

Joint Programme Document

- Template *(final)* -

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number

3. Joint programme title: Connecting blue economy actors: Generating employment, supporting livelihoods and mobilizing resources

4. Short title: Connecting blue economy actors

5. Country and region: Cabo Verde, West Africa

6. Resident Coordinator: Ana Patricia Graça ana.graca@un.org

7. UN Joint programme focal point:

Sergio Novás Tejero, RCO, sergio.tejero@un.org

Katya Mascarenhas Neves, FAO, katya.mascarenhasnevevsanacha@fao.org

8. Government Joint Programme focal point:

Dr. Gilson Pina, Director, National Direction of Planning, Ministry of Finance
(gilson.g.pina@mf.gov.cv)

Ambassador Julio Morais, National Director for Political, Economic and Cultural Affairs, Ministry of Foreign Affairs and Communities (julio.morais@mnec.gov.cv)

9. Short description

The project aims at unleashing the potential of the Blue Economy in Cabo Verde as an accelerator of the Sustainable Development Goals and an engine of socio-economic inclusion for the poor coastal communities in the island of Santiago, Cabo Verde, especially women and youth. Its objectives are to increase the income of youth and women in the pilot coastal communities by improving their access to innovation, decent jobs, markets, services and finance; and to foster investments to finance blue economy income-generating projects, in particular impact and diaspora investments.

To do so, the project will bring together all the UN System knowledge and expertise, as well its capacity as a convening power to connect the different stakeholders of the blue economy, from poor coastal communities to international investors, from local private sector to relevant ministries and public agencies, and to provide the skills and equipment needed to enhance socioeconomic inclusion in a thriving, sustainable and just blue economy. The capacities, equipment and networks installed will allow for: the emergence of new business models in pilot coastal communities, with a higher value added of ocean-based production; a better organization of value chains, including access to markets; and an improved access to credit and investment for producers and small businesses, leveraging new sources of finance such as impact investment and diaspora.

10. Keywords:

#Blueeconomy #Ocean #Women #Youth #LNOB #Financing #Inclusion

11. Overview of budget

Joint SDG Fund contribution	USD 713,400.00
Co-funding 1 (UN Agencies)	USD 811,350.00
TOTAL	USD 1,524,750.00

12. Timeframe:

Start date	End date	Duration (in months)
April 2022	March 2024	24 months

13. Gender Marker: 2,5

14. Target groups (including groups left behind or at risk of being left behind)

List of marginalized and vulnerable groups	Direct influence	Indirect influence
Women	X	
Youth	X	
Rural workers	X	
Diaspora/migrants	X	

15. Human Rights Mechanisms related to the Joint Programme

Committee on Economic, Social and Cultural Rights (CESCR); Committee on the Elimination of Discrimination against Women (CEDAW)

16. PUNO and Partners:

16.1 PUNO

- Convening agency:
 - o FAO (Katya Neves, Assistant FAO Representative in charge of Programme, katya.mascarenhasnevevessancha@fao.org)
- Other PUNO:
 - o UNIDO (Edson Fernandes, National Coordinator, e.fernandes@unido.org)
 - o UNDP (Lilyblad Christopher, Economist, Christopher.lilyblad@cv.jo.un.org)
 - o IOM (Quelita Gonçalves, Head of Office, Interim, ggoncalves@iom.int)

16.2 Partners

- National authorities:
 - o Ministry of Finance (National Direction of Planning) – Leading partner
 - o Ministry of Sea (National Directorate of Fisheries and Aquaculture) – Leading Partner
 - o Ministry of Foreigners Affairs, Cooperation and Regional Integration (MFACRI)
 - o Ministry of Communities (MoC)
 - o Municipalities of Santiago
 - o Cape Verdean Institute for Gender Equality and Equity (ICIEG)
 - o Cabo Verde Trade Invest
- Civil society organizations:
 - o NGOs National Platform, Women Empowerment/Rights Associations (OMCV, STDI, AMECV, RAMAO)
 - o Cape Verde Ecotourism Associations (EOCV)
 - o Diaspora Associations
 - o Fishermen and women associations
- Private sector:
 - o Chambers of commerce

- Cabo Verde Youth entrepreneurs association – AJEC
- Association of Women Entrepreneurs of Santiago - AMES

- Other partners:
 - SMEs support ecosystem (ProEmpresa, ProCapital)
 - Microfinance institutions (Citicoop, Morabi, OMCV, etc)

SIGNATURE PAGE

<p>Resident Coordinator, a.i Mr Steven Ursino</p>	<p>National Coordinating Authority National Directorate of Planning, Ministry of Finance Dr Gilson de Pina</p>
<p>Participating UN Organization (lead/convening) Food and Agriculture Organization of the United Nations Ms Ana Laura Touza, FAO Representative</p>	<p>[Redacted]</p>
<p>Participating UN Organization United Nations Development Programme Mr Steven Ursino</p>	<p>[Redacted]</p>
<p>Participating UN Organization United Nations Industrial Development Organization</p> <p> Christophe D'Amorim, Head of Office Representant ONUDI</p>	<p>[Redacted]</p>
<p>Participating UN Organization International Organization for Migration Ms. Quilita Gonçalves, Head of Office</p> <p> NACIONAL PARA AS MIGRAÇÕES IOM • OIM CABO VERDE</p>	<p>[Redacted]</p>

B. STRATEGIC FRAMEWORK

1. Call for Proposal: Building Resilience and Ending Vulnerability in Small Island Developing States (3/2021)

2. Relevant Joint SDG Fund Outcomes

- Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale.
- Outcome 2: Additional financing leveraged to accelerate SDG achievement.

3. Overview of the Joint Programme Results

3.1 Outcomes from the UNDAF 2018-2022

- 3.1.: By 2022, the population of Cabo Verde of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development
- 5.1.: By 2022, Cabo Verde has improved national and local capacities for the mobilization, coordination and efficient management of partnerships and funding for development, including South-South, triangular, and decentralized cooperation, and that contribute to the achievement of the SDG
- 2.1.: By 2022, the population of Cabo Verde, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster risk reduction

3.2 Outputs from the UNDAF 2018-2022

- 3.1.3. The institutional capacities of government, at central and local level, and economic actors in the fisheries sector are strengthened to manage and administer coastal fisheries and improve the value chain of marine products to promote the Blue Economy
- 3.1.4. The institutional capacities of Government, at central and local level, civil society organisations and trade unions are strengthened to reduce unpaid work and to promote local employment opportunities and self-employment, particularly for youth and women
- 3.1.5. The capacities of civil society organizations, private sector associations, youth and women's cooperatives, youth and women entrepreneurship and women and youth-led SMEs are strengthened to facilitate access to financial and market resources to promote business opportunities

4. SDG Targets directly addressed by the Joint Programme

3.1 List of targets

- 1.b, 2.3, 5.A, 8.3, 9.3, 14.7,17.1,17.3

3.2 Expected SDG impact

The project is fully aligned to global goals and contributes to several Sustainable Development Goals (SDG) especially Goal 14, Life Below Water, and more specifically Target 14.7 where Blue Growth/Economy is considered a means of implementation of the Blue Economy for Small Island Developing States (SIDS) and Least Developed Countries (LDCs). In addition, it will contribute to SDG 1, SDG 2, SDG 5, SDG 8, SDG9 and SDG 17.

5. Relevant objective/s from the national SDG framework

Objectives from the National Sustainable Development Plan (PEDS 2017-2022). The PEDS is aligned with the SDGs. According to the Rapid Integrated Assessment realized during the MAPS/(IICCBE) scoping mission the PEDS is aligned with the Cabo Verde Ambition 2030, the Unified Strategic Framework for Blue Economy (QEUEA), the National Investment Plan for the Blue Economy (PNIEA) and the Blue Economy Promotion Program (PROMEA). These strategic documents are framed in the Blue Economy Policy Charter (2020), which aims to support the transition process to the Blue Economy (EA) in Cabo Verde.

The PEDS sets challenging targets in a consistent long-term approach, based on four structuring objectives:

- Make Cabo Verde a front runner in the Blue Economy transition and Circular Economy located in Middle Atlantic
- Ensure economic social and environmental sustainability
- Ensure social inclusion and reduction of inequalities and social and regional asymmetries
- Strengthen sovereignty, valuing democracy and directing diplomacy to the challenges of the country's development

However during the elaboration of the Unified Strategic Framework for the Blue Economy (CASUEB), The National Investment Plan for the Blue Economy (PNIEA), the Blue Economy Promotion Program and the Blue Policy Charter, the specific Objectives indicated below were defined for support the achievement of the Strategic Axes of the PEDS in the context of the Oceanic economy and the respective SDGs:

- Promote female entrepreneurship, promote labour mobility in private and public sector and promote training in the business area.
- Supporting entrepreneurship and adoption of innovation, investing through new financing in new products, new markets and - chain values chains, and promote new decent jobs
- Reduce environmental impacts and improve living conditions and livelihoods of the blue communities
- Training for young people and women in employment and self-employment
- Skills and employability through entrepreneurship development

6. Brief overview of the Theory of Change of the Joint programme

6.1 Summary:

Based on the comparative challenges and opportunities of Cabo Verde as a SIDS, this initiative support COVID recovery and sustainable development of pilot coastal communities, with an emphasis on youth and women, both identified as amongst the groups most affected by the crisis. The initiative will build on different recent or ongoing UN-facilitated and government-led strategic assessments and policy processes to enable the sustainability of the national process and the coastal communities development based on the blue economy: the creation of the national blue economy coordination mechanism to be implemented in an integrated and pilot manner in selected coastal communities; the assessment and financing strategy of the INFF for resource mobilization; and the Leave No One Behind Assessment realized in the second quarter of 2021. To achieve the objective of "young people and women in pilot coastal communities have sufficient and sustainable income", this initiative will focus on supporting youth people and women in i) the development of their business and/or business idea, ii) the development of high-value species and products, iii) improving access to productive resources, knowledge and market opportunities and iv) providing technical assistance to upgrade the production processes in selected value chains. The initiative will also guarantee the sustainability of the coastal communities development initiatives by mobilizing funds through i) the identification and development of an appropriate finance instrument

supporting the blue economy and ii) the creation of virtual and diaspora investor desks, making them known among diaspora entrepreneurs and investors.

The Joint Programme is aligned and linked with the current UNDAF 2018-22. If the first outcome of the JP is achieved, youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, it will contribute to the achievement of outputs 3.1.3 and 3.1.4 of the UNDAF: the strengthening of the capacities of the fisheries sector economic actors and of the national & local governments to manage coastal fisheries and improve the value chain of marine products (3.1.3.) and to promote local employment opportunities and self-employment, particularly to youth and women (3.1.4).

The second outcome of the JP, the mobilization of financial resources mobilized for the development of the blue economy, is aligned and will contribute towards output 3.1.5 of the UNDAF, the strengthening of capacities of youth and women's cooperatives, youth and women entrepreneurship and women and youth-led SMEs to facilitate access to financial and market resources to promote business opportunities.

6.2 List of main ToC assumptions to be monitored:

- The new national blue economy coordination scheme is agile and dynamic, facilitating the integration of the different sectors and is ready to work at local level, with municipalities and coastal communities, for pilot application of the national integrated policy.
- In the process of developing the Government-led INFF assessment and financial strategy, government entities, international partners, UN entities and private sector related financial institutions are working together identifying and promoting innovative mechanisms for mobilizing funds towards government priorities, including the blue economy.
- The four UN Agencies involved in this Joint Programme articulate and coordinate their actions in a timely manner, based on national and local leadership, to achieve the expected results.

7. Trans-boundary and/or regional issues

Support to regional integration and the implementation of the African Free Trade Agreement: Cabo Verde's trade with ECOWAS is limited so far (2.2% of imports, 0.2% of exports on average in the last decade, fluctuating from year to year). Imports from ECOWAS originate from only 5 countries (Ivory Coast, Ghana, Guinea Bissau, Senegal, and to a lesser extent Togo). Exports on a regular basis go to only one country (Guinea Bissau), and sporadically to Senegal. No significant trade is registered with the region's biggest markets such as Nigeria (195.9 million people), Guinea Conakry (12.4 million people), or Benin (11.9 million)¹. Cabo Verde's good exports are concentrated in two products: canned and frozen fish (80%) and footwear and clothing (15%). According to a study from FAO, ECOWAS is by far the largest importer of fish products in Africa. In 2010, Nigeria was the fourth larger importer of fish in the World in terms of volume, mostly chilled and frozen fish (in volume) and canned fish (in value). Its main suppliers were the US, Chile and Albania. Ivory Coast and Ghana are two other net importers of fish products in the region. Supporting the development of the blue economy, and specifically the access to external trade opportunities for women has a great potential in terms of both regional integration and wealth creation in Cabo Verde and in the subregion (West Africa/ECOWAS)².

¹ Banco de Cabo Verde (website), Statistics External Sectors, 2021

² UNDP for UNECA, Report on national consultations on women in trade, 2021

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

Country background

Cabo Verde is a Small Island Developing State (SIDS), an archipelago located between the parallels 17°12' and 14°48' north latitude and meridians 22°44' and 25°22' west longitude with 10 islands (9 inhabited) and several uninhabited islets covering an area of 4,033 km² and a coastline of 1,020 km.

The population (543,767 people in 2018) is largely urban (66%) and highly concentrated on the island of Santiago (56% of the population and 53% of GDP). The poverty rate was 35% in 2015 especially in the families headed by women (60%) with a strong nutritional and energy dependence on imports (80% and 75%). This rate is particularly high in coastal areas, with 34% of fishermen below the poverty line. In terms of overall human development, the country falls into category medium with an HDI value for 2019 of 0.665, positioning it at 126 out of 189 countries and territories. Cabo Verde's HDI value has increased by 16.9% between 2000 and 2019 (UNDP 2020).

Some indicators in governance and human capital have been stagnating though, due to a challenging context, characterized by both structural constraints as a Small Island Developing State – small domestic market and fiscal basis, relative isolation and fragmentation, high per-capita cost of services, among others – and a growingly adverse conjuncture – global economic shocks, impact of climate change, and COVID-19 pandemic. COVID-19 came to overlap ongoing crises, mostly linked to climate change, such as four consecutive years of drought or ocean acidification, and directly impacted poverty and hunger, by bringing to a stop many economic activities and agricultural work. In an economy mainly driven by tourism (25% of GDP) and highly dependent on international trade, the COVID 19 pandemic caused a decreased in air passenger transport by 71.4%, air cargo transport by 43.3%, passenger sea transport by 31.7% and sea cargo transport by 36.9%. Tourism arrivals dropped by 70%. As a result, a negative growth of 14,8% led to a decrease of employment by 7,8% (20,000 jobs were lost) and impacted severely households' incomes in general, causing poverty to rise by 1%, and food insecurity to reach 36% of households.

The country remained vulnerable, even before COVID-19 outbreak, due to a limited and fragile fiscal space, a fragmented private sector with weak governance and integration, and a high dependency on big markets for consumption and production. This vulnerability was visible in the very high volatility of growth, the relative concentration of investments in one sector and two islands, and the different dynamics in terms of wealth and employment creation and distribution in the different islands. Adverse environmental conditions, with small proportions of arable land and forested areas and limited rains and surface and underground water, are further aggravated by climate change, with recurrent severe droughts and increased ocean acidification, conditions climate and occurrence of extreme phenomena like floods affecting incomes of the poorest populations working in the primary sector and putting unsustainable pressure on sustainability.

