a constraint, but is much better than the SIDS average due to higher average educational achievement, some success in bringing back skilled Cabo Verdeans from abroad, and the proactive role of the government in mobilizing technical and financial assistance from the donor community.

Source: Authors' compilation.

tors were defined jointly by sector ministries and the MoFP, particularly on programs' budget and project execution. In law 12/2010, the main outcomes incorporated into the M&E system are juxtaposed with the outcomes embedded in the National Strategy for Growth and Poverty Reduction in Cabo Verde. However, institutional caveats remain: there are few legal attributions to strengthen evaluations and few incentives or mechanisms to encourage sector ministries to provide the information needed for such evaluations.

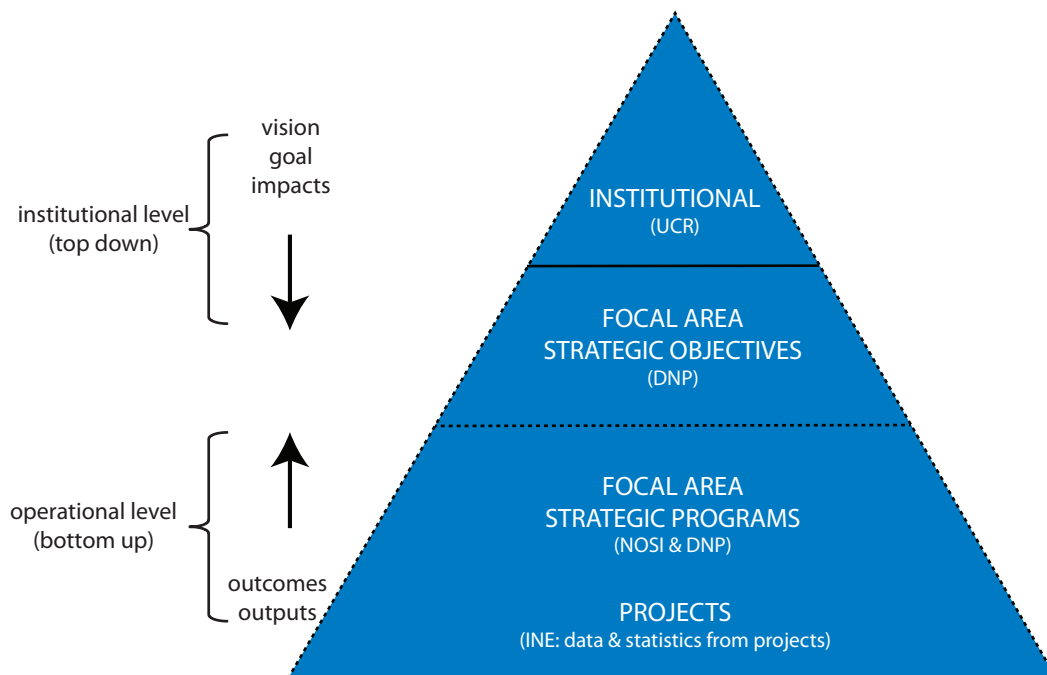
One of the main objectives of law 12/2010 is to provide a common framework and ultimately coordinate the transparent and prompt reporting of standardized data from different public entities and ministers. The law also recognizes measures of performance, outcome and impact indicators, as well as the strategies and functions to be met by investment programs. For instance, the law empowers COSiSA with stewardship functions to coordinate other agencies directly involved with the GwM&E system. The law also stipulates that the MoFP must incorporate M&E and results-based management practices into its multiannual strategy. Law 12/2010 specifies that M&E information should not only be used to help improve decision-making processes, but also to produce a comprehensive, multisectoral plan. The goal of the law is to ensure that the flow and availability of information create conditions for the GoCV to evolve and modernize. This comprehensive planning

feature makes law 12/2010 one of the most innovative laws in Africa (AfDB 2012).

The institutions comprising COSiSA, particularly INE, NOSI, the National Directorate of Planning (DNP) under the MoFP, and the Reform Coordination Unit (UCR, also under the MoFP) are developing technical and operational capacity to coordinate and manage data and indicators and provide institutional and strategic steering. They are also providing technical and political/institutional stewardship to mobilize other line ministries to share and disclose information and data. However, there is no mechanism to help these institutions jointly develop a results-based strategy—a strategy that introduces a results-oriented approach into all government, allowing GoCV to channel limited financial, human, and material resources to strategic policies. The stewardship of these institutions follows a pyramid-style model, where institutional and strategic objectives (targets) are aligned with programs and projects (operations). Figure 1 illustrates the stewardship arrangement of the COSiSA institutions based on targets and operations.

