

## CAPE VERDE'S INSERTION IN THE GLOBAL ECONOMY

### PRIORITY ACTION MATRIX

Action no.	Action Recommended	Priority	Agencies Involved	Time Frame	Remarks; assistance under implementation, and required; partners or potential partners involved
<b>CROSS-CUTTING ISSUES</b>					
<b>3. Improving policy frameworks and mainstreaming</b>					
3.1	Specify the contents and quantify the proposed economic transformation agenda by main sector, with time frame	High	DGP, CPE, MF	2009	
3.2	Improve coordination of trade, economic and social policies (Linking ETS with GPRS II, IF, presentation at donor meetings). This should extend to design, implementation and monitoring.	Very High	CPE, DGP, MNECC, MECC, UCRE	2009 - 2011	ACBF and GOV are partly funding CPE. Finance gap is USD 2.3 m. UNDP, ACBF
3.3.	Focus formal meetings with donors on the contents and funding of action- oriented programs (e.g. implementing WTO package, ETS, GPRS II , IF)	High	MNECC, MECC, DGP	2009 - 2011	UNDP to continue to support. WB, IMF
3.4	Mainstream diaspora and mobility issues into all economic and social programs	High	CPE, DGP, MNECC, IC	2009 - 2011.	<i>Mobility partnership</i> funds, Portugal, Luxemburg, Netherlands, Spain, France
<b>4. Addressing key areas of trade policy</b>					
4.1	Support to the definition of an external trade strategy, including towards ECOWAS, the EPA with the EU, the SPA.	Very High	CPE, MECC, MNECC	2009-2010	Preparation of a strategic position paper under leadership of CPE. Outside assistance could be requested, preferably from multilateral and independent sources (e.g. World Bank, UNCTAD). Definition of external trade strategy should be in conformity with sectoral policies.
4.2	Elaborate a Trade Policy paper including trade facilitation, internal trade and consumer protection	Very High	MECC, DGP, customs, CPE	2009-2010	Possible support from Spain
4.3	Finalize a list of sensitive products and train nationals on methodology	High	MECC, Customs	2009	UNCTAD has started work in this area in December 2008, under the one-UN Program

5. Strengthening trade and investment institutions					
5.1	Build up the capacity of MECC	Very high	MECC	2009 and continuous	EU, World bank (Competitiveness project) are already involved. Additional assistance required. Potential agencies: WTO, UNCTAD, ITC, UNIDO, UNDP. (under one-UN Program). The restructuring of MECC must be aligned with the agenda and administrative reform plan of the Government.
5.2	Review the responsibilities and work program of MECC and establish priorities	High	MECC, Prime Minister's office	2009	2009 international expertise may be required.
5.3	Strengthen and raise the profile of the Tourism Department. Including support to the NTC	Very high	MECC,	2009	
5.4	Refocus CI as the one stop window to promote Cape Verde to the world.	Very high	MECC, CI	2009	MCC is promoting the restructuring of CI
5.5	Support to ADEI	High	ADEI, MECC	2009	
5.6	Implement the Action Plans agreed in the WTO accession package. (Customs, SPS, TRIPS, and Commerce). Reviewing legal codes, drafting regulations. Institutional support for implementation. Capacity building.	Very High	MECC, Customs, MDRRM	2009-2011	EU technical assistance approved under EDF TradeCom Facility starting in 2008. EU assistance under SPA "convergence" programme. Under the one-UN program, UNCTAD has been designated as lead agency; WIPO, WTO; UNIDO is already executing a project of TBT, financed by EU; Despite this TA, further support is needed.
5.7	Strengthen the Chambers of Commerce	High	Chambers of Commerce	2009-2011	EU technical assistance approved under EDF TradeCom Facility starting in 2008. Could be covered under the one-UN program.
5.8	Provide support to Customs Administration	Very High	Ministry of Finance, Customs	Short term	SPA, WCO, UNCTAD (ASYCUDA)