As a conclusion, Cabo Verde as a SIDS is highly vulnerable to external shocks linked to climate change and global crises. The limited diversification of its economy and its heavy

reliance on tourism to create jobs and incomes and fuel public finance makes it one of the most vulnerable country in the socioeconomic dimension. The limited development of different economic sectors with high potential, and the relatively high levels of poverty, despite a dramatic decrease in recent years, exacerbate these vulnerabilities at both country, businesses and households' levels.

Blue Economy as an SDG accelerator with an incipient impact on income creation

As in most SIDS, Cabo Verde's economy is highly concentrated in the tourism sector, and the need for economic transformation is high in the national agenda. And as in most SIDS, the country is looking at its vast Exclusive Economic Zone as a great potential for innovation and create jobs and incomes, promoting the Blue Economy in order to support the medium long-term sustainable development of the marine and maritime sectors. Hence Blue Economy has been identified as an SDG accelerator by the long-term development strategy Ambition 2030, elaborated within a whole-of-society approach with wide private sector and civil society engagement.

The Blue Economy in Cabo Verde brings together four key sectors: Fisheries and Aquaculture, Maritime Safety, Trade development and food security, Tourism, and Energy, along with other relevant sectors. Other blue economy sectors such as marine bioprospecting, sustainable shipping, marine and coastal environment, climate changes and oceans constitute the strategic axes that supports the global vision of the blue economy "a sustainable and inclusive blue economy, aiming to optimize economic and environmental benefits".

In 2015, Cabo Verde adopted the National Blue Economy Charter as first component of the Country's engagement to promote Blue Growth. Blue Economy is proposed as a viable path for sustainable development in SIDS in particular, by offering coordination mechanisms aimed at growth and poverty reduction and based on environmental protection and an increased resilience to climate change. The Blue Economy Charter is supported by a Steering Committee whose president is the Ministry in charge of Maritime Affairs. The New Charter for Blue Economy Policy was recently adopted by Resolution 172/2020 of the Council of the Ministers (published at the Official Bulletin nº 138 I series, on 21st December 2020), and the publication of the composition of the new Charter's Steering Committee will also notify the change of presidency towards the Prime Minister (instead of Ministry of Sea).

Even in context of pandemic – COVID19, the tertiary sector leads and absorbs most jobs (65.6%) but shows a decrease of 1.9% in its relative weight, compared to 2019. The negative impact on jobs in the tertiary sector is essentially due to the loss of jobs in the fields of activity related to accommodation and catering, commerce and transport. The secondary sector, mostly because of the decrease in jobs in the construction and manufacturing industry, registered a decrease of 6,616 jobs and its relative weight by 1.3%, compared to 2019. It is now absorbing 37,642 jobs and representing 20.2% of total jobs. On the contrary, the primary sector registers an increase of 3,145 jobs, and 2.8% in relative weight, from 10.9% in 2019 to 13.7% in 2020. In 2020, 51.6% of jobs are informal. Hence the primary sector, both formal and informal, seems to represent a refuge during the crisis affecting mostly the tertiary sector, potentially mitigating the impact of COVID-19 on incomes and poverty.

As a conclusion, the limited development so far of the Blue Economy sector hampers the much-needed economic diversification. Blue Economy's potential is still largely untapped in Cabo Verde, yet the incipient creation of an adequate legal institutional and policy framework, and corresponding strategic planning, opens the door for better harnessing this potential for economic transformation. In a COVID-19 context, where the primary sector represents a refuge for the thousands of people having lost their jobs in the hospitality sector, these limitations are a central concern to mitigate the impact of the

crisis, allow for a smoother recovery, and prepare the new sustainable development path.

Blue Economy struggles to play its role in Leaving No One Behind

Despite general progress in Cabo Verde (absolute poverty decreased from 56.8% in 2001, to 45.4% in 2007, 35.2% in 2015, 30.1% in 2019), absolute poverty continues to affect more than 1/3 of the population and in particular women: 52.9% of the poor population is female and 47.1% male; on the other hand, extreme poverty, which affects 1 in 10 people in the country (10.6%), affects women more - 53.6% of the very poor are women. Despite the reduction in rural poverty, it continues to affect almost 1 in 2 people (48.5%) compared to just over 1 in 4 urban people (27.8%); however, taking into account that the vast majority of the country's population lives in urban areas, it appears that 51% of the poor live in urban areas, although in the case of extreme poverty, most live in rural areas, where more than 2 in 3 very poor people (68%); in rural areas 53.1% of the poor and 53.6% of the very poor are women³. In Cabo Verde although the coastal marine ecosystems are subject to intense pressures from a range of different sources, often leading to resource overexploitation, habitat destruction, endangering marine species and threatening precious species; about 80 % of the population living in this coastal zones and rely the coastal fisheries as a source of healthy food, supporting livelihoods and generating revenues.

COVID-19 also exacerbated pre-existing inequalities in the access to human rights, services and opportunities, for instance for the areas in Santo Antão and Fogo that do not have access to the Internet for virtual classes, or for girls and women who faced increased unpaid domestic work (women were already working 28 hours more than men per week before COVID lockdown, much more during lockdown) or gender-based violence (halved since 2010 but still at 10% in 2019). In terms of inequalities, the average annual per capita expenditure of the 40% of the population with the lowest incomes decreased by 5.7% in relation to the year before, a drop that was greater in urban areas (8%) than in rural areas (3.5%). The pandemic also put pressure on health, especially on the demand side, and on education, with long periods of schools' shutdown.

The poverty rate is particularly high in coastal areas, with 34% of fishermen below the poverty line. Alongside poverty, informality in the economy and environmental degradation resulting from the illegal exploitation of inert materials (sand collection) in coastal areas, caused by pressure from the civil construction sector and prolonged droughts. While it is widely acknowledged and already observed that climate change is affecting fisheries in particular through the impact on various factors influencing the abundance, distribution, growth, migration and catchability of key species like tuna and fish like tuna and small pelagic and in the quality of specific ecosystems playing a role in maintenance of the biodiversity and fish's reproduction, nursery and nutrition, quantified data and studies on the matter are still missing. The effects of climate change, and notably sea level rise, ocean acidification, temperature increase and the heightened occurrence of droughts and disasters (extreme rainfall and flooding in particular) heavily affects coastal communities livelihoods.

The estimated unemployed population of 31,724 showed an increase of 20.8% (5465 people)⁴ compared to 2019 and, reflecting, an increase in the unemployment rate of 3.2% (from 11.3%, in 2019 to 14.5% in 2020). There is an increase in youth unemployment. Among young people aged 15-24, the unemployment rate is 32.5%, and it has increased by 7.6 pp compared to 2019, and

³ INCV, IDRF, 2015

⁴ National Statistics Institute (INE), Estatísticas Emprego e Mercado de Trabalho em CV, IMC 2020

among those aged 25-34 it is 18.6% (plus 5.3 pp compared to 2019). The total number of young people 15-35 years old without a job and outside the education or training system is estimated at 77,480, representing 35.4% in 2020, and an increase of 34.5% (19,875 young people 15-35 years old) compared to 2019.

Youth unemployment in all sectors is considerably higher among women than among men, with a fluctuating gap varying from 20% in 2016 to 4.8% in 2020. Women have less access than men to agricultural assets, financial services, extension advice and information and communication technologies (FAO, 2014a; FAO, 2019a; FAO, UN-OHRLLS, UN DESA, 2017). The fishing sector is very segregated by sex, with men working on fishing boats and women selling the catch in markets, restaurants, hotels or as ambulatory vendors. There is very limited quantitative or qualitative data of women's needs and roles in the fishing sector, which prevent them to benefit as well as men from sectoral investments⁵. Essentially, their full entrepreneurial potential often remains untapped. Data show that female participation in the ownership of registered firms in all sectors in Cabo Verde in 2019 was 33%⁶. However, it should be noted that this figure is not specific to the agri-business sector, where many women are involved in informal activities for which data is not available.

In general terms, women have been catching up and the gender gaps have been narrowing, with higher political participation, lower gender-based violence (halved but still at 10% in 2019), tighter or closed gaps in terms of literacy, access to education and health. Yet many challenges remain: 60% of poor households are headed by women, adolescent fertility rate is a public health concern (18.3%), so is the prevalence of sexual abuse against girls. The Gender Development Index calculated for Cabo Verde in 2019 is 0.655 in contrast with 0.672 for males, resulting in a GDI value of 0.974, placing the country into Group 2 (UNDP, 2020), while its GII of 0.397, reflects a percentage loss in human development, due to gender inequality, of 39.7%.

Gender inequality is also evident in the percentage share of employment in the agriculture sector, which is 15% for men, and only 5% for women. Women are active in the commercialisation of fisheries sector, which is primarily artisanal, targeting local markets, restaurants and hotels. Gender roles in the sector are clearly defined in the value chain, with men working on fishing boats and women selling the catch in markets or as ambulatory vendors.

Rural women in Cabo Verde continue to suffer higher illiteracy rates compared to men; limited access to natural resources, especially land and water, and new technologies; a high percentage of women with precarious employment, and unpaid family labour, including seasonal labour; a burden of reproductive work and hours spent in gender-biased unpaid care work (62 hours per week when compared to 38 hours for men⁷); limited access to microcredit, support services, productive resources and economic opportunities; and high rates of gender violence⁸.

As a conclusion, a critical aspect of the problem addressed by the proposal is the socioeconomic and financial exclusion of women and youth in coastal areas, which leads to a higher poverty rate than national average in fisher communities.

⁵ African Development Bank, Cabo Verde Gender Country Profile, 2018

⁶ National Statistics Institute (INE), Estatísticas Empresariais em Cabo Verde - 2011 a 2019

⁷ National Statistics Institute (INE), 2017

⁸ Gender, agri-food value chains and climate resilient agriculture in Small Island Developing States (SIDS), FAO, 2021

Harnessing new sources of finance in a challenging context is urgent

As a SIDS, Cabo Verde is facing structural constraints in terms of domestic resource mobilization such as small domestic private sector and fiscal space. Covid-19 put a halt to several years of economic consolidation following the recovery from the 2008 crisis. As a result of the pandemic, Cabo Verde is in a very difficult position with limited revenues (decreased by 24% in 2020 and a similar figure is expected in 2021) mainly due to a 70% decrease in tourism arrivals and additional pressure on public investments, namely on health, on education, and on support to businesses and households. For example: Social protection coverage in Cabo Verde has increased from 5,000 households before the pandemic to 28,000 households nowadays. Cabo Verde has also limited access to climate finance and capacities to build a proper project portfolio pipeline. As a graduated country (2008) from LDC to low-middle income country, Cabo Verde has limited access to concessional finance. As a consequence, the country relies directly on foreign direct investment which is important for the economy but still very limited: only 5% of GDP in 2018 and with an important decrease of 32% in 2020 due to an economy highly dependent on tourism and very much concentrated in two Islands.

Remittances sent back to Cabo Verde by emigrants are an important component of informal social protection. According to the World Bank, remittances are more than three times larger than official development assistance (ODA) and the 'most important game in town when it comes to financing development'. Remittance flows, which represent 12.6% of the Cabo Verdean GDP in 2020, unquestionably serve as an important lifeline for thousands of families and thus have been the focus of many policy discussions and government led interventions. In 2020, they increased by 4.5% despite the global crisis. However, remittances are largely used for short-term, daily consumption rather than productive investments that can fuel sustainable economic growth. The Cabo Verdean Diaspora include successful business owners and highly skilled professionals with goodwill, availability, financial capacity and technical know-how. This can be used to foster entrepreneurship, create jobs, support innovation and competitiveness, diversify sources of financing and develop priority sectors of the Cabo Verdean economy.

As a conclusion, the financing flows (public, private, domestic, external) that Cabo Verde is currently able to harness to boost progress towards the Sustainable Development Goals is still limited, and the access of coastal communities to reliable sources of finance to upgrade their economic activity even more so.

Socioeconomic and financial inclusion of women and youth through the Blue Economy is still lagging

The initiative will support entrepreneurship with the introduction of new processes and new production systems in order to create the condition for Social Development through the promotion of Blue Communities contributing to local development by reducing national asymmetries with the environmental benefits (pollution, CO² climate change, biodiversity...) while considering the specific impact of COVID-19 on several SDGs mainly in Santiago island where its population is almost the 56% of Cabo Verde with tendency to increase.

In concrete terms, the project will address the above-mentioned problems by enhancing youth and women's access to markets through innovations, raising awareness of governmental institutions and service providers around women's roles and economic potential, to facilitate access to resources and services; and developing targeted financing mechanisms, products and delivery modalities that can reduce youth and women's specific entry barriers into agri-businesses.

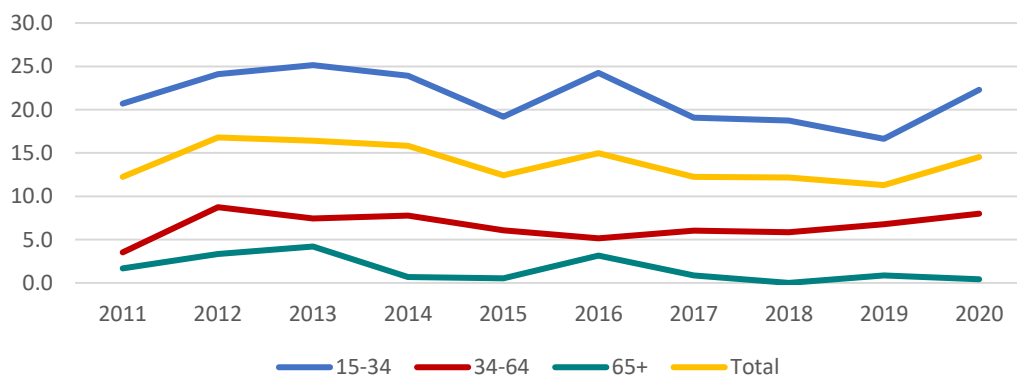
1.2 Target groups

The main target groups are the most vulnerable social layers in coastal communities: women and youth. Coastal communities are, in turn amongst the most vulnerable groups in geographical terms at the national level⁹. Youth and women identify their lack of abilities and consequently their lack of opportunities in access to the labour market as the main cause of their poverty of income. The young people from coastal communities participating in focus groups organized during the LNOB (leave No One Behind) Assessment point out that many of them benefited from training actions, technical assistance in the preparation of projects and in carrying out the economic feasibility study but were blocked when financing was needed to start an economic activity.

Youth

Youth unemployment is still higher than the total population (22.3% vs 14.5%) and more so in the case of young women. Unemployment increased by 3.2% in 2020 for the whole population, and in 5.7% for youth¹⁰, and most of the 20,000 jobs expected to be lost may be lost among youth, given the elasticity of youth employment to external shocks in Cabo Verde.

Unemployment rate per age in Cabo Verde (2011-2020)



Cabo Verde youth have resorted extensively to emigration to find better opportunities. The age pyramid of Cabo Verdean emigrants shows that most people who emigrated are in the 15-24 age group (59% women and 41% men)¹¹.

Young Not in Education, Employment, or Training (NEET) increased in 2020, reaching 77,480 people. In terms of education rights, around 71% of NEETs do not have completed secondary education, which does not guarantee them skills, abilities and attitudes for an immediate insertion

⁹ Government of Cabo Verde and United Nations, Leave No One Behind Assessment Cabo Verde (draft), August 2021. Unless specified otherwise all information and data provided in this section comes from this source

¹⁰ Ministry of Finance, UN, World Bank, Cabo Verde COVID-19 Socioeconomic impact assessment, 2020

¹¹ National Statistics Institute (INE), IMC Estatísticas das migrações 2014

in the labor market. It appears that 41% of these young people started secondary education but did not complete it. The dropout rate (estimated at 7% in the 2017/2018 school year), particularly among boys, conditions the domain of knowledge and skills required to attend most of the Professional Qualifications listed in the National Qualifications Catalog and, therefore, they see limited access to the labor market, which tends to be more demanding in terms of the profile of the workforce.