The attributions and responsibilities of COSiSA are contained in article III of law 12/2010. COSiSA's responsibilities include developing technical capabilities and improving technological platforms needed to operate the M&E system; developing an integrated model that includes tools to improve government efficiency and synergy among

Figure 1. COSiSA Stewardship



Source: COSISA.

ministries; developing partnerships with different ministries and government institutions to mobilize resources to operate the GwM&E system; a stewardship role in identifying an adequate technological platform to warehouse data; supporting line ministries with technical capacity building; developing standards for data and reporting indicators; and disseminating results.

COSiSA's ability to fulfill its responsibilities is hampered by the lack of enforcement mechanisms provided in law 12/2010: COSiSA can only encourage and promote compliance; it cannot enforce compliance or compel line ministers to exchange data and information as requested. Nascent M&E laws in other countries also omit enforcement mechanisms; typically these mechanisms are included through amendments after the M&E system is consolidated. For instance, according to Briceño and Gaarder (2009),

Support from Congress, fluid communication and promotion of alliances with central authorities, are common strategies to mitigate weak enforcement of recommendations. A complementary strategy to enforce adoption of recommendations is generating a tradition of utilization as a managerial tool rather than a control tool.

This means that the adoption of enforcement mechanisms as a managerial tool entails incentivizing and empowering government agencies to report and monitor program and project data. Mexico and Chile are examples of countries that did not adopt laws to help enforce compli-

ance until after M&E system consolidation. However, the introduction of incentives as a substitute for enforcement mechanisms has proven to take longer to provide the expected results (IEG 2010).

One of law 12/2010's provisions stipulates that NOSI is responsible for developing and sustaining the M&E system, while DNP is in charge of the planning and surveillance processes. NOSI has the technical capacity and independence to conduct reviews and assessments of data quality. An example of NOSI's technical capacity is its role in developing the e-government platform in Cabo Verde, which received recognition as an African ICT Best Practice from the African Information Communication Technology Forum. NOSI and DNP actively participate in planning M&E activities (for example, for improving e-government applications) and developing new technological platforms for the M&E system.

The MoFP conducted a pilot program to test COSiSA's effectiveness that identified two main shortcomings: (i) limited human capacity, for example, the lack of experts in each sector to define the results chain of proxy indicators and draw conclusions; and (ii) costs for collecting proxy indicators. These shortcomings were addressed through a new module on SIGOF (Sistema Integrado de Gerenciamento de Operacoes Financeiras) that helps track program execution and sector indicators. SIGOF was developed by NOSI and provides a common platform for improving budgeting efficiency: it only allows managers to access the programmatic

fund after certain goals are achieved or completed. At the strategic level, SIGOF will evolve to provide performance-based indicators and facilitate deeper involvement of sector ministries and the MoFP and guide them in allocating annual and multiannual budgets. Although in the beginning SIGOF had limited functions for each ministry official in charge of feeding information into the GwM&E system, lessons from the pilot resulted in changes in the system and additional functions to increase ministerial demand for M&E information. For instance, SIGOF allows users to select strategic actions for different ministries in charge of financing, operationalizing, and assessing development programs. SIGOF also allows the enduser to visualize overall financial and operational progress of projects.

The MoFP prepared a Vision Scope document, validated by COSiSA, that contains specific functions and guidelines for the GwM&E system. The Vision Scope specifies some of the mandates prescribed by law and identifies specific sector activities, performance indicators, and organizational arrangements to be implemented subject to appropriated funding. The Vision Scope includes a model that links the three core functions (figure 2) that all line ministries must conduct to comply with the performance-based budget cycle: operation, strategy, and function.

