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# **BOA VISTA INTERNATIONAL CONFERENCE OF PARTNERS 2023 (CIP23)**

## **Program State and Public Administration Modernization Strategic Note**

### **VISION POLICY AND ORIENTATION**

Given Cabo Verde's archipelagic geography, the size of the public sector is significant with public expenditure representing 31,3% of gross domestic product (GDP) and 8,9% of GDP allocated to salaries and wages in the civil service alone.

According to the Strategic Agenda for the Modernization of the State and Public Administration, published in BO N° 51 I Series of May 27th, 2022, the diagnostic study carried out in 2018, aimed at knowing the perception of the various actors on Public Administration, the difficulties and Opportunities reveals that the three biggest obstacles facing Cape Verde's public administration are (i) the lack of implementation of legal diplomas; (ii) the performance of the Public Administration not oriented towards results (iii) the existence of a culture of impunity of Public Administration employees and agents who are unaware of their functions, their responsibilities and of the organizations where they are inserted; (iv) low level of motivation and negative attitudes in the public service that end up reflecting on the quality of the service provided.

The public administration system in Cabo Verde plays a key developmental role being the main provider of public services to citizens and enterprises.

The Government of Cabo Verde intends to continue the intense and profound changes in Public Administration, transforming it, in a vision of «a State as partner of the society in its process of development, visionary, regulator and promotor of private initiatives».

In this perspective it is central the Public Administration reform aiming at a modern State, decentralized, innovative, transparent, gender balanced, with simplified procedures, forcing the interoperability of its diverged structures, using effectively the motivated human resources capacities, to serve citizens and enterprises efficiently, being on pace with the world's competitive dynamics.

#### **REASONS TO INVEST**

- Improved public sector management and efficiency underpins the drive for inclusive and sustainable growth.
- Good governance is an essential pre-requisite for private sector investment and business development and long-term, sustainable economic growth.
- Evidence based policy making based on and improved statistical data and information.
- Relevant and high-quality policies, programs and budget allocations.
- Results-based programming and planning strengthened at national and municipal level strengthened.
- Equitable and inclusive public service delivery across the whole territory.
- Expansion of e-governance and online services.
- More open, transparent and accountable governance.
- Improved environment for business and investment.
- New partnerships and innovative finance for development mechanisms.
- **Decentralization and Localization of the SDGs.**

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**IMPULSIONAR MUDANÇAS  
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**DRIVING CHANGE AND ACCELERATING DEVELOPMENT**

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### **MAIN CHALLENGES**

The question on table is how public administration will be able to be effectively the development engine, considering its characteristic. Cabo Verde's economy has limited productive capacity, but with great potential in several areas.

A rising concern of the private sector is the capacity of the public administration to create a favorable and conducive investment environment, and provide efficient and effective services, for business and private sector development. Public administration system in Cabo Verde represents a large share of the economy with an estimated cost of 31,3% of gross domestic product (GDP).

The civil service alone, with approximately 20 512 public employees at the central and local levels, absorbs 8,9% of GDP in salaries.

The public administration consists of central level institutions and local authorities that face numerous constraints related to the management of the development process, planning, monitoring, transparency accountability, efficiency in management of human resources, the silo structure with poor horizontal integration and coordination, resulting in inefficiencies in service delivery to citizens and business. Moreover, being an archipelago impacts on its operational costs. The digitalization, the connectivity, the Inter-operationality and decentralization are yet poor, despite actions to enhance them.

### **PROGRAM OVERARCHING GOALS**

This important program has the following goals:

Considering the five dimensions of the State and Public Administration modernization, ecosystem which are structure, staff, processes and procedures, technology, and public services delivery the fixed goals in the scope of PEDS 2 are as following:

Important changes should occur with the PEDS, that is, in 2026 we will have:

- At least 70% of users Satisfied with the services of the Public Administration, with guaranteed quality, gender equality and equitable access in 80% of Public Services;
- At least 80% of the instruments of forward-looking and integrated management of human resources in the Public Administration;
- At least 60% of the Digital Online Services and 90% of the Computerized Services;
- At least 80% of government departments with data on the portal, open data, and 80% of Public Services with National Document and Archival Management System, implemented.
- All Cape Verdean municipalities with planning and budget tools based on results.
- A primary surplus of 0.2% of GDP and we will have reduced public debt to 108.0% of GDP.