The Young NEET represented in 2019 30% of the youth population with some gender gap to women's disadvantage. Rural population are also most affected (37.4% from 15 to 24 years old and 41.1% from 25 to 34 years old). 73% of youth NEET have secondary education; 10% have higher education and the rest have an average of 9 year of schooling. Data from the Education, Training and Employment (BSG TVET Assessment) also points to moderate progress in the participation rate of young people (15-24 years) in measures to support training, qualification and employability, from 2016 (3%) to 2018 (4.1%). The proportion of technical and vocational education graduates inserted in the labor market decreased from 56% in 2016 to 46.7% in 2018¹². Drop out of school affects less girls than boys until 18 years-old, but from 19 years-old up the curves cross. For the 12 to 18 years old, dropout becomes greater in rural areas. A specific motive for girls' school dropout is pregnancy (at 19, 28.9% of teenagers have already had a live-born child): even though Decree-Law 47/2017 defines measures to avoid dropout and promote school success for pregnant students¹³.

Although detailed data on the proportion of young NEET and their specific situation in coastal areas, and particularly in the island of Santiago is not available, the LNOB Assessment identified the youth from "peripheral areas and islands" mostly coastal communities, as a group facing multiple layers of exclusion. The number of young NEET in most of the coastal communities of Santiago has increased from 2019 to 2020. The more significant increases were observed in Tarrafal de Santiago (6.2%), Santa Cruz (7.5%), and São Miguel (13.5%).¹⁴

Women

Another group identified by the LNOB Assessment as at risk of being left behind are women and girls, especially from poor households and social groups in both urban and rural areas. "In addition to being in households in poverty or extreme poverty, without or with little income, with a work overload that impedes their personal and professional development, as well as their autonomy, they are subject to a diverse and multidimensional set of chains causalities that increase the likelihood of falling behind"¹⁵.

Despite encouraging progress in political participation, significant challenges remain regarding gender equality, especially in terms of economic empowerment and access to decent work, segregation of the labor force, specific groups of women are at disadvantage. Women are the majority of the poor and very poor in the country (53.6% of extremely poor) and 60.5% of poor households are headed by women¹⁶. The 3 first sectors that provide jobs for women are retail (25.6% versus 12,3% of jobs for men), accommodation and restaurants (12.8% and 6.1% men),

¹² Ministério das Finanças

¹³ 165 ICIEG, DNE (2020). Os desafios para garantir o acesso das alunas grávidas e mães a uma educação contínua e de qualidade: resumo executivo.

¹⁴ National Statistics Institute (INE), IMC 2020

¹⁵ Government of Cabo Verde and United Nations, Leave No One Behind Assessment Cabo Verde (draft), August 2021.

¹⁶ National Statistics Institute (INE), IDRF 2015

and domestic employment (11.6% versus 0.2 men), However, informal jobs among women decreased in previous years (-14%)¹⁷.

Coastal Communities

Cabo Verde has around 72 coastal communities which 34 % of fishermen are very poor that in some way after all society living in those communities.

The productivity and profitability in the fishery sector are too low. The post captures loss in the fisheries sector are too high because of lacking the connectivity with others sectors of the chain value (trade and transportation) and the lack of cold conditions for fish conservation in the communities. Therefore with the target groups the JP will work on the improve : the access to markets, through the training for young people and women in the entrepreneurship and business skills, and working on added value – value for money- adding value of the products upgrading production process are main needs of this focus groups. On the other hand, the weak coordination at the level governance and multiple actors and policy instruments in same area (for example entrepreneurship) and innovation, and financing would be the areas that the JP will overcome at coordination level to be improved, in order to maximize the impact of the JP on Targets groups. Therefore, the i) enhancing youth and women's access to markets through innovations, ii) raising awareness of governmental institutions and service providers around women 's roles and economic potential, to facilitate access to resources and services; iii) Developing targeted financing mechanisms, products and delivery modalities will reduce youth and women's specific entry barriers into Blue Business and chain value with support technical Assistance; and iv) building knowledge about selected species; and, v) incorporating the Diaspora in process of developing more dynamically would generate and increase income and diminishing the pressure on natural capital in the ocean.

Diaspora

Cabo Verde is among the 15 countries in the world with the highest percentage of emigrant population (IOM Migration Profile, 2017). This unique situation gives the diaspora a substantial weight and importance in the present and future of the archipelago. In 2020, remittances represented 13.9% of the Cabo Verdean GDP (World Bank, 2021). Recognizing the diaspora potential for the development of Cabo Verde, the Government included diaspora in its development programme as a key pillar to foster the economy through attracting investments and new business projects for the country. Enhancing investment opportunities of the diaspora is key to foster entrepreneurship, support innovation, and develop priority sectors.

Overall, the JP intends to generate job creation through the acquisition of knowledge and the creation of SMEs and Start Ups, thereby increasing income levels. The Incubation and Coaching support through the Technical assistance of the JP, coupled with the right policy institutions and best practices, would benefit the private sector in terms of financing, organizational capacity and innovation, through new approaches that will be introduced in the way of doing business within the value chains.

In summary, the project's direct and indirect beneficiaries are:

Direct beneficiaries: 1. Coastal communities in general, and in particular the unemployed or underemployed young graduates or those in the informal sector, women and men in the blue

¹⁷ INECV, IMC 2019, Indicadores do Mercado de Trabalho, 2020

economy areas who benefit from entrepreneurship training actions with a view to integrate value chains as a means of obtaining decent work, generating better quality of life and income; 2. The Cabo Verdean Diaspora maximizing the rate of return on their investment directly or through the financial market, instead of utilizing their resources for direct consumption and opt for savings with a lower rate of return.

Indirect Beneficiaries: 3. The SMEs support ecosystem; 4. Socio-Professional Organizations; 5. Business with direct or indirect to the Blue Economy, or potentially benefitting from economic transformation and enhanced resilience at macroeconomic level; 6. The public sector (Ministry and Institutions) (see the logical framework) through the reinforcement of public capacities responsible for public policies in the different sectors of the blue economy and the potential enhancement of public revenues through the diversification of economic activities. 7. Cabo Verde’s marine and costal ecosystems, benefitting from sustainable use of their resources.

The 2030 Agenda commitment to Leave No One Behind is at the heart of the proposal.

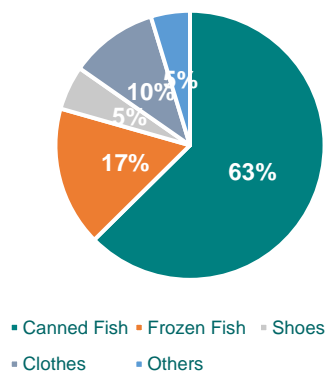
1.3 SDG targets

The project is fully aligned to global goals and contributes to several Sustainable Development Goals (SDG) especially Goal 14, Life Below Water, and more specifically Target 14.7 where Blue Growth/Economy is considered a means of implementation of the Blue Economy for Small Island Developing States (SIDS) and Least Developed Countries (LDCs). In addition, it will contribute to SDG 1, SDG 2, SDG 5, SDG 8, SDG 9, SDG 13, and SDG 17.

14.7 By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

Baseline: Tourism accounted in 2019 for 25% of GDP and 10% of jobs. Tourism arrivals decreased by 70% in 2020, leading to a 14,8% negative growth, the loss of 20,000 jobs (+3,2% unemployment), an increase of poverty by 1% and of food insecurity up to 36%, with one third linking their situation to COVID-19. Fisheries employ 3%¹⁸ of the population and represent 80% of the country’s exports¹⁹, valued at USD 61 000²⁰, and although the direct impact of COVID-19 on the sector was limited, anthropic pressure on coastal areas and climate change-induced events such as floods and ocean acidification has impoverished halieutic resources near the coast, putting in danger both the livelihoods and the lives of small-scale fishermen.

Cabo Verde's Exports in 2019 per product (%)



Trends: As the climate crisis continues to unfold, and the pressure under on fishing resources in coastal zones

¹⁸ In 2018, the sector provided employment to 6 283 full time marine fishers and per capita fish consumption was 11.2 kg, mostly ensured by artisanal fishing in the form of fresh fish (FAO FishStat).

¹⁹ Source: Banco de Cabo Verde

²⁰ Source: FAO Globefish, 2018

increases, additional pressure on fishermen revenues may lead to a continuous decline of the sector, leaving behind an important share of the coastal communities, many of them amongst the poorest and most isolated in the archipelago. If nothing is done to strengthen fisheries value chains, to offer other opportunities to coastal communities within blue economy sectors, and to add more value to the ocean-based local production, employment and income will continue to decrease in these communities, deepening inequalities between groups and geographical areas, and hampering progress on all SDGs, and on the transversal commitment to leave no one behind.

Expected progress (2022): Thanks to the proposed project, and to a much broader governmental commitment to foster a “blue recovery” process, a particular focus on Blue Economy and the income of coastal communities, especially youth and women, could lead to a slight improvement in the value of the local production, in the organization of local communities around blue economy, in the financial inclusion to support investment in projects with potential returns, and in definitive of livelihoods in some pilot communities. This in turn may lead to the consolidation of the existing legal and policy framework, and of public investment within it, to fight poverty and hunger, boost economic transformation, and improve lives in coastal communities.

1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Baseline: A Unified Strategic Framework for BE (QEUEA), a National Investment Plan for the Blue Economy (PNIEA) and a Blue Economy Promotion Program (PROMEA) have been approved and published. These are framed in the Blue Economy Policy Charter. This legal and policy framework should play an important role in catalysing public policies and investments for poverty reduction and job and income creation in coastal communities, with a focus on youth and women. The Blue Economy is also one of the five SDG accelerators identified in the long-term development strategy Ambition 2030 (another one being renewable energy, widely considered as part of the blue economy).

Trends: The momentum created around these policy instruments, reinforced by the COVID-19 socioeconomic response plan’s pillar on “Creation of blue/green jobs and incomes”, may lead to the reinforcement of the focus on Blue Economy in the new Strategic Development Plan (PEDS II 2022-2027), identifying Blue Economy as a driver for poverty reduction in coastal communities, and economic transformation in general.

Expected progress (2022): The project should boost a broader process of implementation of the policy instruments mentioned above driving an increase in public and private investments in the blue economy, reinforcing access to finance for blue economy projects with potential to improve incomes of coastal communities.

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

Baseline: The number of people engaged in the fisheries primary sector varies by island. Overall, the highest numbers of artisanal fishers workers are in Santiago Island (37 percent of the country total), followed by Santo Antão Island (13 percent of the country total) and São Vicente Island (10 percent of the country total).

In Cabo Verde, men are predominantly involved in capture process, while women are essentially – but not exclusively – more actively involved in the downstream activities, such as the post-harvest handling, selling fresh fish and processing ~~and storage~~. Overall, women play a crucial role throughout the fish value chain, providing labour in artisanal and semi-industrial fisheries.

Although women in Cabo Verde play a crucial role in the fisheries value chain, their contribution is often overlooked or underestimated. Many women working in the sector operators and in the informal sector and have limited access to resources, credit, technology and training, mobility. Existing power structures combined with restrictions on financial, technical and social capital often limit women's to more productive and decent work in the fisheries sector. This inequality of access to fisheries resources greatly impairs women's productivity and can result in substantial post-harvest losses with negative implications for food and nutritional security.

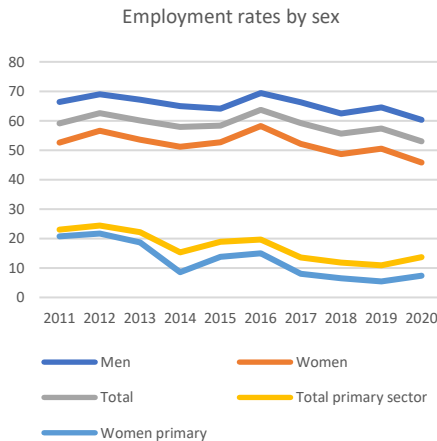
There is not sufficient data to estimate their incomes in the fisheries/blue economy sector.

Trends: Where appropriate technologies and capital are at their disposal, women can act as small-scale entrepreneurs. Under current and pipeline projects of the Ministry of Sea in collaboration with FAO (i.e Coastal Fisheries Initiative, Promotion of entrepreneurship in the blue economy sector and Sustainable Fish Value Chains for Small Island Developing States), Empowering women in food systems and strengthening the local capacities and resilience of SIDS) target women and men in selected pilot sites are receiving technical support and training to: improve to market access, good practises, minimize post-harvest losses, providing an offer diversified and a good quality product to consumers.

Expected progress (2022): The project will be a pilot to test policy solutions to improve access to technology and finance for women and youth from coastal communities, linked to the fisheries sector. In this sense, it will boost progress towards target 2.3 both directly and indirectly. Directly as it will make available productive resources and inputs, indirectly by improving the possible sources of finance for reliable projects developed by women and youth in coastal communities.

5.A Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

Baseline: Efforts are being made to integrate women into the PEDS objectives but lack a holistic integration of women rights into the national planning and monitoring system. Women access to their political rights improved much since the approval of the parity law, leading to the doubling of women holding seats in municipal and national assemblies. Important improvements were made in other areas, such as access to sexual and reproductive health, and Gender based violence (halved since 2010 to reach 10% in 2019). However, women economic rights are still lagging, with 60% of poor household are headed by women and unequal access to employment in different sectors.



Trends: Trends in women and men employment followed similar patterns in the last decades, yet women’s employment rates have been 10 to 15% lower, with no signs of the gap narrowing. Contrary to the secondary and tertiary sectors, the primary sector has produced employment in 2020, a trend that may continue in 2021 as the crisis continues to unfold, affecting economic activity in tourism and construction.

Expected progress (2022): Accompanying the adaptation of women economic activity to the new trends, supporting them in adding value to their ocean-based production, and improving their integration into value chains and their financial inclusion, the project will contribute to a broader

progress in women economic empowerment within an even broader process of economic transformation.

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

Baseline: An ecosystem for support to SMEs is already in place, providing economic and financial services to businesses, with some targets on women and youth socioeconomic and financial inclusion.

Trends: As part of the Government’s support to businesses, including women and youth entrepreneurs from the informal sector, to cope with the crisis and recover better, different measures were taken that could grow into development oriented policies and accompany the transition to formality and financial inclusion of MSMEs. These efforts are supported by the INFF, developed with SDG Fund support on the one hand, and by another initiative funded by the COVID MPTF on the other.

Expected progress: These measures and processes may lead to an improvement in the policy framework for job and income creation. The blue economy policy framework brings a sectorial perspective to it. The sustainable municipal development plans (PEMDS) bring a territorial perspective, to adapt the objectives and programmes to the local context. Together they form a solid basis for the creation of an enabling environment, which the project will use to improve access to resources for women and youth from poor coastal communities in the island of Santiago.

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

Baseline: Manufactured exports represent 79% of the total exports, and Cabo Verdean exports of manufactured goods are dominated by low-tech products (canned fish, fresh and frozen fish, fresh and frozen lobsters, confections, shoe parts, spirits and liqueurs) and Portugal and Spain are the main export destinations, representing more than 80% of the volume. Despite the existing free

trade agreement between Cabo Verde and ECOWAS, in 2019 Cabo Verde only managed to export 0.3% of total exports to countries belonging to this region. The main reasons at the origin of the low trade between countries within ECOWAS lie in the existing constraints, including the almost non-existent sea and air connections. Notwithstanding the various trade agreements with various continents, the manufacturing exports structure is very concentrated which composes a risk to Cabo Verde's competitiveness.