6. Improving the business environment and investment climate					
6.1	Benchmark Cape Verde against meaningful comparator countries.	High	MECC, CPE, BCV, INE	Continuous	WB/IFC assistance could be sought in the context of ICA and Cost of Doing Business processes
6.2	Enhance vocational training programs (Particularly tourism, construction, IT, sea training, personal care); including in language skills, particularly English. In particular, accelerate training in tourism.	Very High	Ministry of Education, MTFP, IEFP	Continuous	SPA and Mobility Partnership funds could be used
6.3	Develop national program for acquiring language skills, particularly English. Particular need to popularize the teaching of English, inside and outside the formal education system.	Very High	Ministry of Education, IEFP, other institutions	Continuous	SPA. Numerous institutions should be involved in task of English language training, utilizing various models, including immersion courses, short courses, and specialized programs directed at specific professions.
6.4	Support to the implementation of the Labor Code and development of subsidiary legislation.	High	Ministry of Labor (MTFP)	2009	The authorities are aware of the importance of the Labor Code in Cape Verde's ranking in the <i>Doing Business</i> reports, and the strategy to promote new areas and priority sectors such as offshore services and BPO.
6.5	Promote and guarantee energy sustainability for the country through: (a) Creation of a Strategic Reserve of Fuels; (b) Reform of the fuels sector – rationalization of the sector, creation of an additional point of off-loading, improvement and relocation of stock capacities; (c) Reduction of the country's dependence on imported petroleum products; (d) Increase in the penetration rate of renewable energy.	Very High	MECC-DGIE, MIT,	2009-2011	
6.6	Review inter-island shipping regulations and upgrade landing facilities and procedures.	Very High	Ministry of Infrastructure, Ship owners Ass.	2009	
6.7	Complete the review of incentives to ensure support to priority sectors, giving special attention to the strategy of the country.	High	MF, DGP, MECC, CPE	2009-2010	IMF is already providing assistance
6.8	Re-enforce the modernization of the land registration system	High	Ministry of Justice, MECC, UCRE,	2009	A financing proposal to include property registration, under the same system used for the Business in a Day program has been prepared by MECC.

			DGOT, NOSI		
6.9	Review export and import licenses	Medium	MECC, Customs, Chambers of commerce	2009-2010	
<b>SECTORS AND OPPORTUNITIES</b>					
<b>7. Increasing the contribution of tourism to the economy and to poverty reduction</b>					
7.1	Continue to improve tourism statistics, including tourist expenditure survey, and preparation of a Tourism Observatory, an annual publication.	Very High	INE, DG Tourism, border police, IC	2009- 2010,conti nuous	Technical assistance
7.2	Review residential resorts policy	High	DG Tourism, NTC, CI	2009-2010	Take into account experience of the Spanish second-home market
7.3	Develop and implement a marketing strategy to promote the changing face of Capeverdean tourism	Very High	DG Tourism, UNOTUR,CI, Tour operators	2009	International expertise on tourism (and country) branding should be called upon
7.4	Improve SPS standards and food security in hotels and restaurants	Medium	MDRRM, ARFA, IGAE, Ministry of Health	2009, continuous	
<b>8. Promoting the gateway concept</b>					
8.1	Improve port management	Very High	ENAPOR, MIT,  MECC	2009-2010	MCC is financing the renovation of the harbour in Praia
8.2	Prepare a modern maritime code	High	Ministry of Infrastructure, ENAPOR	2009	IMO
8.3	Undertake a study on re-exports and entrepot trade	High	CI,MECC	2009	2 wm international consultant

8.4	Promote fish transshipment	High	MECC, Dept of Fisheries, CI, ENAPOR, INDP	continuous	Coordinate with other activities and projects in this sector, including the certification laboratory.
8.5	Undertake a study on of air transportation related services	High	AAC, Ministry of Transport	2009	
8.6	Undertake a market study of Cape Verde as an international distribution point for high value goods and humanitarian and emergency assistance in West Africa	Medium	MECC, CI, Ministry of Transport, ASA	Short	WFP, UN OCHA should be consulted
<b>9. Developing offshore services</b>					
9.1	Promote the development and provision of quality financial services for non-residents	High	BCV, CNDSF, NOSF	Continuous	Comissão Nacional para o Desenvolvimento do Sistema Financeiro (CNDSF) and Núcleo Operativo para o Desenvolvimento do Sistema Financeiro (NOSF); coordinate all activities related to financial sector development in Cape Verde.
9.2	Undertake feasibility study to offer services for offshore company formation (offshore business legal services)	Very High	CI, ADEI, <i>Ordem dos Advogados</i>	2009-2010	UNCTAD made a staff member available for DTIS on this subject and is prepared to follow-up
9.3	Officially and specifically declare BPO/ITES as a strategic sub-sector. Establish a focal point, preferably in CI.	Very high	CPE, DGP, MECC, Prime Minister, CI	Immediate	Technical assistance to support the focal point may be required.
9.4	Undertake a study to develop a strategy for promoting and supporting BPO	Very High	CI, MECC, CPE	Short	
9.5	Set up an appropriate legal environment for BPO	Very	Ministry of Justice, MIT,	2009	