**27|28 ABRIL**

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E ACELERAR O DESENVOLVIMENTO**

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### **ONGOING AND PLANNED REFORMS**

The modernization of the State and Public Administration is based on five dimensions:

- Structure,
- People,
- Processes and procedures,
- Technologies and
- Service delivery

These five dimensions will be materialized through:

1. The Optimization in the delivery of public services
2. The valorization of human resource, investing in career and salary framework and trainings
3. The simplification and dematerialization of processes and the rationalization of administrative procedures
4. The development of the e-governance in public administration, implementing the national strategy for digital governance
5. The improvement of the quality of public service delivery
6. The proximity and interaction of citizens with the public administration to assure the in the access public services both in country and in Diaspora.

### **EXISTING PARTNERSHIP**

-European Union in: Implementation of the Career plan, positions and remunerations, unique remuneration framework, in the use of the digital platform for integrated management of human and the Public Administration structure, in the implementation of the new regulation of mobility, leaves, absences and also in the implementation of the new statute for the retirement of public administration staff;

- World Bank: In the general census of Public Administration staff

- Luxembourg: in the elaboration of new legal diploma for internship in Public Administration

- ADB/European Union: on the definition of the governance model for Public Administration training School for staff and its installation, and on the elaboration of the national plan for capacity building of human resources with the needed legal diploma.

- UNDP on: elaboration of the study on social protection for Public Administration staff; continuity in support for the implementation of public Administration reform namely on capacity building of Public Administration staff for better use of public management instruments, on the development of Public Administration Information System for public entities; on the Integration of Public Administration Social protection platform with Court of account and INPS platforms; on the development of the platform for the follow-up the implementation of the Digital Governance Strategy; on the law framework elaboration for the interoperability of information systems in public administration and the support in the elaboration the legal

**27|28 ABRIL**

**IMPULSIONAR MUDANÇAS  
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# BOA VISTA INTERNATIONAL CONFERENCE OF PARTNERS 2023 (CIP23)

## Program State and Public Administration Modernization Strategic Note

Reform Package	Description	Goals	Value of investment needs (€)
1 <sup>st</sup>	<b>Integrated Human Resources Management of the Civil Service</b>	The project will allow us to achieve the goal of implementing 80% of the forecasted and integrated management tools of human resources in the Public Administration by 2026 and by 2026 reaching 70% of users Satisfied with the services of the Public Administration, ensuring quality, gender equality and equitable access in 80% of Public Services (PEDS II). It will also ensure the implementation of the axis "Optimize the performance of public services" and "Valuing Human Resources" of the Strategic Agenda for the Modernization of the State and Public Administration.	€769 056,00
2 <sup>nd</sup>	<b>Continuous Training System for Human Resources in the Civil Service</b>	The project will allow the goal of implementing 80% of the forecasted and integrated management of human resources in the Public Administration by 2026 and will also ensure the implementation of the "Valuing Human Resources" axis of the Strategic Agenda for the Modernization of the State and Public Administration.	€895 187,00
3 <sup>rd</sup>	<b>Continuous Training System for Human Resources in the Civil Service</b>	The project aims to increase digital governance in public administration with a view to achieving at least 60% of public services available online and 90% of computerized services, as well as open format data from 80% of government departments available on the open data portal (PEDS II). It will also ensure the implementation of the axis "increasing digital governance in public administration" of the Strategic Agenda for the Modernization of the State and Public Administration and strategic measures of the Strategy for Digital Governance of Cape Verde.	€1 781 622,00
<b>TOTAL</b>			<b>€3 445 865,00</b>

27|28 ABRIL

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## **Program State and Public Administration Modernization Strategic Note**

framework for digital service in public administration; and on the development the e-learning platform.  
**OUTLOOK FOR THE SECTOR**