Trends: Cabo Verdean authorities have renewed their focus on industry, taking advantage of the advantages afforded by AGOA and SGPS+, but, above all, ECOWAS and the African Continental Free Trade Area. They intend to develop a competitive and innovative industrial sector, significantly contributing to sustainable and inclusive development, integrated into regional and global value chains²¹.

Expected Progress: the project envisages to benefit MSMEs and producer groups with capacity building to access to financial and technical assistance for key strategic partners – both foreign and domestic -- to attract private investors into the sustainable coastal fisheries and to establish a full-fledged blue economy project pipeline and generating corresponding sustainable finance instruments with prospective issuers. This process requires an engagement of Cabo Verde diaspora based namely in the United States and Europe. With this initiative, it is expected to generate new opportunities for the local small and medium enterprises and the informal sector, to provide essential goods and services to both producers and service-providers as well as consumers taking advantage of new opportunities

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection and 17.3 Mobilize additional financial resources for developing countries from multiple sources

Baseline: In a context of limited fiscal space and slow fiscal consolidation due to structural constraints as a Small Island Developing State (small tax base, high cost per capita of services, transports and energies, market and investments concentration in a few vulnerable sectors), COVID-19 is having a dramatic effect on public finance in 2020 and 2021 (and probably 2022 and 2023). Public revenues decreased by 24%, and public expenses increased by 2.7% in 2020, mainly in the social protection, health and education sectors, as well as measures to mitigate the impact on businesses and employment. Foreign Direct Investment, an important driver of growth et still limited at 5% of GDP in 2019, decreased by 32.5% in 2020, due to its high concentration in the tourism sector. Remittances (12% of GDP in 2019), on the contrary, increased by 4.5%, proving to be a cushion for many households during crisis times.

Trends: Budget deficit is deepening dramatically, and public debt, both internal and external, soared to reach 155,2% of GDP in 2021, one of the highest ratios in the World. The progresses in the vaccination campaigns in Europe; the gradual return to normality in international trade ; the increase in FDI (+15.5% in the first quarter of 2021 compared to the last quarter of 2020),

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https://sustainabledevelopment.un.org/content/documents/282392021_VNR_Report_Cabo_Verde.pdf

especially in most touristic islands (x2 in Boa Vista, x4 in Sal) ; and a limited, yet slight improvement in tourists arrivals, give reasons for hope.

Expected progress (2022): The project will accompany a larger effort, led by the Government and involving national and international private stakeholders, to catalyse finance for the blue economy in the country.

Interlinkages between the above-mentioned targets:

The priority targets are interlinked as they all converge to improve livelihoods in poor coastal communities, by unleashing the potential of the blue economy while integrating social and environmental outcomes. Blue Economy having been identified in the long-term sustainable development strategy "Ambition 2030" as an SDG accelerator, it is considered to have implications for all SDGs, and in particular for poverty and hunger reduction, job and income creation, gender equality and youth socioeconomic inclusion (named "taking advantage of the youth dividend" in national policies, strategies and programmes), and convergence between municipalities and islands (reducing geographical inequalities).

1.4 Stakeholder mapping

The **Ministry of Finance** is leading the National Planning System and will lead the implementation of the project from the Government part. It will ensure the coherence with national priorities and plans, and synergies with sectoral and territorial policies. It will also support the implementation of Diaspora Investor Programme and Desk, involving all relevant investment and entrepreneurship institutions, such as Pro Empresa, Cabo Verde Trade Invest, Stock Exchange and Citizen-House (Casa do Cidadão), to ensure the integration of existing initiatives on this thematic into this project.

The **Ministry of Sea** is responsible for the implementation of the Blue Economy Policy Charter. It will coordinate the participation of the public and private stakeholders acting in this sector. With relevant UN agencies' support, it will ensure the inclusion in value chains and access to finance of the local businesses from the poorest coastal communities of Santiago Island acting in their sectors and owned by women.

The **Ministry of Communities** will be the direct beneficiary of this project and consequently will lead and coordinate together with IOM the overall project implementation, working collaboratively with IOM to ensure that the best solutions are always found, sharing information and data, nominating senior staff to serve as IOM's main focal point for the project daily implementation, ensuring other staff participation and contribution and the project sustainability.

The **Ministry of Foreign Affairs, Cooperation and Regional Integration** is responsible for the monitoring of SDG implementation in Cabo Verde. As such, it co-led the MAPS/INFF mission organization and the elaboration of the Voluntary National Review. It will support the implementation of Diaspora Investor Programme and Desk, working closely with their Diplomatic Mission abroad, namely Embassies and Consulates. It will ensure the articulation between national and regional/global processes and the promotion of its results regionally and globally.

The **Ministry of Family and Social Inclusion** will guarantee gender-sensitivity and inclusiveness, including gender balance in the participation of public and private stakeholders, not only in numbers but also in quality, and the integration of women rights and women empowerment issues. It will

monitor the impact of financing opportunities on target groups, especially women and youth, to support the scaling up of the pilot activities within national inclusion policy framework.

Local Authorities will be involved in any decision making on the projects' activities on their territory. Furthermore, through the SDG Localization Platforms installed in all municipalities of Cabo Verde, **Civil society organizations** and **Private sector** entities will also be represented to ensure the interlinkages between the target groups and the act and their activities supported by the project and local networks, programmes, information and value chains.

Diaspora Associations will disseminate information and opportunities within the communities, encourage their participation and collaboration on the project, especially in relation to the operationalization of the new Desk. These associations will also support the identification of potential diaspora investors and entrepreneurs and facilitate their knowledge about the existing desks and the potential their engagement has on the country development, particularly on blue economy.

Particular attention will be given to gender throughout the project implementation and specially the promotion of women's participation in the country's development.

UN Agencies' (FAO, IOM, UNDP, UNIDO) role and value added are defined in 2.5.

2. Programme Strategy

2.1. Overall strategy

Based on the call, on country priorities, on the ongoing INFF initiative and on the orientations of the UNCT, this initiative will focus on supporting two of the 5 SDG Accelerators: i) development of Human Talent and ii) potentialize the blue economy through the sustainable use and conservation of marine resources. It will grant a special focus to youth and women to enhance financial inclusion and respect the LNOB principles promoted by the call. It will on the one hand build capacities to enable small coastal communities to untap the potential of the ocean, in partnership with the academia and the private sector through research and value chains reinforcement, while connecting these groups to the financial ecosystems following the recommendations in this sense of the Development Finance Assessment and the financing strategy of the INFF.

The strategy of the programme is to connect and integrate coastal blue-economy-based communities of Santiago Island with the Micro-Small-Medium enterprise's support services ecosystem and the financial ecosystem, through innovation and cross-sectorial partnerships, providing support to youth and women-led enterprises in the elaboration and implementation of small-scale impact business initiatives in order to greatly improved the living standards of at risk and excluded population from rural areas.

In order to achieve these results in a sustainable way and with a scale-up impact, the programme will support the increase in, and facilitate access to, financing and enhance the level of articulation and capacity from MSME's support services ecosystem to reach out to communities, developing value chains.

This programme is transformational because it is a pilot experience of integration of different areas and sectors in support of entrepreneurial initiatives articulated under the recently approved new national policy framework for the development of the blue economy. The innovation, results and lessons learned from this pilot programme will be scaled up and applied in the coastal communities of the other islands of the country. This approach is different from the current and conventional work done in the coastal communities and with the blue economy.

The programme is developed under the leadership of the government through the new unified blue economy strategic framework and coordination structure and is based on experiences and good practices developed jointly with the UN agencies participating in the programme:

FAO supported the development of the new national policy framework for the development of the blue economy. The coordination of the programme work at the community level on blue economy related value chains will be based in the previous and current work done by FAO with the Blue Economy Project and Coastal Fisheries Initiative Programme, who will lead this Joint Programme, with the support of the local SDG platform programme from UNDP.

The programme component to improve the level of articulation and capacity of the support services ecosystem to reach out to communities and develop value chains will be based on the previous and current work done mainly by UNIDO (Value chain studies and strategy development for five value chains in Cabo Verde, Development of Cabo Verde's marine fisheries and sea cluster industry, OYA – Opportunities for Youth in Africa), but also UNDP and FAO (Coastal Fisheries Initiative Programme, Sustainable Fish Value Chains for Small Island Developing States - SVC4SIDS, Promotion of entrepreneurship in the Blue Economy Sector and Empowering women in food systems and strengthening the local capacities and resilience of SIDS in the agri-food sector)

The programme will build two innovative instruments to mobilize financing based on the work currently under early stages of development by two UN Agencies: A Sustainable Impact Bond (UNDP) and a diaspora resource mobilization tool (IOM).

Two of the new government priorities is to invest in youth as the country future, especially in qualifying youths for employment and entrepreneurship, and in the economic empowerment of women, facilitating access to training, entrepreneurship and productive inclusion. Thus, the programme is focusing on job creation in an area where Cabo Verde has comparative advantages over other countries in the sub-region, the sea, as it represents 99% of the country territory. The new Government Programme stated that the sea "is a strategic resource for the development of Cabo Verde, and it is urgent to promote a change of paradigm with regard to the sea, and transform it into one of the main anchors of development, diversification and specialisation of the Cabo Verdean economy, in the coming decades". Amongst Governmental priorities identified in blue economy is the support to fishing communities in partnership with local associations and municipalities, promote training and entrepreneurship and explore innovative funding mechanisms for the blue economy.

The programme is based primarily on the Prosperity outcome of the UNDAF: By 2022, the population of Cabo Verde of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development.

It also contributes to the Planet and Partnership UNDAF outcomes

The programme builds upon two key activities of the INFF, namely the "Development and promotion of recommendations for key financing solutions for the accelerators prioritized in the SDG Roadmap" (1.1.8) and the "Capacity building of MSMEs support ecosystem and public and private stakeholders to improve financial inclusion" (2.3.7). At the same time, based on the analysis and policy recommendations done until now in the INFF, a key challenge for Cabo Verde clearly remains mobilizing financial resources.

2.2 Theory of Change

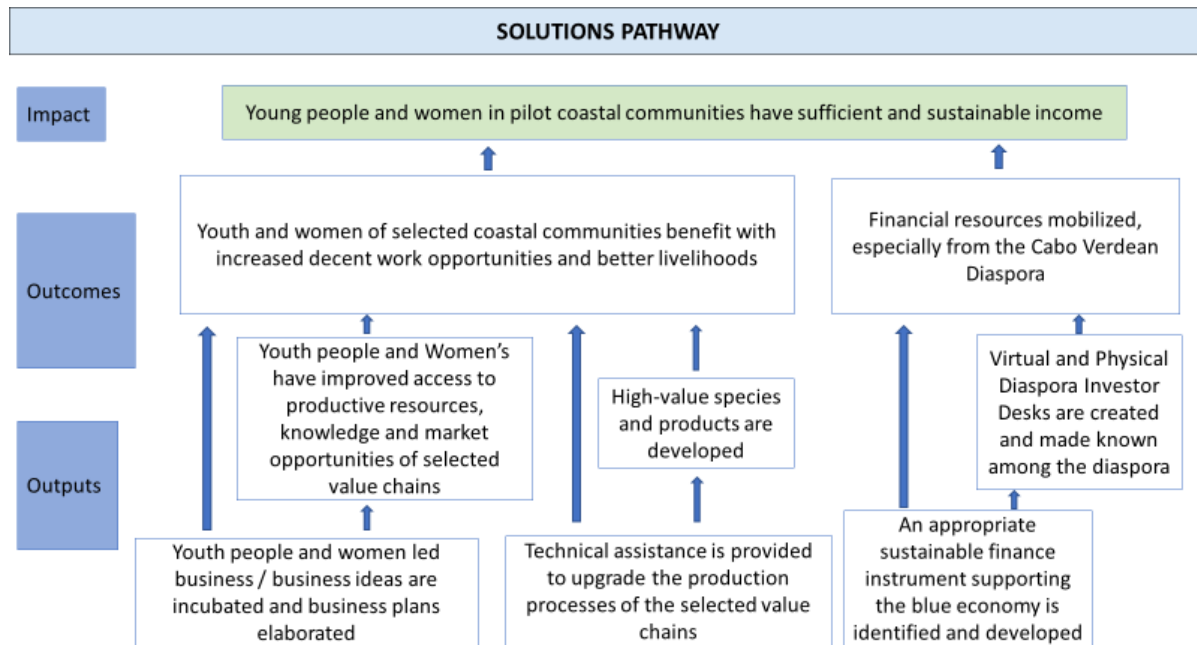
Based on the comparative challenges and opportunities of Cabo Verde as a SIDS, this initiative support COVID recovery and sustainable development of pilot coastal communities, with an emphasis on youth and women, both identified as amongst the groups most affected by the crisis.

The initiative will build on different recent or ongoing UN-facilitated and government-led strategic assessments and policy processes to enable the sustainability of the national process and the coastal communities development based on the blue economy: the creation of the national blue economy coordination mechanism to be implemented in an integrated and pilot manner in selected coastal communities; the assessment and financing strategy of the INFF for resource mobilization; and the Leave No One Behind Assessment realized in the second quarter of 2021.

To achieve the objective of "young people and women in pilot coastal communities have sufficient and sustainable income", this initiative will focus on supporting youth people and women in i) the development of their business and/or business idea, ii) the development of high-value species and products, iii) improving access to productive resources, knowledge and market opportunities and iv) providing technical assistance to upgrade the production processes in selected value chains.

The initiative will also guarantee the sustainability of the coastal communities development initiatives by mobilizing funds through i) the identification and development of an appropriate

finance instrument supporting the blue economy and ii) the creation of virtual and diaspora investor desks, making them known among diaspora entrepreneurs and investors.



In output 1.1. it's expected that at least 30% of youth and women led business ideas are supported with incubation and business plans in a partnership between UNIDO, PROEMPRESA, IEFP and UNICV taking advantage of the experience of PROEMPRESA and UNICV in the incubation of projects and training in the blue economy field, but also UNIDO methodology: IDEA (Innovation, Development and Entrepreneurship for All) developed to foster the development of an entrepreneurial culture and facilitate integration into the formal economy. In particular, it will be implemented the IDEA App that is a digital incubation platform designed to connect young entrepreneurs with mentors around the world, directly promoting knowledge transfer and skills development. The IDEA App is an all-in-one tool that helps find a mentor, follow a step-by-step incubation methodology with key definitions, examples, data visualizations and provides a final business plan; this intervention will have a special impact on women and youth in coastal areas in order to promote the development of profitable and viable coastal economic activities and offer alternatives to fishing activities including the valorisation of fishery products

In output 1.2. youth and women improved the access to productive resources and market opportunities of selected value chains. FAO has a extensive experience in developing and implementing projects in the field on fisheries products value chain and with other partners like PROEMPRESA, UNICV, IEFP, and Ministry of Sea with these output youth and women benefits from organizational and capacity development encouraging incentives to improve the access of fisheries resources in a sustainable manner as the most market access to more remunerative markets; these strategic may take into account the need for correct incentives at the harvest stage, reduction of post-harvest losses and the development of innovative incentive systems. FAO Sustainable Food Value Chains (SFVC) is a market-oriented and systems-based approach for measuring, analysing and improving the performance of food value chains (FVCs) in ways that help ensure their

economic, social and environmental sustainability. Adding a gender lens in the process will leverage opportunities to develop gender-sensitive value chain.