Another feature of law 12/2010 is its requirement that the GwM&E system be financially sustainable; however, the law does so without specifying the additional appropriated funding needed to guarantee long-run sustainability. Cabo Verde's GwM&E system is currently sustained through the MoFP with earmarked funding, and managed by the DNP. Experiences in other countries, such as in Mexico (CONEVAL), Colombia (SINERGIA) and Chile (DIPRES), show that this model is adequate in the first years of M&E system operation, but further action is needed to guarantee

sustainability. Funds should be progressively detached from public funding cycles to ensure sustainability and independence. Other consolidated M&E systems around the world have followed a similar path. For instance, Mexico's National Evaluation Commission, which runs the government M&E system, began as a body under the Ministry of Social Development with earmarked funding. As the system consolidated across sectors, it received appropriated funds from Congress to ensure a fully independent, cross-sectoral institution. In Cabo Verde, lack of financing is one of the main challenges facing the sustainability of the GwM&E system.

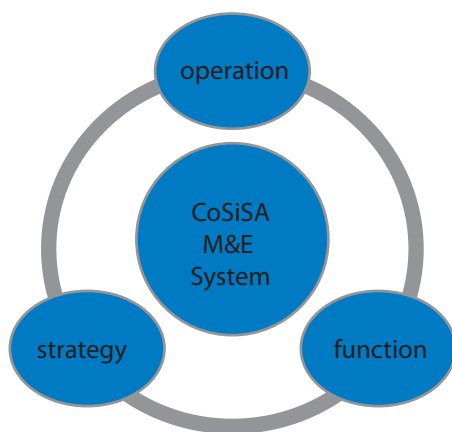
The GwM&E System's Operations and Functions

Cabo Verde's GwM&E system compiles indicators, monitoring reports, and data from programs and projects. Specific functions of the GwM&E system include defining targets and goals that each line ministry agrees to, based on its programming agenda. All functions depend on individual sector strategies, which contain development objectives and sector progress assessments. Operational activities are conducted according to sector strategies to fulfill development objectives. The strategic component of the GwM&E system links budgeting activities, relevant from a public investment view, with projects activities, inputs, outputs, and outcomes indicators over the short and medium term. Prior to completing the operational cycle of the GwM&E system, data collection processes must be finalized. Data collection processes have three components: technical validation, viability, and comparability. Completed activities are documented and input into the system and main results disseminated to the public.

The GwM&E system comprises three phases: (i) design and implementation of technological platform (Strategy and Operation), (ii) utilization and testing (Operation), and (iii) broad dissemination for public access (Function). Input, activities, and output indicators have already been approved and tested for budgetary and programming functions of sector ministries, but the list of core results-impact indicators still needs to be validated by the MoFP/INE. In the meantime, outcome indicators for selected human development areas can be monitored using publically available census data. The GwM&E system is also ready to incorporate indicators and integrate data collected from special modules of the Continuous Survey³ as well as data from the Quarterly Regional Accounts. Multiple government users can feed information continuously into the system.

The GwM&E system organizes sector-level data in information technology (IT) warehouses. Developing

Figure 2. Structure of M&E Budgeting Functions



Source: Ministry of Finance, Cabo Verde.