**PROJET - GOV02 CABO VERDE 2030 - PUBLIC ADMINISTRATION REFORM FOR A CITIZEN-CENTRED GOVERNANCE**  
**KEY INFORMATION**

**Type of Opportunity:** Public Sector Capacity Building & Public Service Digitalization

**Resources Required:** € 3.5 M

**Promoter:** Ministry of State Modernization and Public Administration (MMEAP)

**Seeking:** International Development Partners

**Location:** All Islands

**Status:** Programme designed and budgeted

**Duration:** 4 years

**Beneficiaries:** MMEAP, other governmental departments, and municipal authorities; public employees and citizens at large including the private sector

**For More Information:** Dr. Edna Miranda Oliveira, Minister of State Modernization and Public Administration, Santiago, Cabo Verde, Tel: +238. 333 73 97, E-mail: edna.oliveira@mmeap.gov.cv

### **CONTEXT**

Given Cabo Verde's archipelagic geography, the size of the public sector is significant with public expenditure representing **40% of gross domestic product (GDP) and 10% of GDP** allocated to salaries and wages in the civil service alone. The public administration, consisting of central level institutions and municipal authorities, faces major challenges including an over-centralization of decisions and funds, weak institutional capacity to absorb innovations, insufficient human resource management and capacity building, and a focus on process rather than results. The country suffers from a deficit in mechanisms for the promotion of citizen participation in governance and from a weak culture of accountability at the level of State institutions, local authorities, and civil society organisations. Due to the country's geographic location/isolation, the challenge of connecting citizens to information on public services and access is real but could be addressed through the innovative application of information technology in the public sector.

**27|28 ABRIL**

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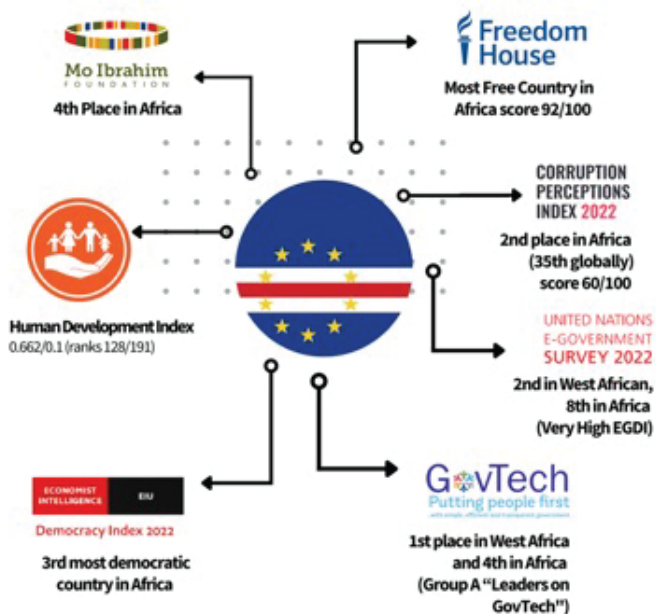
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## Program State and Public Administration Modernization Strategic Note

Reforming the public administration is imperative for the Government to achieve the SDGs and 2030 Agenda, as well as to respond to the priorities of the PEDSII, and is the driving force for inclusive and sustainable growth and development. In its White Paper for Public Administration Reform, Government seeks to enhance the effectiveness of the public sector and improve the efficiency and responsiveness of service delivery through the application of ICT. The strategy will improve and strengthen the quality and efficiency of the public administration through digital governance to revitalize the way public services are provided through genuine user and citizen engagement in public service delivery. Public institutions that are open, responsive, inclusive and accountable are the products of environments and policies providing incentives that encourage positive production loops and discourage negative practices, including nepotism. Effective and impartial public administration builds trust between the state and citizens, stimulates markets, and leads to higher levels of well-being.



way to bring public institutions closer to citizens, increase efficiency and allow public services to be provided based on local specificities, is through the regionalization/decentralization initiative.

To shift towards a modern public administration, and to ensure quality, efficiency and proximity of services to citizens and business throughout the country, the reform process needs to maximize the potential of its ICT infrastructure to strengthen open and transparent governance. Also, the public administration human resources continuous capacitation to be able to face the new social dynamics and innovative public service provisions. Investments in ICT will simplify bureaucracy, digitalize systems that are inclusive, accessible and facilitate delivery of public services, and ensure systematization of e-registration for citizens.