The output 1.3. allows to identify high –value species and products and value chain formulated and approved with their investment plans using the FAO methodology. As describe by FAO (2015) a sustainable value chain is ...a “set of farms and businesses, and their successive and coordinated value-adding activities, which produce raw materials of agricultural origin and transform them into food products, which are sold to end consumers and disposed of after use , in a way that is profitable throughout, has broad positive effects on society and does not permanently deplete natural resources ”

In the framework of the blue economy strategic 7 emblematic projects were identified in the Blue Economy National Investment Plan (PNIEB) process elaboration with the participation of different stakeholders; the implementation of these keys projects contributes to a sustainable use of marine resources, the diversification of economics activities through improvement of fish value chain with the transformation of fisheries products its distribution and commercialization, promoting a gender approach that allows at least 40% participation of key actors involved in value chain analyses are women

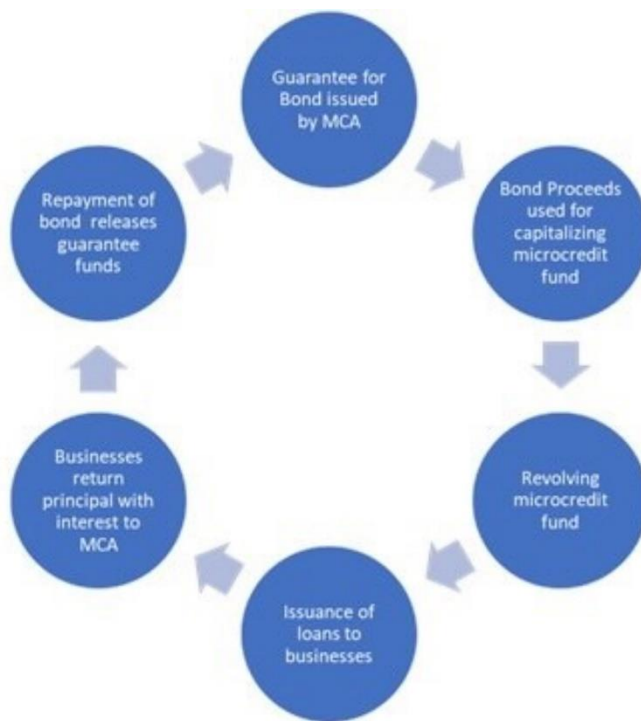
Through output 1.4., technical assistance to upgrade the production processes of the selected value chains is provided. In this sense, and based in the gaps and opportunities identified in the value chains studies, support will be given in semi-industrial projects, in order to add value and promote circular economy, including possible buying of transformation equipment, food safety and quality material, and production capacity building, all in incubation and coaching environment. Additionally, taking advantage of early studies of local partners, an innovative algae pilot production will be installed, and specific technical assistance will be provided for its operation.

Output 2.1. related with financial development and financial inclusion in the blue economy sector forested through identifying and developing an innovative financial instrument designed to support sustainable marine and fisheries projects, mainly coastal communities’ projects. Based on ongoing initiatives and experiences, UNDP will provide technical and financial support to identify appropriated mechanism and products in the blue economy sector.

The purpose of the SDG or Blue bond would be to unlock investments from capital markets in support of small-scale entrepreneurs in coastal communities with the aim of mobilizing microcredit loans that can help people either establish or develop their own businesses. To this end, start-up capital is key because most fishermen do not own their own vessels but are often forced to rent these on a monthly basis, which undercuts revenues for themselves and their families, while reinforcing inequality. By offering small-scale capital in the amounts of 2,000-5,000 USD, fishermen and those operating in the fisheries supply chain (mostly women) would be able to repair/replace their own ocean faring vessels or other necessary materials and pay back the principal over time, which not only incentivizes their productivity but also the establishment of an autonomous and self-perpetuating formal business. Furthermore, through the experience of working with credit and loans, they are more likely to become financially literate and use these skills to their advantage in both professional and personal life. Several microcredit agencies across Cabo Verde have significant experience working with these types of fishing communities.

An example of this is Morabi, which is currently seeking to issue a small-scale sustainable bond of USD 250,000 on the Cabo Verde Stock Exchange at a 3.5% interest rate. Drawing on these proceeds, it would then apply these funds as microcredit loans for coastal communities as described above. The main bottleneck for catalyzing this process is a full guarantee for the 250,000 USD sustainable bond issuance that would allow Morabi, or a similar agency, to attain a low interest rate (3-4%) on the bond issuance and allow them to operate at a more competitive level vis-a-vis traditional banks that are risk-averse and do not generally lend to small-scale fishermen with limited or no credit history. This would allow the microcredit agency, in turn, to charge lower interest rates in the coastal communities while covering their operating costs.

One of the options therefore would be to develop a guarantee for a bond, with technical assistance, which would supply the initial capital necessary to operationalize the revolving microcredit fund. The process is summed up as follows:



In order to mobilise resources to invest in the blue economy, having an innovative financial instrument to facilitate the mobilisation of resources is a key element but we need to mobilise investors. To this end, outputs 2.2. and 2.3. will focus on facilitating the mobilisation of investors who have personal and social affinities with the country: the diaspora. The diaspora is an important agent of change bringing significant economic and financial contributions ranging from remittances, enterprise development, investment, trade, skills transfer and crisis based financial interventions.

Cabo Verde has a large community of nationals living in several developed countries (United States, France, Luxembourg, Portugal, Italy, Spain, etc.) for several generations, including successful businessmen and entrepreneurs. In order to tap into the potential of the Cabo Verdean diaspora, the government has put in place the necessary legislative and regulatory frameworks, including the introduction of the Diaspora Investor Status. However, the operationalization of these measures can only become a reality through the establishment of appropriate tools and mechanisms that

create a bridge between 'clients' (investors in the diaspora in this case) and government entities providing services. To this end, IOM will support government in the establishment of virtual and Physical Diaspora Investor Desks which will serve as a one-stop-shop gathering relevant information on diaspora investment and related procedures from different administrative sources.

Noting that accessing relevant information on investment opportunities and related administrative procedures constitute a major impediment hindering investment, this intervention would raise awareness on existing potentials in Cabo Verde and mobilise diaspora investors; the diaspora desks will also be integrated with other existing online portals for government services to ensure their sustainability²². Lessons learnt and achievements will also be drawn from IOM's existing and previous collaboration with the Cabo Verdean government in terms of informing the diaspora about investment opportunities.

The Joint Programme is aligned and linked with the current UNDAF 2018-22. If the first outcome of the JP is achieved, youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, it will contribute to the achievement of outputs 3.1.3 and 3.1.4 of the UNDAF: the strengthening of the capacities of the fisheries sector economic actors and of the national & local governments to manage coastal fisheries and improve the value chain of marine products (3.1.3.) and to promote local employment opportunities and self-employment, particularly to youth and women (3.1.4).

The second outcome of the JP, the mobilization of financial resources mobilized for the development of the blue economy, is aligned and will contribute towards output 3.1.5 of the UNDAF, the strengthening of capacities of youth and women's cooperatives, youth and women entrepreneurship and women and youth-led SMEs to facilitate access to financial and market resources to promote business opportunities.

The main assumptions underlying this Theory of Change are as follow:

- The new national blue economy coordination scheme is agile and dynamic, facilitating the integration of the different sectors and is ready to work at local level, with municipalities and coastal communities, for pilot application of the national integrated policy.
- In the process of developing the Government-led INFF assessment and financial strategy, government entities, international partners, UN entities and private sector related financial institutions are working together identifying and promoting innovative mechanisms for mobilizing funds towards government priorities, including the blue economy.
- The four UN Agencies involved in this Joint Programme articulate and coordinate their actions in a timely manner, based on national and local leadership, to achieve the expected results.

2.3 Expected results and impact

Outcome 1 Youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, and better livelihoods

²² Existing online portals for government services include: Citizen House, Cabo Verde Trade Invest, Pro Empresa, Pro Capital, Consular Portal, Diaspora Engagement Initiative (a web page to identify Cabo Verdean experts on different areas and offer opportunities to work on special projects).

Output 1.1 High-value species and products are identified, value chain analyses are completed and upgraded plans (with investment strategies) for selected value chains are formulated and approved by stakeholders

- Identify potential high-value species or products and analyse relevant value chains
- Complete the Value Change Analyses (VCA) applying the FAO Sustainable Food Value Chains (SFVC) methodology. Adding a gender lens in the process will increase the potential to promote gender equality
- Ensure key stakeholders' involvement through consultation and workshops;
- Based on the value chain analyses, formulate a specific value chain upgrading plan including market analyses for targeted species and product and stakeholder consultations.
- Develop an overall investment plan, including public and private sector investments
- At the end of the first year of the project, organize a validation workshop for the upgrading and investment plan
- Ensure dissemination of value chain analyses, investment plans and methodology

Output 1.2 Youth and women led business or business ideas are supported with incubation and elaboration of business plans

- Based on the results carried out under of the Output 1.1, identify and evaluate business or business ideas with an important job creation and growth potential
- Engage potential partners in enterprise development programme
- Provide online Incubation (i.e definition of the business model, prices, investments, business plans, etc), using UNIDO's IDEA (Innovation, Development and Entrepreneurship for All) methodology.

Output 1.3 Technical assistance to upgrade the production processes of the selected value chains is provided

- Conduct market study of algae production unit
- Installation of Algae Pilot Production Unit
- Identification of gaps and opportunities in the selected value chains (results Output 1.1)
- Provide online Incubation (i.e definition of the business model, prices, investments, business plans, etc), using UNIDO's IDEA (Innovation, Development and Entrepreneurship for All) methodology;
- Implement training and capacity building activities aiming at the MSME
- Provide technical assistance (i.e. possibly equipment's, infrastructure, training in quality assurance, transport, logistics components, coaching etc.)

Output 1.4 Youth and Women's have improved access to productive resources, knowledge and market opportunities of selected value chains

- Based on the results of Output 1.1, strengthen women's technical and entrepreneurial skills, organizational capacity and collective marketing;
- Improve knowledge and skills of youth in selected value chain including cost reduction, reduction of post-harvest losses,
- Set up support for the target beneficiaries to pilot better practises/innovative and diversified products to attract niche markets in the blue economy sector

Outcome 2 Financial resources mobilized, especially from the Cabo Verdean Diaspora, for the development of priority economic sectors interventions (i.e. SDG accelerators) and particularly the blue economy.

Output 2.1 A sustainable financial instrument supporting the blue economy is developed.

- Identification of an appropriate sustainable finance instrument supporting the blue economy linked to ongoing initiatives within the INFF framework
- Support to financial institutions for the development of suitable sustainable financial instrument(s) supporting the blue economy, primarily in coastal communities.

Output 2.2 Virtual and Physical Diaspora Investor Desks are operational at pilot Municipalities and key Cabo-Verdean Diplomatic Missions abroad

- Development of the Diaspora Investor Programme in close collaboration with key national institutions;
- Needs analysis of the Diaspora Investor Desks (both virtual and physical)
- Design of an integrated Virtual and Physical Diaspora Investor Desks in close coordination with relevant national entities
- Capacity-building for concerned government officials to ensure operability of dedicated service platform to guide and support potential investors and entrepreneurs;

Output 2.3 Potential diaspora investors and entrepreneurs are informed about the new Diaspora Investor Desks.

- Develop a smart communication campaign plan to inform about the new Diaspora Investor Desks in place
- Produce awareness-raising and outreach materials
- Disseminate the campaign through the channels defined on the communication campaign plan
- Use results from output 1.1 (value chain analyses, investment strategies, etc.) and develop tools to communicate the same to Diaspora investors.

The complementarity between outcome 1 and outcome 2 is very key. The investment appetite of the diaspora will be aligned with the investment opportunities available in the country and with the priority economic sectors identified in this project if it is supported by empirical evidence and analysis highlighting the economic viability of these sectors. This in turn should be communicated to Diaspora communities through appropriate channels, using tools and mechanisms to incentivize their investment in their country of origin.

The overall impact of the proposed joint programme is to contribute to poverty reduction, creation of greater opportunities for decent work and income generation, and better livelihoods by improving the well-being of young people and women of coastal communities in Santiago Island.

2.4 Financing

The JP budget is amounting for USD 1,524,750.00, with the following breakdown:

Outcome 1: Youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, and better livelihoods	
Output	Budget (USD)

1.1 High-value species and products are identified, value chain analyses are completed and upgraded plans (with investment strategies) for selected value chains are formulated and approved by stakeholders	70,000
1.2 Youth and women led business or business ideas are supported with incubation and elaboration of business plans	52,664
1.3 Technical assistance to upgrade the production processes of the selected value chains is provided	120,000
1.4 Youth and Women’s have improved access to productive resources, knowledge and market opportunities of selected value chains	200,000
Outcome 2: Financial resources mobilized, especially from the Cabo Verdean Diaspora, for the development of priority economic sector interventions (i.e. SDG accelerators) and particularly the blue economy	
Output	Budget (USD)
2.1 Financial development and financial inclusion in the blue economy sector	740,000
2.2 Virtual and Physical Diaspora Investor Desks are operational at pilot Municipalities and key Cabo-Verdean Diplomatic Missions abroad	200,537
2.3 Potential diaspora investors and entrepreneurs are informed about the new Diaspora Investor Desks	21,000
Subtotal	
JP Coordinator	60,000
Monitoring, reporting and evaluation	10,000
Communication	3,878
7%	46,671
Total	1,524,750.00

These financial resources will be necessary to proceed with the ongoing projects in the country aiming at creating greater opportunities for decent work and income generation, and better livelihood for young people and women in selected pilot areas.

Within the scope of the Integrated National Financing Framework (INFF) this JP will focus on identifying an appropriate upstream financing mechanism, seeking to leverage various sources of public and/or private financing to support the blue economy. This type of financing, subject to available public guarantees, would reinforce credit facilities applicable to the types of activities identified under Outcome 1 of this project, in this case coastal communities whose current source of revenue is concentrated in fisheries. In this context, UNDP will explore the most appropriate financing mechanism / instrument to support this resource mobilization effort, notably an SDG-

linked bond (either blue, green, sustainable, or other label) or other impact investment instruments (e.g. ESG Fund). This innovative approach, however, carries a level of risk owing to the significant factors beyond UNDP's control in a changing macroeconomic and financial landscape marked, predominantly but not exclusively, by high levels of public debt and the corresponding structural constraints in issuing sovereign bonds and other debt instruments. For this reason, UNDP (together with IOM) will explore a variety of additional options (e.g. ESG labeled investment fund) that will meet the resource mobilization efforts supporting this initiative, in concertation with government counterparts and other relevant financial national and international stakeholders. While the ends of resource mobilization for the blue economy via innovative financing mechanism remains constant, it is the precise sustainable finance means by which these resources can be mobilized may be subject to further analysis and variation based on prevailing financial circumstances and the country's evolving macroeconomic situation.

The JP will use the capacities, dynamics, networks and tools already used within this UN-facilitated, government-led process.

The budget is built to address directly youth and gender inequalities, by providing technical and financial assistance, support with the creation of job opportunities and access to resources, market and to finance.

The JP will leverage co-financing by complementing the programmatic support and investments developed by UN agencies and international partners (see related initiatives list in Annex), and therefore matching other funds already dedicated to the matter. Furthermore, by identifying through the INFF and diaspora innovative sources of finance it will create the conditions for the integration of these resources into an integrated ecosystem for PEDS and SDG financing.

In order to contribute and guarantee the sustainability, this JP will be in line with Government strategic plans and planning instruments. In this regard, the UN agencies will work to guarantee that the JP and its Action plans remain within the framework of the Country's strategic vision and are formulated by consensus from all stakeholders.

Government management, monitoring and evaluation systems will also be used. Moreover, efforts will seek to generate positive and purposeful partnership among actors as well as to strengthen the building of local capacities to guarantee the efficient management of the JP. Also, some lessons learned for fisheries value chain development and finance mechanism can be drawn from ongoing and recently projects and programmes by the agencies and government.