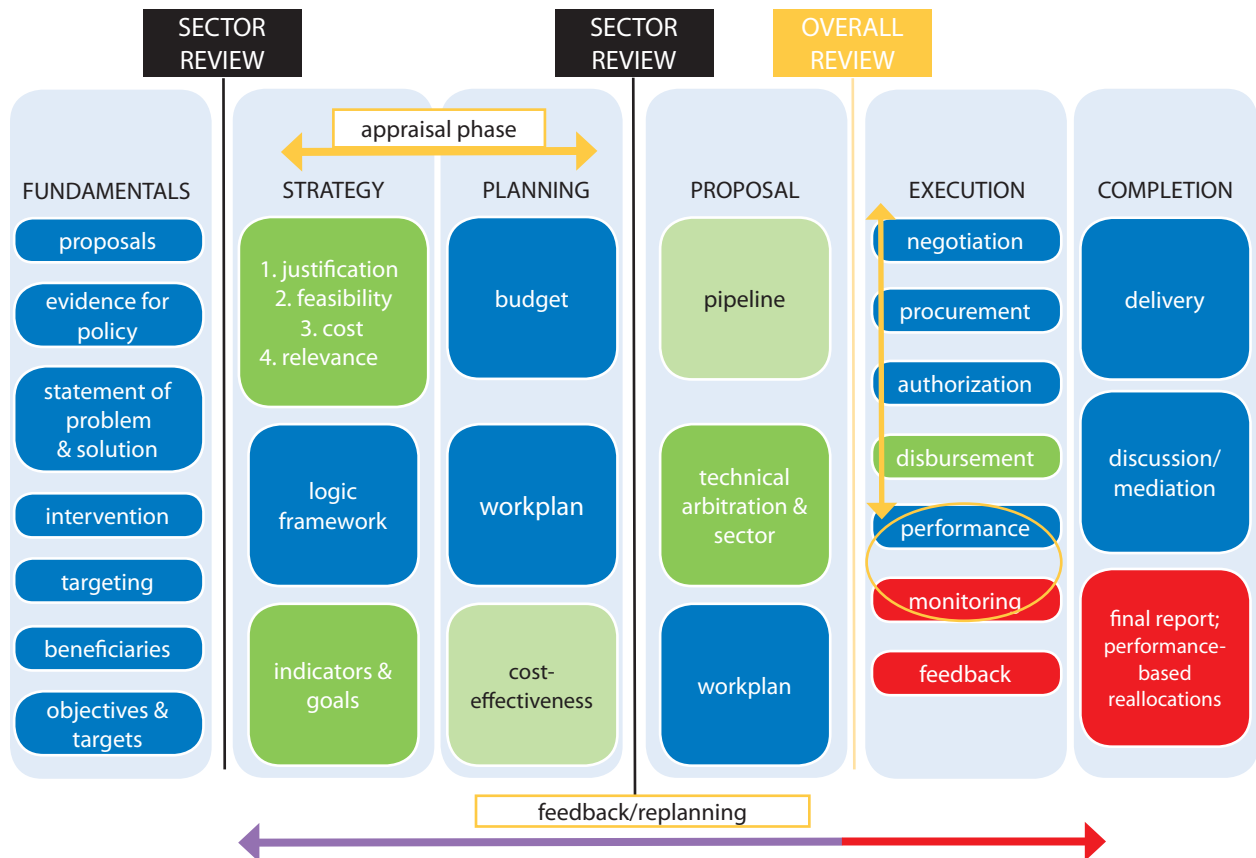
the IT platforms involved several steps. INE and NOSI reviewed the data sets and indicators and provided technical advice on incorporating them into a one-size-fits-all technological platform. This platform can be continuously improved because it works across sectors. It can also help build national and international partnerships to improve technology through knowledge transfer. INE and NOSI also recommended a minimum set of data needed to feed the M&E system to reduce information collection effort and cost. For instance, by using existing statistics and project-related information needed to build output and outcome indicators, sector ministries share data with INE and NOSI to determine the information gaps in each sector.

Several reforms were introduced to strengthen transparency and performance-based budgeting. These reforms included improving procurement transparency and social program monitoring as well as a communication strategy to publically report the progress of social programs and overall government results. Performance-based budgeting activities include linking funding to goals, objectives, socioeconomic indicators and expected results, which will enhance strategic and operational planning.

Currently, the GwM&E system uses a performance-based approach to budgeting to help enhance GoCV's management capabilities. In the context of the law and institutional arrangements of the GwM&E system, performance measurement in Cabo Verde is concerned more narrowly with the production and supply of performance information, and is focused on technical aspects of clarifying objectives, developing indicators, and collecting and analyzing results. However, performance management is a broader concept. It is equally concerned with generating management demand for performance information and with establishing organizational procedures, mechanisms, and incentives that actively encourage its use. An effective performance management system uses M&E information to achieve results while continuously improving the system. The MoFP recently introduced a conceptual framework that links sectors' strategies and planning to performance-based principles (figure 3).

The MoFP's conceptual framework is driven by poverty reduction strategies and prioritizes national goals defined during budget planning. Currently the framework is implemented in terms of the strategy, functions, and operations

Figure 3. Linking Sectors' Strategies and Planning to Performance-Based Principles



Source: Ministry of Finance, Cabo Verde.

described above. At each level, each strategy or goal contains the following components:

- i. name;
- ii. strategy description;
- iii. validity period (start and end dates);
- iv. priority ranking;
- v. responsible unit; and
- vi. impact statement.

