

Cape Verde Diagnostic Trade Integration Study Update – 2013 ACTION MATRIX

VALIDATION WORKSHOP: 31 MAY 2013

REVISED JULY 2013

2. TRADE POLICY AND INSTITUTIONS

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

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

3. BUSINESS AND INVESTMENT CLIMATE

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

3. BUSINESS AND INVESTMENT CLIMATE

No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Responsible	Priority Level	Comments/Observations
3.5		Improve the system of property registration and transaction	UCP, UCRE, MJ	High	Accelerate the implementation of the project for land register and cadastre (MCA II);
3.6		Promote / encourage more competition and innovation among operators of the financial system	BCV	High	
3.7		Revise / adapt the mechanisms of macro management of credit risk, as well as the legal / regulatory environment h) Implementation of the private bureau for credit information; i) Project to improve and proactively manage country risk, in order to facilitate access to foreign capital	BCV	High	
3.8		Improve investor protection level j) Adaptation of legislation (particularly the Commercial Companies Code), to improve standards of governance, transparency and managers' accountability ; k) Reform and modernization of the judicial system to facilitate and simplify access to justice;	MJ, MTIE	Medium	

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

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

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

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

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

3. BUSINESS AND INVESTMENT CLIMATE

No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Responsible	Priority Level	Comments/Observations
					technological advances that can leverage competitiveness increase and economic growth.
Improve Exports					
3.16	<i>Increase "internal export" in tourism</i>	<ul style="list-style-type: none"> ○ Accelerate effective implementation of the National Quality System to ensure regulatory convergence with standards of quality required by the sector; ○ 	MTIE, IQCV, MFP, tourism sector operators and associations, private sector organizations	High	"Internal Export" Project focused on empowering SMEs to integrate tourism supply chains and related industry;
3.17		<ul style="list-style-type: none"> ○ Capacity building of national companies to provide products and services for the sector; 		Continuous	
3.18		<ul style="list-style-type: none"> ○ Improve the supply chain between production centers and the islands with the largest concentration of tourist (Sal, Boavista, Santiago and São Vicente); 		Very high	
3.19		<ul style="list-style-type: none"> ○ Implement incentives policy for operators in hotel / tourism sector to purchase local products and services. 		Very high	

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Responsible	Priority Level	Comments/Observations
3.20	<i>Increase exports and goods and services to market ECOWAS</i>	<ul style="list-style-type: none"> Promote the removal of legal / administrative barriers to trade in the ECOWAS region, to shape the free trade agreements; 	MIREX, MTIE, CI, Chambers of Commerce	High	<p>"Discovering Africa:" Project to encourage and promote the internationalization of Cape Verdean companies towards the mainland (export, investment, etc.).</p> <p>Project for the promotion of Cape Verde as a hub for the ECOWAS market, taking advantage of the free trade agreements;</p>
3.21		<ul style="list-style-type: none"> Attract shipping companies operators towards connections between Cape Verde and countries of the West African coast; Conduct viability study on viable routes Implement incentives policies to attract private operators 	CI, MFP, MIREX, private sector organizations	High	
3.22		<ul style="list-style-type: none"> Implement the system of collecting, analyzing and disseminating information on export potential to countries in the region; 	CI	High	
3.23		Encourage business missions from Cape Verde to countries of the continent;	CI	High	