2.5 Partnerships and stakeholder engagement

The government will lead the implementation of the joint programme through the national blue economy coordination scheme, as this JP will be a pilot initiative on the national programme. The three governmental leading entities, coordinating all other stakeholders' action in the JP, will be the Ministry of Finance, the Ministry of Sea, and the Ministry of Communities. Technical focal points from these ministries will be part of the JP managing team.

The unique contributions from the Participating UN Organizations are:

FAO will continue to support the government, technically and financially in the transition process to Blue economy and to engage in dialogue and partnerships with governmental institutions, international and regional institutions, non-governmental Organizations (NGOs), and other non-state actors. FAO will also apply the Policy on Gender Equality – Attaining Food Security Goals in Agriculture and Rural Development that has recently launched with the government.

UNDP will contribute its knowledge and experience in strengthening governance systems, public financial management and integrating the SDGs within its strategic planning process at national (PEDS) and at municipal level planning exercises (PEMDS) for SDG localization through the local platform mechanism. UNDP will also connect and coordinate the INFF process with this JP.

UNIDO will bring its extensive experience on youth-led entrepreneurship development and industrialization. UNIDO's Innovation Development and Entrepreneurship for All (IDEA) will support with technical skills enhancement, market-driven value chain development, and youth employment and for the industrial upgrading, UNIDO will increase the capacities for value added generation and circular economy.

IOM will bring its extensive experience and knowledge in providing technical guidance to States on various aspects of diaspora engagement, including diaspora investment and Economic Development. IOM will also build on its existing activities on diaspora entrepreneurship that are being implemented in close coordination with the government of Cabo Verde.

The **Ministry of Finance** will involve all relevant investment and entrepreneurship institutions, such as Pro Empresa, Cabo Verde Trade Invest, Stock Exchange and Citizen-House (Caso do Cidadão), to ensure the integration of existing initiatives on this thematic into this project.

The **Ministry of Sea** will coordinate the participation of the public and private stakeholders acting in the blue economy sector and the inclusion in value chains and access to finance of the local businesses from the poorest coastal communities of Santiago Island.

The **Ministry of Communities** will coordinate the Diaspora Investor Programme and Desk and will work in close relationship with the **Ministry of Foreigners Affairs, Cooperation and Regional Integration** and their Diplomatic Mission abroad, namely Embassies and Consulates.

The **Ministry of Family and Social Inclusion** will guarantee gender-sensitivity and inclusiveness and the integration of women rights and women empowerment issues.

Local Authorities will facilitate the coordination of the project implementation in the coastal communities through the local platform mechanism, and will also ensure the integration of local networks and programmes, and data in the monitoring system and governance framework, with a particular focus on the inclusion of local populations furthest left behind, with a priority to women of the poorest coastal communities.

Cabo Verde's Stock Exchange (**Bolsa de Valores**), through the **Cabo Verde Investment Forum (CVIF)**, will lead the UN-supported international (public and private) resources mobilization process, while integrating projects with a special focus on women.

Civil society organizations will ensure the focus on women empowerment, and the tracking of investments and impacts of women. They will also make the link between potential sources of financing and the access of women entrepreneur.

Private sector associations and entities will have two objectives: identify and prioritize current and potential value chain and financing opportunities; and integrate the access of national and local private sector entities to SDG financing

Diaspora Associations will disseminate information and opportunities within the communities and support the identification of potential diaspora investors and entrepreneurs.

Within the UN System, the **RC** will take the lead, supported at technical level by the **RCO** team, on coordinating the work of the different UN agencies and facilitating a facilitate the whole-of-UN communication approach with national government and stakeholders.

3. Programme implementation

3.1 Governance and implementation arrangements

The national implementation of the Joint Programme will be fully embedded in the National Planning System, with the **Ministry of Finance** to take the lead through its **National Directorate of Planning**, and the representations of the relevant line ministries within the Ministry of Finance to act as focal points for their sector. The Ministry of Finance has in addition a role of coordination of international financial Institution acting and financing the Blue Economy.

A project steering Committee will be created ad hoc, anchored in the existing legal, institutional and policy framework for the Blue Economy. Co-chaired by the Minister of Finance and the UN Resident Coordinator and with participation of relevant line ministries (Ministry of Sea, Ministry of Communities, Ministry of Family and Social Inclusion, Ministry of Foreign Affairs) - at decision making level (General Directors) - and public agencies, as well as relevant UN Agencies (PUNOs). It will take all decisions on the strategic orientations to give to the project, and on monitoring and evaluation arrangements and milestones.

A technical level Monitoring Committee (composed of members reflecting the composition of the decision-making level Steering Committee) will represent the same institutions through their permanent, formally appointed focal points, to ensure the implementation of the decisions made by the Steering Committee. The technical committee (or Task Team) will work in a flexible manner, update in real time the different stakeholders on the progresses and challenges linked to the project, and through institutionalized channels of communication with the National Directorate of Planning and the Ministry of Foreign Affairs. The Monitoring Committee can ask for an extraordinary Steering Committee meeting at decision making level any time a particular obstacle or opportunity arises.

An operational cell, composed by the focal points (already formally identified) of the DNP, Ministry of Sea, Ministry of Communities and PUNOs will write the intermediary reports, the different strategic documents, and will ensure the follow up of the activities on a weekly basis, together with the national Coordinator.

The National entities directly involved in the JP such representative of Ministry of the Sea, the Ministry of Communities, the Ministry Agriculture and Environment, PROEMPRESA, Stock Exchange,

among others will participate in the activities through the political and technical committees mentioned above, as well as the operational cell.

The National Coordinator will ensure the full-time coordination of the project, with a focus on the overall coherence of the different outputs and activities, and on information sharing between the members of the Monitoring Committee, as well as the articulation between this and the Steering Committee. He will work under direct supervision of the leading agency, i.e FAO, and in coordination with the RCO and the PUNOs.

Based on the principles of the Blue Economy, the applies an inclusive and participatory approach and develops synergies between sectors and between levels of governance in an integrated management logic where The Steering Committee (SC) plays a significant role, particularly between the different stakeholders, UN Agencies under central government leadership. The representatives of the Municipal Councils (Municipalities), and civil Society organization is part integrant of the SC of the JP. The SDG Localization Platforms in the pilot municipalities will be used as for collaboration and coordination of implementation activities of the JP, in line with the local priorities expressed in the Sustainable Municipal Development Plan (PEMDS). The Platforms will facilitate the knowledge sharing using this dialogue platforms and networking for guarantee the result and convergences of the results.

The JP will use the structure and national entities Institution for implementation of the activities which it means that there is no duplication structure for the program.

FAO supported the development of the new national policy framework for the development of the blue economy. The coordination of the programme work at the community level on blue economy related value chains will be based in the previous and current work done by FAO, who will lead this Joint Programme, with the support of the local SDG platform programme from UNDP.

The programme component to improve the level of articulation and capacity of the support services ecosystem to reach out to communities and develop value chains will be based on the previous and current work done mainly by UNIDO, but also UNDP and FAO.

Each PUNOs (UN Agencies) will work at implementation level with its counterpart – National entities for implementation Program /activities approved by SC.

The programme will build two innovative instruments to mobilize financing based on the work currently under early stages of development by two UN Agencies: a Sustainable Impact Bond (UNDP) and a diaspora resource mobilization tool (IOM).

At implementation level each UN Agencies is responsible for its components of the Program.

All program and activities worked priori with national counterpart would be submitted and approved by Steering Committees. Also, after execution of the plan and activities, has to be submitted to SC for approval.

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

Within the UN System, the **RC** will take the lead, supported at technical level by the **RCO**, on coordinating the work of the different UN agencies (both PUNOs and engaged agencies that will not receive funds). It will also facilitate the communication, within a whole-of-UN approach, with national government and stakeholders.

FAO structure at country level, will be the lead implementing agency and be responsible for outputs 1.1 and 1.4. Drawing on its capacities, resources as well as regional and global structures, FAO will fulfil its SDG integrator function to ensure coherence and coordination with respect to policies, actors, and institutions – both within the scope of the implementation process and concerning related activities to ensure the realization of targeted outcomes. Under the authority and guidance of the Resident Representative, FAO will hire a Project Coordinator to coordinate, on behalf of all involved PUNOs, the Joint Programme implementation. The Project Coordinator will collaborate and be supported by relevant programmes portfolio leads contributing to the implementation process through assigned activities and outputs. FAO will continue to play a catalytic role to support the country in making a sustainable Blue Growth transition and promoting collaboration among partners. FAO has supported the government, technically and financially in the transition process to Blue economy and have been able to engage in dialogue and partnerships with governmental institutions, international and regional institutions (e.g. AFDB, WB), non-governmental Organizations (NGOs), such as environmental NGOs, and other non-state actors. Gender equality is central to FAO's mandate to achieve food security for all by raising levels of nutrition, improving agricultural and fisheries productivity and natural resource management, and improving the lives of rural populations. FAO has launched the Policy on Gender Equality – Attaining Food Security Goals in Agriculture and Rural Development to attain this goal. More recently, FAO has also enhanced its Programme of Work by focusing on youth, decent work and value chains all key areas of the Blue Growth Initiative.

UNDP, within the Joint Office (UNDP, UNICEF, UNFPA) structure at country level, will be responsible for outputs 2.1. UNDP in particular has a longstanding institutional partnership with the government aimed at strengthening governance systems and public financial management. These efforts have focused on improving the planning system, establishing Monitoring and Evaluation systems for evidence-based and results-oriented planning, and SDG-oriented budgeting. UNDP has supported the government, technically and financially, in integrating the SDGs within its strategic planning process (PEDS) and in municipal planning exercises (PEMDS) for SDG localization, assuring no one is left behind. UNDP also supports the government in the continuing development of its Ambition 2030 agenda, thus supporting public authorities in three separate but interrelated and concurrent planning exercises aimed at coalescing the public sector, civil society and the private sector for SDG achievement. If approved, this Joint Programme will further deepen and strengthen the implementation of recommendations derived from UNDP-led MAPS/INFF missions.

UNIDO will be responsible for the outputs 1.2 and 1.3, i.e the incubation of youth and women business-led or business ideas and technical assistance to upgrade the production processes of the selected value chains. UNIDO has extensive experience on youth-led entrepreneurship development and industrialization (e.g. through the establishment of Agro-industrial Parks, Staple Crops Processing Zones, and Agro-poles). UNIDO's Innovation Development and Entrepreneurship for All (IDEA) will support with technical skills enhancement, market-driven value chain

development, and youth employment. It will oversee the development of skills and training based on demand-oriented business needs, support MSMEs and other youth-led businesses with incubation and acceleration services (physical and/or virtual services), develop and strengthen systems and dialogue platforms, promote the generation of added-value focused on circular economy and support with the implementation of a pilot algae unit.

As the leading intergovernmental organization in the field of migration, **IOM** is increasingly called upon by States to assist in addressing complex migration management challenges, including in the area of Diaspora and Economic Development. IOM assists States in identifying goals, mapping diaspora geography and skills, creating relationship of trust between diasporas and governments of both origin and destination countries, and, ultimately, mobilizing diasporas to contribute to sustainable development. **IOM Cabo Verde** will work in close cooperation with the Government of Cabo Verde for the entire duration of the project, to ensure a successful implementation of this project and full ownership of the project by the Government of Cabo Verde. The partnership will build on mutual responsibilities and ownership. IOM will be responsible for the Output 2.2 and 2.3 on supporting the implementation of a diaspora entrepreneurship programme in Cabo Verde.

The **Resident Coordinator** will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme²³; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. The joint programme will adequately allocate resources for monitoring and evaluation in the budget.

²³ This will be the basis for release of funding for the second year of implementation.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*²⁴ evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The programme will be subject to a joint final independent evaluation with an established arrangement for managing the joint evaluation. The final evaluation will be managed jointly by the PUNOs as per established process for independent evaluations, including use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of the PUNOs to ensure the requirements of those policies are met; and with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst governments, donors, academic institutions and stakeholders of civil society (including workers' and employers' organizations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs and through the UNEG database.

The JP M&E arrangements will be integrated in the broader National Planning System reinforced throughout the proposal, in line with UNDP/WB support to monitoring system, to end in June 2020. It will therefore benefit from the National Planning System capacities in terms of intersectoral and multilevel coordination, data collection and analysis, information sharing, etc. It will also feed in and benefit from the broader process to define the Ambition 2030 strategy for SDGs, and will use the existing SDG Roadmap, produced during the INFF/MAPS mission. Finally, the M&E of the JP will

²⁴ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

take advantage of the recent launch of UN INFO at national level, and the interest of the Prime Minister to progressively open its platform to government revenues and spending. UNINFO will therefore serve as a tracking tool and a communication facilitator, and at the same time it will be reinforced by the process, by including progressively more rubrics covering governmental policies monitoring

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channelled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

Agency name: FAO
Agreement title: Agreement for Double Accreditation
Agreement date: 20 August 1986

Agency name: UNDP
Agreement title: ACCORD ENTRE LE GOUVERNEMENT DE LA REPUBLIQUE DU CAP-VERT ET LE PROGRAMME DES NATIONS UNIES POUR LE DEVELOPPEMENT (Accord de base)

Agreement date: 31 January 1976

Agency name: UNIDO

Agreement title: This project is governed by the provisions of the Standard Basic Assistance Agreement between the United Nations Development Programme and the Government of Cabo Verde, signed on 31 January 1976 and entered into force on 14 January 1978

Agreement date: 31 January 1976

Agency name: IOM

Agreement title: Accord de Siège entre la République du Cap-Vert et l'Organisation Internationale pour les Migrations