		High	ANAC, CI		
9.6	Start promotion of selected BPO activities, under the designated lead institution.  These should include call centers, data entry and the simpler forms of HR BPO (payroll services)	Very High	CI, MECC, NOSI, Chambers of Commerce, MIT, ANAC	continuous	Technical support to the lead agency should be provided
<b>10. Promoting cultural industries</b>					
10.1	Prepare an action-oriented /strategic plan for cultural industries	Very High	MECC, CPE, Ministry of Culture, CI	2009	UNESCO under the Nairobi Plan of Action
10.2	Support to the Institute of Culture and the Institute for Intellectual Property, national regulatory body, including in the collection and distribution of royalties, commercialization of cultural products, and definition of quality standards. Sensitization of stakeholders in copyright implementation	High	SOCA, Institute of Culture, Ministry of Culture, Police	2009	Assistance from CISAC, or national collection societies in Europe may be requested. Government has already made decision to create Institute of Intellectual Property.
10.3	Consider building a performing arts complex, including music conservatory	Medium	Ministry of culture, Municipality of Praia  UNICV	2009	
<b>11. Mobilizing the diaspora and making use of mobility opportunities</b>					
11.1	Study models and best practices to link microfinance and remittances	High	BCV, IC, ADEI	2009	
11.2	Provide training and advice to migrant entrepreneurs	Medium	ADEI, CI	continuous	
11.3	Set up a recruitment centre that can recruit residents and emigrants.	Medium	IEFP, IC	2009	IC is already working in this area, with a limited project, Project Dias.

11.4	Organize professional training for care workers	Medium	Ministry of Education, IIEFP, ADEI		Could be organized under the <i>Mobility Partnership</i>
11.5	Establish a national migration research fund and undertake a national survey on migration. Support elaboration of an Observatory on Migrations.	Medium	IC, INE, UNICV	2009	Could be organized under the <i>Mobility Partnership</i>
11.6	Prepare a renewed handbook for emigrants, with special emphasis on investment promotion. Need to devise strategy to mobilize emigrants as investors.	High	CI	2009	2009 consultancy (communication, graphic design)
11.7	Reinforce the department of MNECC dealing with diaspora and mobility, as well as the IC	Medium	MNECC, IC, IIEFP	continuous	Could be funded under the <i>Mobility Partnership</i>
<b>12. Fisheries, niche products and export oriented light industry</b>					
12.1	Improve Research and Management of fisheries and marine environment	Medium	INDP	2011	EU, Spain, Germany (oceanographic studies) are already assisting
12.2	Reinforce Monitoring Control and Surveillance (MCS)	High	<i>Direccao de Control de Qualidade e de Fiscalizacao</i> in the Dept.of Fisheries;  <i>Guarda Costeira</i>	2011	ICCAT, EU, Portugal and Spain are already involved World Bank funding for fisheries MCS under the regional fisheries project in West Africa.  Should form part of SPA plan of Action
12.3	Evaluate options for industrial fishing, canning	Medium	Depart of Fisheries, MECC	2009-2010	
12.4	Undertake feasibility of seaweeds culture	Medium	Dept of Fisheries, MDRRM	2009	Consultancy 2 w/m.  Japan and China are among countries with

					experience in this area
12.5	Support the development of selected agro-based products throughout the entire value chain. Special attention to supplies to the tourist sector, and to sanitation questions.	High	MDRRM, ADEI, ARFA	Continuous	Build on existing projects. E.g EU/Italian project in Fogo (deals with wine as well as links with tourism). Centro Agro-alimentar in Porto Novo, etc
12.6	Support for standardization and certification of niche agro-products (coffee, grogue, wine, etc.). Support capacity building for commercialization and export promotion.	High	ARFA  ADEI	2009	Build on existing projects as for 12.6. UNIDO has started implementing a quality control programme under the one-UN programme
12.7	Promote light industry sub-contracting and assembly for exports	High	CI, ADEI, MECC	Continuous	