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No.	Strategic Outcome	Recommendation/Intervention	National Partners Agencies Responsible	Priority Level	Comments/Observations
3.24	<i>Increase in exports to preferential markets under the agreements and facilities granted to Cape Verde</i>	<ul style="list-style-type: none"> ○ Greater information about facilities granted to export towards strategic markets 	CI, MTIE, MIREX, Chambers of Commerce	High	<p>Project for the promotion of exports under AGOA;</p> <p>Project to promote exports to the European Union</p>
3.25		<ul style="list-style-type: none"> ○ Training and capacity building of the Cape Verdean companies about procedures of export to relevant markets; 	CI, ADEI, private sector organizations	Very high	
3.26		<ul style="list-style-type: none"> ○ Promote trade missions and participation in fairs in the identified markets; ○ Create an incentives package to support export oriented firms to gain international experience and foreign market prospecting 	CI, ADEI, MFP, private sector organizations	Very high	
3.27		<ul style="list-style-type: none"> ○ Attract operators for direct shipping services between Cape Verde and the procedures of export 	CI, MIEM	High	
3.28		<ul style="list-style-type: none"> ○ Accelerate normative and technical harmonization of quality between Cape Verde and potential export host markets; 	UCRE, MTIE	high	
3.29	<i>Increase exports of niche products with high added value</i>	Design and implement a marketing strategy aimed at specific products within the framework of these activities;	CI, ADEI, Chambers of Commerce	High	Project to promote export of niche products with high added value
3.30		Implement programs to encourage partnerships between domestic producers and the Cape Verdean diaspora to facilitate the promotion / distribution of niche products "Made in Cape Verde."	CI, MTIE, MFP, Min. Communities	High	

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

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
1. Create Incentives for Domestic SMEs to Internationalize					
Clearer and more advantageous benefits to internationalisation promote Global SMEs and attract foreign investors	1	- Further revisions to the code of fiscal benefits should strengthen fiscal incentives and lower limits for SMEs and other exporting entities to obtain incentives	MTIE / Gov-CV	High	
	2	- Study and apply models for making International Business Center more competitive relative to regional competitors and for its immediate implementation; ensure that legislation is welcoming for small and medium enterprises	MTIE/CI	Medium	
	3	- Diminish grants and fiscal benefits in the Fiscal Benefits Code to include more direct benefits or centralize these further in agencies such as the Chambers of Commerce for easier and more direct access to SMEs	MTIE/ Chambers of Commerce	Medium	
2. Support ADEI's capacity for supporting a pipeline of strong SMEs serving domestic market and with export potential					
Reach smaller and micro institutions with little current access to ADEI's services.	4	- Expand offices to decentralize from the capital I city and to reach municipalities and districts with less representation	ADEI	Medium	
Existing CBO projects can be leveraged to inject entrepreneurial possibilities working with standout performers of the association.	5	- Design models to facilitate cooperation and coherency between ADEI and other donors/actors with experience specifically in community-based organizations.	ADEI	Medium	
Greater clarity as to the benefits of formalization of economic activities into SMEs, social	6	- Following the completion of the Special Regime for MPMEs, this should be expanded to include a definition of and fiscal and other benefits for social enterprises	ADEI	High	

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enterprises, etc					
Policies and programs to coach companies through the process of integrating regular use of e-commerce, the internet, and social networks, especially for small companies	7	- Establish an exchange of services between ICT firms with connections to ADEI/the incubator and firms from other sectors in need of ICT assistance for equal incentive packages.	ADEI/ Incubators	High	
3. Transform CI into One-Stop Window capable of offering quality technical assistance to SMEs interested in exporting					
Improved staffing and Image	8	- Study and develop model for a Public/Private Sector Led Board of Directors that elects the primary administrator, as opposed to the current public-sector appointment model. other firms	CI	Medium	
	9	- Institute an internal system to provide continuous training and development for staff members, especially on soft skills and technical aspects of working with SMEs and	CI	High	
Establish in-house market research and analysis ability	10	Systems for ensuring the accumulation and distribution of that knowledge to key account managers internally must be promoted and distributed	CI	Medium	
Increased market information available to SMEs and other investors	11	Create Market Access Strategy Task Force staffed with 2-3 individuals in Cape Verde Investments	CI	High	