Agreement date: 28 November 2001

D. ANNEXES

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Coastal Fisheries Initiative	<p>R1. Management plans are implemented and create sustainable benefits</p> <p>R2. Coastal communities participate in fisheries management and sustainable development processes</p> <p>R3. Fishery product quality and decent working conditions are improved throughout the value chain</p> <p>R4. Value chains are more efficient and create incentives for responsible fisheries and sustainable livelihoods</p> <p>R5. Knowledge generated and results achieved are communicated and shared with local, national and regional partners</p>	Output 1.1, 1.3	FAO	Ministry of Sea, Local fishermen associations, NGOs (Biosfera I, RAMAO)	GEF	<p>Ms Maria Edelmira Carvalho</p> <p>Maria.DaCostaMonizCarvalho@fao.org</p>
Sustainable Fish Value Chains for Small Island Developing States (SVC4SIDS)	(i) improve stakeholders' understanding of the functioning of the value chain and will support them in developing specific improvement strategies; (ii) increase micro, small and medium-sized enterprises' (MSME)	Output 1.1	FAO	Ministry of Sea, Local fishermen associations, NGOs	Republic of Korea	<p>Ms Katya Neves</p> <p>katya.mascarenhasneves@fao.org</p>

	economic performance through strengthened market access, conducive business and regulatory environments; (iii) enhance environmental sustainability of selected value chains through improved management of natural resources and increased consideration for climate change; and (v) facilitate MSMEs' access to additional sources of finance and investment.					
Empowering women in food systems and strengthening the local capacities and resilience of SIDS in the agri-food sector	<p>R1. A conducive policy and institutional environment is in place at regional and national level for the promotion of gender-sensitive and climate resilient agrifood value chain development</p> <p>R2 Women's participation and benefits from the development of selected value chains is enhanced through improved access to innovative and climate-resilient services, technologies and practices</p>		FAO	Ministry of Sea, ICIEG, MORABI, IMAR, UNI-CV	France Multilateral	<p>Ms Maria Edelmira Carvalho</p> <p>Maria.DaCostaMonizCarvalho@fao.org</p>
Hand-in-Hand Initiative in Cabo Verde		Output 1.4	FAO	Ministry of Sea	FAO USD 350,000	<p>Ms Katya Neves</p> <p>katya.mascarenhasnevevessancha@fao.org</p>
Promoting entrepreneurship in Blue Economy	<p>R1.A coordination and cooperation platform to promote entrepreneurship is set up.</p> <p>R2. Capacities of fishermen, fish sellers and young fish entrepreneurs, seeking to promote the integration of the Fisheries / Tourism value chain, by applying the principles of EB are strengthened.</p> <p>(iii) The autonomy of agents in the fisheries sector, through awareness-raising,</p>	Output 1.4	FAO	Ministry of Sea, PROEMPRESA, National Institute of Statistics	AECID EUR 600,000	<p>Ms Katya Neves</p> <p>katya.mascarenhasnevevessancha@fao.org</p>

	communication, knowledge transfer and training actions is improved, ensuring that 40% of the total beneficiaries are women.					
Integrated adoption of electric mobility through clean technology innovation	Adoption of electric mobility through clean technology innovation and renewable energies (RE) integration	Output 1.3	UNIDO	Ministry of Sea, Ministry of Industry, Commerce and Energy	GEF USD 1,150,000	Mr Edson Fernandes e.fernandes@unido.org
Pipeline development for circular and sustainable tourism in Cabo Verde – Competitive enhancement through a circular economy approach	R1. Strengthening of institutional coordination mechanisms to unlock climate financing to promotion of circular and sustainable tourism for climate financing. R2. Capacity building of relevant country stakeholders to support the planning, programming and implementation of GCF-funded activities in the subject areas R3. Development of a pipeline for climate change mitigation and adaptation technologies to promote circular and sustainable tourism	Output 1.2.	UNIDO	Ministry of Tourism and Transport	GCF USD 205.000	Mr Edson Fernandes e.fernandes@unido.org
Supporting the implementation of a diaspora entrepreneurship programme in Cabo Verde	R1. The Government of Cabo Verde, through the MOF and Pró Empresa, supports the development and implementation of diaspora business projects in Cabo Verde. R2. Potential diaspora entrepreneurs start developing their business projects.	Output 2.2, 2.3	IOM	Ministry of Communities Ministry of Foreigners Affairs, Cooperation and Regional Integration NOSi, will develop the Virtual Diaspora Investor Desk and integrating with other existing online portals for government services, such as Citizen House, Cabo Verde Trade Invest, Pro Empresa, Pro Capital, Consular Portal, Diaspora	IOM Development Fund USD200,000	Ms Quelita Gonçalves

				Engagement Initiative, among others.		
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Annex 2. Overall Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

Indicators	Targets		
	2022	2023	2024
1.1: integrated multi-sectoral policies have accelerated SDG progress in terms of scope ²⁵	0	1	2
1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale ²⁶	0	0	2

Joint SDG Fund Output 3: Integrated policy solutions for accelerating SDG progress implemented

Indicators	Targets		
	2022	2023	2024
3.1: # of innovative solutions that were tested ²⁷ (disaggregated by % successful- unsuccessful)	0	3 (75% successful)	5 (75%)
3.2: # of integrated policy solutions that have been implemented with the national partners in lead	0	1 (50%)	2 (75%)
3.3: # and share of countries where national capacities to implement integrated, cross- sectoral SDG accelerators has been strengthened			

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets		
	2022	2023	2024
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ²⁸ (disaggregated by source)	75% (PUNOs) 25% (private sector)	25% (PUNOs) 75% (private sector)	25% (PUNOs) 75% (private sector)
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ²⁹ (disaggregated by source)			

²⁵Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

²⁶Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

²⁷Each Joint programme in the Implementation phase will test at least 2 approaches.

²⁸Additional resources mobilized for other / additional sector/s

²⁹Additional resources mobilized for the same multi-sectoral solution.

Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets		
	2022	2023	2024
4.1: # of integrated financing instruments/strategies that were tested (disaggregated by % successful / unsuccessful)			
4.2: # of integrated financing strategies that have been implemented with partners in lead ³⁰			
4.3: # of functioning partnership/governance frameworks for integrated financing strategies to accelerate progress on SDGs made operational			

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country³¹
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question

- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure

- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector).
- Joint programme included addressing inequalities and the principle of “Leaving No One Behind”.
- Joint programme featured gender results at the outcome level.
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues.
- Joint programme planned for and can demonstrate positive results/effects for youth.
- Joint programme considered the needs of persons with disabilities.
- Joint programme made use of risk analysis in programme planning.
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change.

³⁰ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

³¹ Annual survey will provide qualitative information towards this indicator.

2.2. Joint programme Results framework

Result / Indicators	Baseline	2022 Target	2023 Target	2024 Target	Means of Verification	Responsible partner
Outcome 1 Youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, and better livelihoods.						
Outcome 1.1 indicator						
Percentage of increase in income of targeted women and youth	TBD (Budget 2020)	0%	5%	10%	Surveys to selected beneficiaries	Ministry of Sea (MM)
Outcome 1.2 indicator						
Number of partnerships established by stakeholders, including MSMEs, in selected value chains	0	2	5	5	Annual progress report Surveys to selected beneficiaries	Ministry of Sea (MM)
Output 1.1 High-value species and products are identified, value chain analyses are completed and upgraded plans (with investment strategies) for selected value chains are formulated and approved by stakeholders (FAO)						
Output 1.1.1 indicator						
Number value chain analyses on selected species and products of the Blue Economy developed and validated	0	0	1	1	Quarterly reporting	Ministry of Sea/FAO/UNIDO
Output 1.1.2 indicator						
Number of key actors involved in value chain analyses and validation of upgrading strategies (gender-disaggregated)	0	20 (30% of women)	40 (30% of women)	n/a	Participants list at meetings and workshops	Ministry of Sea/Business operators/Group of producers/FAO/ ICIEG
Output 1.1.3 indicator						
Number of action plan validated and approved	0	0	1	n/a	Presence lists	Ministry of Sea/Business operators/Group of producers/ICIEG/FAO

Output 1.2 Youth and women led business or business ideas are supported with incubation and elaboration of business plans (UNIDO)						
Output 1.2.1 indicator Number of youth and women projects incubated with business plans	0	0	20 (40% women)	25 (50% of women)	Annual reports Business plans elaborated targeting youth and women	UNIDO / PROEMPRESA / IEFPP / UNI-CV
Output 1.3 Technical assistance to upgrade the production processes of the selected value chains is provided (UNIDO)						
Output 1.3.1 indicator Number of producer groups (entrepreneurships) and MSMEs benefiting from organizational capacity development and technical, financial and managerial trainings (including coaching)	0	0	2	2	Annual report	Ministry of Sea/ Ministry of Agriculture and Environment/ Ministry of Industry, Commerce and Energy/ UNIDO / FAO
Output 1.3.2 indicator Algae Pilot Production Unit (Prototype) established and operating	0	0	1	n/a	Annual report	Ministry of Sea/ Ministry of Agriculture and Environment/ Ministry of Industry, Commerce and Energy/ UNIDO / FAO
Output 1.4 Youth and Women's have improved access to productive resources and market opportunities of selected value chains (FAO)						
Output 1.4.1 indicator Number of youth and women benefiting from organizational capacity development	0	0	25	25	Quarterly reporting	PROEMPRESA UNI-CV/ IEFPP/ FAO
Output 1.4.2. indicator Number of reports describing marketing and value addition training activities produced and circulated	0	0	1	1	Quarterly reporting	Ministry of Sea/PROEMPRESA/FAO

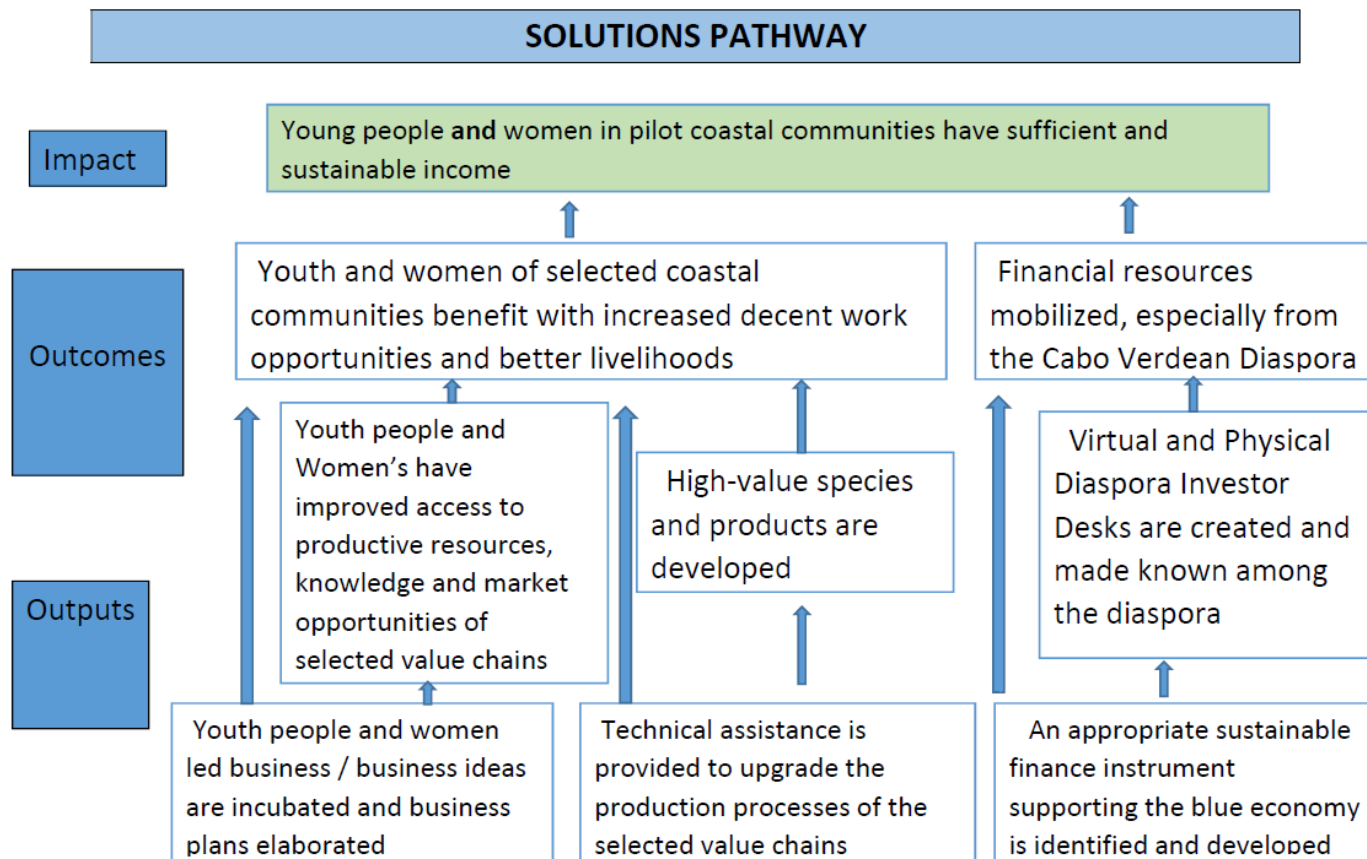
Outcome 2 Financial resources mobilized, especially from Cabo Verdean Diaspora, for the development of priority economic sectors (i.e. SDG accelerators) and particularly the blue economy						
Outcome 2.1 indicator						
Amount of mobilized investment (including diaspora) to finance pilot revenue-generated blue economy projects	TBD	0*	0.25 to 0.5 million USD	0.5 to 1 million USD	Quarterly reporting	Ministry of Finance /Stock Exchange/Cabo Verde Trade Investment
Output 2.1 Financial development and financial inclusion in the blue economy sector (UNDP)						
Output 2.1.1 indicator						
Number of appropriate identified financial mechanisms	0	1	n/a	n/a	Annual report	Ministry of Finance / ProEmpresa / ProCapital / ProGarant / Stock Exchange
Output 2.1.2 indicator						
Number of financial products in the blue economy sector developed (including microfinancing)	1	1	2	3	Annual report	Ministry of Finance / ProEmpresa / ProCapital / ProGarant / Stock Exchange
Output 2.2 Virtual and Physical Diaspora Investor Desks are operational at pilot Municipalities and key Cabo-Verdean Diplomatic Missions abroad enhanced (IOM)						
Output 2.2.1 indicator						
Diaspora Investor Programme document approved, with related content well structured, including relevant information, dedicated and other related services, mapping of existing initiatives on the thematic, investment opportunities, especially on blue economy, key information on reintegration, among others.	No	Yes	Yes	Yes	Review of Diaspora Investor Desk Programme	Ministry of Communities in partnership with Ministry of Foreigner Affairs, Cooperation and Regional Integration and pilot Municipalities put available the Desk space, including staff and guarantee it sustainability over the time

<p>Output 2.2.2 indicator</p> <p>Number of Diaspora Investor Desk’s Staff trained on how to operate new dedicated service platform and on how to guide and support potential investors and entrepreneurs, particularly on blue economy.</p>	0	5	23	23	<p>Quarterly reporting</p> <p>Review of the Desk statistics reports</p>	<p>Ministry of Communities in partnership with Ministry of Foreigner Affairs, Cooperation and Regional Integration and pilot Municipalities put available the Desk space, including staff and guarantee it sustainability over the time</p>
<p>Output 2.2.3 indicator</p> <p>Number of Cabo-Verdean Diaspora Members, disaggregated by sex, oriented on investment and business opportunities through the Physical Diaspora Investor Desks</p>	0	0*	40	50	<p>Attendance lists dully signed by each participant, attaching training session photos</p>	<p>Ministry of Communities in partnership with Ministry of Foreigner Affairs, Cooperation and Regional Integration and pilot Municipalities put available the Desk space, including staff and guarantee it sustainability over the time</p>
Output 2.3 Potential diaspora investors and entrepreneurs are informed about the new Diaspora Investor Desks. (IOM)						
<p>Output 2.3.1 indicator</p> <p>Existence of an awareness-raising campaign on the new Diaspora Investor Desks developed/installed</p>	No	No	Yes	Yes	<p>Quarterly reporting</p>	<p>Ministry of Communities in partnership with Ministry of Foreigner Affairs, Cooperation and Regional Integration and pilot Municipalities put available the Desk space, including staff and guarantee it sustainability over the time</p>

* The 2022 target indicator is 0 because it is needed a preparatory process (in terms of legal, procedures, actions, etc.) before effective resources are mobilized. The target is to be achieved in the second year of the JP

Note: If the target is set to be achieved in the first year, the indicator of the second year is shown in the table as n/a.