National programs/subprograms are implemented through a set of related projects and activities. All the government activities related to development and functional budgets are defined as projects. During the budget preparation cycle, project managers are required to register their activities in SIGOF. Once activities and allocated budgets are approved, projects are subjected to M&E and must periodically report:

- i. general project information;
- ii. organization and contacts;
- iii. financial and contracting information; and
- iv. monitoring results.

Financial data are collected through SIGOF during budget execution of projects, while project progress data are captured directly through the data entry facilities of the M&E information platform. In addition, sector outcome indicators measure the outcomes associated with the national poverty reduction framework, but a full review of proper methodology for evaluation is still pending. However, there is a clear conceptual link within the IT system between project operation and monitoring indicators, because M&E indicators contain the following information:

- i. name;
- ii. description;
- iii. responsible organization;
- iv. methodology for data collection and evaluation;
- v. cost of data collection;
- vi. sets of progress data; and
- vii. means of verification.

Data collection and dissemination through the GwM&E system enhance GoCV's transparency. However, there are still gaps to fill, particularly in collecting and widely disseminating project-related outcomes and using them to increase accountability.

Advances and Challenges for Cabo Verde's GwM&E System

Advances

Partnerships with international donors to finance innovative functions for reporting and collecting data have been

one source of recent advances in the GwM&E system. For instance, the Donor Budget Support Group will base disbursements on results taken from the system. Donor-government collaboration is facilitated by the fact that there is one government body, Ministry of Finance and Planning, responsible for coordination of M&E activities in Cabo Verde.

The Reform Coordination Unit under the MoFP produced the first Progress Report of the Action Plan for the Public Finance Management (PFM) Reform, covering 2010. Production of this annual progress report and the new PFM system were incorporated into the GwM&E system by 2012, which represented a breakthrough in government transparency in terms of PFM compared to other western African countries.

SIGOF recently introduced new functions in the fields of tax collection, e-procurement, and multiyear budgeting to increase transparency and simplicity in government finances and transactions. However, SIGOF still needs to be simplified to make PFM use within the GwM&E system easier. Transparency in tax collection improved as a result of the development of Internet interfaces (tax statements) and the opening of new help desks to input data into SIGOF. An extensive training program facilitated by UCR and DNP for fiscal and customs administration, planning and budgeting, debt management, procurement, and internal control helped create and reinforce the institutional capacity of SIGOF.

Overall, Cabo Verde's GwM&E system continued to steadily evolve during 2010–11, and it is still consolidating through institutional, technical, and operational improvements. As part of this process, GoCV:

- i. created a task force, with the participation of several government entities, to accelerate the establishment of the GwM&E system;
- ii. centralized M&E functions in the National Planning Office of the MoFP;
- iii. developed a system of performance indicators for the line ministries with the largest budget allocations and incorporated them into SIGOF;
- iv. developed a platform linking the INE database to the GwM&E system as a step toward full implementation; and
- v. adopted the Vision Scope, which defines the principles and objectives of the GwM&E system.

In 2012–13, a new training program for managers at the sector level will help them allocate responsibilities and duties within the M&E system. As time progresses, more training needs to be delivered to project administrators and local officials to ensure compliance with M&E reporting standards and procedures.

Challenges

Evaluations are necessary to strengthen project design and implementation, but they are still a challenge in Cabo Verde because they have not been formally incorporated into the GwM&E system. Comprehensive sector evaluations are not conducted on a regular basis because the detailed data required, for example, from surveys or field studies, in addition to data collected through the GwM&E system, are unavailable. The issue hampering data availability is the lack of a strategy to integrate evaluations fully into the GwM&E system. Furthermore, there are no guidelines on how to assess progress toward higher-level outcomes and impacts, or on how to conduct comprehensive sector evaluations or impact evaluations. Although GoCV recognizes that sector evaluations are critical for transparency and for performance assessment, developing evaluation functions will require a strategy to collect sectoral outcome indicators and a framework for associating project outputs with development outcomes.

Incentives to feed data into the GwM&E system are still weak across sector ministries. Furthermore, the demand for information by government institutions remains nascent. Government technical staff must be encouraged to report and use M&E data. In March 2012, the World Bank conducted a workshop⁴ to train government staff to use M&E system data and define sector strategies, goals, and indicators in line with development objectives. During 2012–13, the MoFP began to coordinate results-based performance assessments using project indicators, with the goal of using them for resource allocation.