The existing e-gov platforms will be revamped to new enterprise interoperable architecture based on open-source solutions inhouse developed, such as IGRPweb, to provide a model of public service delivery that will extend the positive experience of existing initiatives. This will aid the delivery of citizen-centred services that are SDG focused and increase citizen participation for SDG implementation, facilitating, among other things, civic registration, greater visibility and access to digital services as well as the alignment, integration and inter-operationality of services. Another

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# ***BOA VISTA INTERNATIONAL CONFERENCE OF PARTNERS 2023 (CIP23)***

## **Program State and Public Administration Modernization Strategic Note**

The leitmotiv of 'Governing for Results' in a transparent way guides the reform process. It requires the introduction of modern and robust performance management systems that are supported with adequate human resources. Thus, the reform will ensure institutional capacity development in the public sector, with a special focus on strengthening management competencies and ensuring that all sectors are equipped with tools for effective implementation and monitoring of public policies and good management of public services for enhanced and responsive service delivery. The more effective management of human resources is a key component of the reform process that will involve a restructuring of human capital and management systems. A digitalised system will improve the management of human resources data, career, performance, remuneration and mobility aspects. The engagement and participation of citizens and businesses will be promoted through their genuine involvement in performance assessments of public service delivery. Technological innovations designed to increase transparency and accountability will be considered to bring citizens closer to policy making processes and ensure citizen monitoring of government activities. The development of new digital platforms will facilitate the establishment of a well-functioning and transparent public finance management systems which will result in improved access to a wide range of Government reports and other information relating to public performance, resources and results for public scrutiny and external control. To empower key players in society, capacity building will be ensured for specific oversight institutions, civil society organisations and the media, to reinforce legislative oversight and social monitoring of public expenditure and financial management at both central and municipal level.

### **Investment will result in:**

- Implementation of the PEDS and the localisation of the SDGs through a modernized, robust, more open, transparent and accountable public administration
- Stronger human capital and management capacities and results-based competencies, and a strong, client-orientated culture
- A new model of public administration management responsible for policy implementation
- Increased scrutiny of the quality-of-service delivery, investments and financial management systems by citizens and civil society
- Development of a digital platform to underpin the delivery of citizen-centred services that are SDG focused and increase citizen participation
- Increased transparency of a wide range of Government reports and other information relating to performance, resources and results

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# ***BOA VISTA INTERNATIONAL CONFERENCE OF PARTNERS 2023 (CIP23)***

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### **Reasons to Invest**

- Professionalized and Improved public sector management and efficiency capable of delivering inclusive and sustainable growth, leaving nobody behind
- Good governance is an essential pre-requisite for private sector investment and business development, economic growth and Cabo Verde's integration into the global economy
- Quality, efficiency and proximity of public services
- Evidence-based policy formulation and performance-based management enhanced
- Open access to public administration information
- Technical capacity for results-based management of public services

**27|28** ABRIL

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E ACELERAR O DESENVOLVIMENTO**

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## Program State and Public Administration Modernization Strategic Note

### Summary of Investment needs

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<b>Investment Impacts</b>	
<b>Transformative Potential</b>	<b>HIGH:</b> Open, transparent and citizen-centred public administration is essential for achieving the government's long-term vision for inclusive and sustainable development
<b>Efficiency And Effectiveness</b>	<b>HIGH:</b> public management of the development process and delivery of public and social services will be more efficient and effective and of better quality
<b>Sustainable Development</b>	<b>HIGH:</b> Restructured public sector with strengthened capacities that is results-based management and performance oriented will contribute to sustainable development and accelerate progress towards the achievement of the SDGs
<b>Country Ownership</b>	<b>HIGH:</b> The Government of Cabo Verde recognises in its Strategic Development Plan (PEDSII) the need to reform and modernise the public administration to make it more efficient and results orientated
<b>Recipient Needs</b>	<b>HIGH:</b> Cabo Verde is a SIDS and African State where in spite of good performance against governance indicators, capacities to manage and inclusive and sustainable development need strengthening at both national and local level

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