Annex 3. Theory of Change graphic



Annex 4. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
<i>N°</i>	<i>Formulation</i>			
1.1	Context analysis integrate gender analysis	2	Throughout the many sessions of joint works with governmental institutions to build the JP, the specific challenges faced by women in benefiting as well as men from sectoral investments in the fishery and blue economy and assessing financing has been discussed. Although the findings were that there is not enough data on the sector, this lack of disaggregated information will be addressed with the support of this JP and other initiatives under implementation by the PUNOs, such as FAO sub-programme "Empowering women in food systems and strengthening the local capacities and resilience of SIDS in the agri-food sector"	JPD
1.2	Gender Equality mainstreamed in proposed outputs	3	Most outputs integrate a special focus on women, namely tracking impact of SDG finance on women and addressing women financial inclusion	JPD
1.3	Programme output indicators measure changes on gender equality	3	Most outputs integrate a special focus on women, namely tracking impact of SDG finance on women and addressing women financial inclusion	JPD
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	Ministry of Family and Inclusion will guarantee the inclusion of gender equality issue, and capacities will be built for gender-sensitive monitoring and tracking of financing.	Reports of meetings to elaborate the proposal JP
2.2	PUNO collaborate and engages with women's/gender equality CSOs	2	Women empowerment/rights organization have been consulted, and will have a clear role in the consultations, to analyze the impact of SDG finance on women and prioritize ways of reinforcing it, as well as their financial inclusion (capacity building/networking)	Reports of meetings to elaborate the proposal JP
3.1	Program proposes a gender-responsive budget	2	At least 30% of the total budget is allocated to gender equality or women's empowerment	JP budget
Total scoring		2.5		

Annex 5. Budget and Work Plan

5.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	PUNO 1 (FAO)		PUNO 2 (UNIDO)		PUNO 3(UNDP)		PUNO 4 (IOM)		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	90.000	125.000	0	20.000	30.000	590.000	40.000	76.350	160.000	
2. Supplies, Commodities, Materials	5.000		0		10.000		5.000		20.000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	35.000		70.000		5.000		29.700		139.700	
4. Contractual services	73.878		72.664		5.000		15.000		166.542	
5.Travel	10.000		5.000		10.000		27.200		52.200	
6. Transfers and Grants to Counterparts			0		90.000		0		90.000	
7. General Operating and other Direct Costs	5.000		5.000		0		28.287		38.287	
Total Direct Costs	218.878		152.664		150.000		145.187		666.729	
8. Indirect Support Costs (Max. 7%)	15.322	10.686	10.500	10.163	46.671					
TOTAL Costs	234.200	125.000	163.350	20.000	160.500	590.000	155.350	76.350	713.400	811.350
1st year	100.000	25.000	60.275		85.000	590.000	110.000	55.350	355.275	670.350
2nd year	134.200	100.000	103.075	20.000	75.500		45.350	21.000	358.125	141.000

5.2 Budget per SDG targets

SDG TARGETS		%	USD
1.B	Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	11	\$ 167,722.50
2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	10	\$ 152,475.00
5.A	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	8	\$ 121,980.00
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	10	\$ 152,475.00
9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	7	\$ 106,732.50
14.7	By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	30	\$ 457,425.01
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	12	\$ 182,970.00
17.3	Mobilize additional financial resources for developing countries from multiple sources	12	\$ 182,970.00
TOTAL		100	1,524,750

5.3 Work plan

Outcome 1			Youth and women of selected coastal communities in Santiago Island benefit with increased decent work opportunities and income generation, and better livelihoods																		
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved				
	2022	2023		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)						
Output 1.1 High-value species and products are identified, value chain analyses are completed and upgraded plans (with investment strategies) for selected value chains are formulated and approved by stakeholders	45,000.00	25,000.00	Identify potential high-value species or products and analyse relevant value chains (group of consultants with key stakeholders)	X	X										Consultants (international and national) Trainings (validation workshops) Travels GOE	45,000	25,000	70,000	FAO, UNIDO, UNDP, OIM	Ministry of Sea, Ministry of Finance, Business operators, Groups of produces, ICIEG,	
			Complete the Value Change Analyses (VCA) applying the FAO Sustainable Food Value Chains (SFVC) methodology. Adding a gender lens in the process will increase the potential to promote gender equality			X	X														
			Ensure key stakeholders involvement through consultation and workshops;			X	X														
			Based on the value chain analyses, formulate a specific value chain upgrading plan including market analyses for targeted species and product and stakeholder consultations.					X	X												
			Develop an overall investment plan, including public and private sector investments					X	X												
			At the end of the first year of the project, organize a validation workshop for the upgrading and investment plan							X											
			Ensure dissemination of value chain analyses, investment plans and methodology							X											
Output 1.2 Youth and women led business or business ideas are supported with incubation and elaboration of business plans	47,664.00	5,000.00	Based on the results carried out under of the Output 1.1, identify and evaluate business or business ideas with an important job creation and growth potential			X	X							Consultants (international and national); online incubation fees; travels; training and workshops;	47,664	5,000	52,664	UNIDO	Ministry of Sea/ Ministry of Agriculture and Environment/ Ministry of Industry, Commerce and Energy / FAO/PROEMPRESA / IEFP / UNI-CV		
			Engage potential partners in enterprise development programme			X	X														
			Provide online Incubation (i.e definition of the business model, prices, investments, business plans, etc), using UNIDO's IDEA (Innovation, Development and Entrepreneurship for All) methodology			X	X	X	X	X											
Output 1.3 Technical assistance to upgrade the production processes of the selected value chains is provided	105,000.00	15,000.00	Conduct market study of algae production unit	X	X									Consultants (international and national); online incubation fees; travels; training and workshops; procurement	105,000	15,000	120,000	UNIDO	Ministry of Sea/ Ministry of Agriculture and Environment/ Ministry of Industry, Commerce and Energy / FAO/PROEMPRESA, IEFP		
			Installation of Algae Pilot Production Unit			X	X														
			Identification of gaps and opportunities in the selected value chains (results Output 1.1)					X													
			Provide online Incubation (i.e definition of the business model, prices, investments, business plans, etc), using UNIDO's IDEA (Innovation, Development and Entrepreneurship for All) methodology			X	X	X	X	X	X										
			Implement training and capacity building activities aiming at the MSME			X	X	X	X	X	X										
Provide technical assistance (i.e. possibly equipment's, infrastructure, training in quality assurance, transport, logistics components, coaching etc.)					X	X	X	X													
Output 1.4 Youth and Women's have improved access to productive resources, knowledge and market opportunities of selected value chains	30,000.00	170,000.00	Based on the results of Output 1.1, strengthen women's technical and entrepreneurial skills, organizational capacity and collective marketing;			X	X	X	X	X			Consultants (national), Equipments, Contractual services Trainings and workshops Travels GOE	100,000	100,000	200,000	FAO, UNDP	Ministry of Sea, PROEMPRESA, NGOs, IEFP			
			Improve knowledge and skills of youth in selected value chain including cost reduction, reduction of post-harvest losses, others			X	X	X	X	X											
			Set up support for the target beneficiaries to pilot better practises/innovative and diversified products to attract niche markets in the blue economy sector			X	X	X	X	X											

Outcome 2			Financial resources mobilized, especially from Cabo Verdean Diaspora, for the development of priority economic sectors (i.e. SDG accelerators) and particularly the blue economy																
Output	Annual target/s		List of activities	Time frame							PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved			
	2022	2023		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)		
Output 2.1 Financial development and financial inclusion in the blue economy sector	20,000.00		Identification of an appropriate sustainable finance instrument supporting the blue economy linked to ongoing initiatives within the INFF framework	X	X									Consultants					
	130,000.00		Support to financial institutions for the development of suitable sustainable financial instrument(s) supporting the blue economy			X	X	X	X					Staff / pesoStaff / pesonnel, Supplies, Transfers to Counterpartsnel, Supplies, Transfers to Counterparts	150,000	590,000	740,000	UNDP	Ministry of Finance / ProEmpresa / ProCapital / ProGarant / Stock Exchange
Output 2.2 Virtual and Physical Diaspora Investor Desks are operational at pilot Municipalities and key Cabo-Verdean Diplomatic Missions abroad.	145,187.00	55,350.00	3.1.1 Recruit an expert to develop the Diaspora Investor Programme in close collaboration with key national institutions;	X	X	X								Staff, Equipments, Contractual services Trainings and workshops Travels GOE	145,187	55,350	200,537	IOM, UNDP, UNIDO, FAO	MoC, MoF, MFACRI, Municipalities and Diaspora Associations
			3.1.2 Assess the needs of the Diaspora Investor Desks and prepare a list with all identified equipment, furniture and other needs;			X													
			3.1.3 Hire a Design Company/Expert to develop the Desk Design and image;			X	X												
			3.1.4 Produce the necessary Desk Design materials;					X											
			3.1.5 Purchase all necessary equipment, furniture and materials for the Desk installation;			X	X												
			3.1.6 Organize training sessions for Diaspora Investor Desk's staff on how to operate new dedicated service platform and on how to guide and support potential investors and entrepreneurs;						X	X									
			3.1.7 Organize an event to launch the Diaspora Investor Desks.								X								
Output 2.3 Potential diaspora investors and entrepreneurs are informed about the new Diaspora Investor Desks.	-	21,000.00	3.2.1 Develop a smart communication campaign plan to inform about the new Diaspora Investor Desks in place and identify potential diaspora investor and entrepreneurs;					X	X				Staff, Contractual services Travels GOE	0	21,000	21,000	IOM	MoC, MoF, MFACRI, Municipalities and Diaspora Associations	
			3.2.2 Produce awareness materials and TV and Radio Spot;					X											
			3.2.3 Disseminate the campaign through the channels defined on the communication campaign plan.						X	X									

Joint programme management			List of activities	Time frame							PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved	
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)
JP Coordinator recruited in accordance with FAO Human Resource rules and regulations and day-to-day management of the project activities	30,000	30,000	Formulate and approve Terms of Reference for JP Coordinator, VA announcement, recruitment process	X	X	X	X	X	X	X	X	Staff	60,000		60,000	FAO/UNIDO/UNDP/OIM	Ministry of Sea, MoC, MoF, Municipalities
Project Steering Committee and Project Task Force established and semestrial meetings held	Included in activities of the JP outputs	Included in activities of the JP outputs	Included in activities of the JP outputs	X			X	X				Included in activities of the JP outputs					
Contracts issued in accordance with PUNOs Procurement rules and regulations	Included in activities of the JP outputs	Included in activities of the JP outputs	Included in activities of the JP outputs	X	X	X	X	X	X	X	X	Included in activities of the JP outputs					
Staff and non-staff contracts and travel raised	Included in activities of the JP outputs	Included in activities of the JP outputs	Included in activities of the JP outputs	X	X	X	X	X	X	X	X	Included in activities of the JP outputs					
Communication Strategy established and implemented for the project	3,878	Included in activities of the JP outputs	Included in activities of the JP outputs	X	X	X	X	X	X	X	X	Included in activities of the JP outputs	3,878		3,878		
Monitoring, reporting and evaluation	5,000	5,000	Monitor key indicators at value chain and at aggregated levels	X			X		X		X		10,000		10,000	FAO/UNIDO/UNDP/OIM	Ministry of Sea, MoC, MoF, Municipalities
			Prepare progress and final report						X	X							

Annex 6. Risk Management Plan

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
<p>Output 1.1 High-value species and products are identified, value chain analyses are completed and upgraded plans (with investment strategies) for selected value chains are formulated and approved by stakeholders (FAO)</p> <p>H1 – Climate changes impacting negatively fish stocks and consequently the value chain of high value fish and products</p> <p>H2 - Key stakeholders doesn't involve in the consultations for the elaboration of investment plans for selected value chains</p> <p>H3 – Stakeholders doesn't approve the plans for selected value chains</p>	9 High	3	3	<p>Adopt measures to rebuild fish stocks by a responsible fishing to minimize the impact of climate changes.</p> <p>To invest in marine sustainability programs.</p> <p>Carry out training and awareness actions on on good practices in fisheries the blue economy sector.</p> <p>To support the application of the existing laws.</p>	<p>The Ministry of Sea</p> <p>FAO</p> <p>Fisheries Communities</p> <p>UNIDO, PROEMPRESA, IEFP e UNI-CV</p>
<p>Output 1.2 Youth and women led business or business ideas are supported with incubation and elaboration of business plans</p> <p>H1- Partners in enterprise development programme weakly involved</p>	4 Low	2	2	<p>Ensure the participation of key partners (local and national) in all the phases of the project. Train and provide knowledge on the methodologies to be used.</p>	<p>JP/MSEA PROEMPRESA, UNICV, IEFP e Ministério do Mar</p>
<p>H2 - Reluctance of Youth and women, fishermen and others to get involved and participate effectively in project activities</p>	4 Low	1	4	<p>Organize awareness-raising and training campaigns on the role of young women and men</p>	<p>PROEMPRESA/ Municipalities JP marketing</p>

				in activities, with the involvement and leadership of local partners	
<p>Output 1.3 Technical assistance to upgrade the production processes of the selected value chains is provided</p> <p>H1 - Lack of engagement for online incubation through the IDEA methodology and for participating in training and capacity building activities targeting MSMEs</p>	3 Low	1	3	Sensitize young women fishermen and others about the advantages of the IDEA methodology and to participate in training and capacity building activities about MSMEs	PROEMPRESA Mins Sea/ UNIDO /
<p>Output 1.4 Youth and Women’s have improved access to productive resources, knowledge and market opportunities of selected value chains</p> <p>H1 - Lack of support for beneficiaries to test innovative and diversified best practices / products to attract market niches in the blue economy sector</p>	8 Medium	2	4	Lack of funding to test best practices / innovative and diversified products to attract market niches in the blue economy sector	
<p>Output 2.1 Financial development and financial inclusion in the blue economy sector</p> <p>H1 - Financial institutions with little awareness to identify a sustainable financial instrument to support the blue economy</p>	8 Medium	2	4	<p>Create information desks in Diaspora for information / awareness about the advantages of investing in projects linked to the blue economy</p> <p>Create incentive packages in specific blue economy sectors for the Diaspora</p>	DIASPORA / PROEMPRESA /UNIDO
<p>Output 2.2 Virtual and Physical Diaspora Investor Desks are operational at pilot Municipalities and key Cabo-Verdean Diplomatic Missions abroad</p>	8 Medium	2	4	Organize training sessions for Diaspora Investor Desk staff on how to operate a new service platform and how to guide and support	

H1 - Weak commitment of national entities and municipalities in the creation of virtual diaspora desks				potential investors and entrepreneurs;	
H2 - Absence of specialist to assess the need and develop Diaspora investor programs				Organize a launch event for Diaspora Investor Desks.	
Output 2.3 Potential diaspora investors and entrepreneurs are informed about the new Diaspora Investor Desks.				Develop communication products in a language adjusted to the type of diaspora	
H1 - Diaspora little sensitive to procedures in economic sectors (blue economy)	12 High	3	4	Develop a communication plan that can be made available to different actors	
H2 – Potential diaspora investors and entrepreneurs are not sufficiently informed about the new diaspora investor desks					
Programmatic risks					
1. Project activities are implemented in a compartmentalized manner with little integration and coordination with all relevant government departments	12 High	3	4	Within the framework of the Steering Committee and the platform for cooperation and cooperation, a multisectoral national level will be set up, to ensure coordination between all government actors concerned	PROEMPRESA/ MF
2. The knowledge gained in business development is not guaranteed, not ensuring sustainability and promoting new markets and new products applied	8 Medium	2	4	Use the best practices and lessons available to support entrepreneurs in promoting the blue economy.	PROEMPRESA
3. Beneficiaries do not apply best practices for a sustainable artisanal fishing value chain, the capture, handling, hygiene and conservation on board of fishery products;	15 High	3	5	Capacity building in the framework of planned training actions will introduce information on good practices from experiences abroad. The management business skills in the training activities addressed to	JP/MF

				youth and in women in chain Values.	
Institutional risks					
1. Weak institutional capacity at national and local level hampering the progress of the project	12 High	3	4	The planned capacity building activities will support the progressive strengthening of the technical and managerial skills of the main institutional actors.	JP/MF
Fiduciary risks					
1. Availability and allocation of resources (financial & nonfinancial) from national and local institutions	15 High	3	5	The UN will mitigate this risk through supporting ongoing programs within budget and fiscal space available to ensure efficient allocation and use of available resources. In addition, the UN will advocate with other development partners to influence investment of development finance in areas linked to Blue Economy based on Blue Economy principle and criterion.	JP /MF