Another challenge is effective consolidation of all the information in the GwM&E system. Currently, information is still fragmented because of the many different institutions involved in the production of indicators and the various requirements of development-focused programs. The lack of consolidated data could discourage sector ministries from participating in the system—on both the supply and demand sides. A major goal for Cabo Verde’s GwM&E system is to consolidate and report collected data in such a way that it makes it easy for government officials and stakeholders to access the information and use it for policy decisions. It will also be important to consider further reduction of data collection costs by making more effective use of administrative data records.

Finally, budget control remains a challenge—focus needs to center more on internal control, rather than on external control. And although staff of the General Financial Audit Unit (IGF) received substantial training in specific areas, no progress has been made in improving the Court of Accounts (CA) institutional capacity. Unlike the IGF, the CA has no online access to SIGOF’s budget implementation data, which is an issue that needs to be assessed by the

M&E system. Addressing all these challenges will improve the effectiveness and ensure the sustainability of Cabo Verde’s M&E system.

Concluding Remarks

Because of Cabo Verde’s dependence on foreign investment, the country is highly vulnerable to external economic crises, particularly financial crises in the euro area. Cabo Verde’s recent exposure to the global financial crisis constrained its fiscal position and reduced its access to concessional financing. In response, GoCV adopted a strategy consisting of renewed efforts to promote structural reforms to enhance its transparency and accountability, and thus improve the country’s investment climate: the GwM&E system is a key part of this strategy.

GoCV passed a number of laws to establish and institutionalize the GwM&E system, yet funding remains an issue. The World Bank, among other donors, has supported activities within the MoFP to pilot and consolidate Cabo Verde’s GwM&E system. However, additional steps are needed to continue the development of the GwM&E system and ensure its financial sustainability.

Functions beyond performance-based budgeting, such as poverty reduction assessments or guidelines for improving program service delivery, will be incorporated into the GwM&E system in the future. When the input of strategies, goals, data, and indicators into the system is complete, more sophisticated analysis, for example, impact assessments and improvement plans, can be added to the list of products developed by the GwM&E system. To begin this next step, the GoCV and donors are working on development of the “Needs Assessment for Evaluations and Service Delivery Improvement.” This assessment will document the current operational quality of the GoCV and recommend improvement options. A future consideration for the GwM&E system might be to include mechanisms to incorporate stakeholder concerns, including those of nongovernmental organizations. A participatory approach can mitigate risks regarding content and use of the system, although it can also delay the system consolidation process.

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Notes

1. Many challenges to the statistical system remain, including weak institutional arrangements and limited human resources. Part of the statistical plan is devoted to overcoming these issues. However, INE must also improve the quality and availability of its statistical products.
2. These steps involved: 1) October 2008—feasibility study of the M&E system; 2) November 2008—approval of the first model of M&E management information system (MIS); 3) November 2008 to January 2009—development of M&E MIS; 4) January 2009 to February 2009—NOSI IT platform development; 5) March 2009 to April 2009—government review of M&E MIS; 6) May 2009—approval of the second model of M&E MIS; 7) June 2009 to July 2009—development of M&E MIS; 8) August 2009 to September 2009—client review of M&E MIS; 9) November 2009—platform standardization with SIGOF; 10) December 2009 to March 2010—INE and NOSI user training; 11) May 2010—M&E system platform development and review; 12) October 2010—new, conditioned financing from Budget Support Group fosters a higher pace of implementation; 13) January to June 2011—INE’s new statistical agenda and statutes for technological and labor issues drafted and submitted for Council of Ministries’ approval; and 14) August 2011 to December 2012—integration of all government data and indicators into the M&E system under the quality control of INE.
3. The Continuous Survey (Inquérito Multi-objectivo Contínuo) is a household survey, with modules on economic activity and employment, migration, household living conditions, tourism, time use, and child labor. Regional accounts provide information on economic activity in each administrative region of the country using the same indicators and methodology as the National Annual Accounts.
4. Workshop materials are available at: <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CAPEVERDEEXTN/0,,contentMDK:23180361~pagePK:1497618~piPK:217854~theSitePK:349623,00.html>.

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