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Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
SME exports are promoted and facilitated	12	Study and implement effective market segmentation practices in the local market in order to properly create and direct export promotion programs	CI	Medium	
	13	Review client management system to ensure momentum on a case-by-case basis	CI	Medium	
	14	Study and implement global best practices in CI’s online presence (website, Facebook), etc	CI	High	
	15	Study models for creating incentives through success recognition and export awards	CI	Medium	
	16	Launch SME Express – Born Global CV designed to offer services, assistance and “hand-holding” to SMEs with current capacity for exporting as well as SMEs with significant exporting potential, placing them on the fast track to efficient exporting	CI / ADEI	Very High	
4. Improve ability of private sector actors, through the Chamber of Commerce to provide services to SMEs					
Existing export-ready SMEs bypass delays in creating a national certification program	17	Financial support to expand the product certification program currently underway to reach more SMEs and products	MTIE / Chambers of Commerce	Very High	
SMEs can expand into more indirect forms of international networking and marketing for their products	18	Create program for Chamber of Commerce to use its potential for international networking to identify trading houses and strategic alliances and placing them in contact with promoters of niche products	Chambers of Commerce	Medium	
Stronger SME management culture created	19	Study models for, create and launch the SME Hotline	Chambers of Commerce / ADEI	High	

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

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
- SME managers exposed to strategic markets	20	Re-enforce export support and SME development programs (i.e. SME Express, FCC, etc) with sufficient funds for a certain number of prospect missions through a merit-based selection while simultaneously improving publicity about these opportunities	EIF/ Chambers of Commerce	High	

5. Address Access to Finance as A Binding Constraint in SME Consolidation

Firms are aware of benefits of internationalizing and support programs available to them	21	Launch a series of major awareness-raising campaigns to make companies aware of benefits to internationalization and of the existing mechanisms to facilitate that process for them.	ADEI, CI, MTIE and MIREX	High	
Improved business fundamentals among SMEs	22	Develop and launch "Kit de Ferramentas: SME Cape Verde"	ADEI	High	
Sustainable non-commercial banking financing option available	23	Continue to study models to update venture capital firm and guarantee its sustainability	ADEI	High	

6. Capitalize on Potential for Born Global SMEs in the ITC Sector

Strategic vision creating a regulated and highly qualified technology services sector	24	Reinforce NOSI's original role as a small, highly qualified, high-level, public service-oriented regulator, specializing in using the private sector to create innovative e-governance solutions.	NOSI / MTIE/ANAC	Very High	
	25	Reinforce NOSI's competence in fomenting the development of a more qualified and competent IT Private Sector, including regulation of certification and quality programs	NOSI / MTIE	Medium	

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

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
Stronger, more innovative ITC private sector capable of producing the country's first Born Global Firms for consumers in CPLP and African Continent	26	Introduce public bid regulations that favor domestic information technology firms, or consortia of domestic and international firms/ joint-ventures over purely international bidders	MTIE/NOSI/ANAC	Medium	
	27	Introduce incentives for other private sector actors to favor domestic information technology firms over international players into the Code of Fiscal Benefits	MTIE	Medium	
	28	Consider immigration policies and incentives to further stimulate and encourage immigration of qualified information technology personnel, whether from the Diaspora or from other markets to Cape Verde	MTIE/MIREX/MJ	Medium	
	29	Strengthen intellectual property rights and cut down on licensing counterfeit software, encourage use of open-sourceware	MTIE	Medium	
	6.7	Study models for implementing a competitive special regime for imports and export of ITC equipment for at least five years in order to stimulate growth in the IT and IT services sectors, consider joining the International Technology Agreement of the WTO	MTIE	Very High	

5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners/ Agencies Responsible	Priority Level	Comments/Observations
I. INCREASED PRODUCTION					
	<p>Optimization of agricultural and livestock production;</p> <p>Reduction of post-harvest losses;</p> <p>Production and dissemination of applied research information.</p>	<p>5.1 Research programs / action aimed to follow and support farmers and operators of the sector in exports, namely in the issues related with production optimization, post-harvest, logistic, marketing, brand, quality management system, certification, trading and business.</p> <p>5.2 Reorganizing of rural extension services in order to optimize the existing research results.</p>	MDR, INIDA, UniCV, ADEI, IQCV, DGC	Very High	
	<p>Agriculture modernization;</p> <p>Promotion of the agricultural and livestock private sector.</p>	<p>5.3 Improve access to new techniques / technologies, as well as access to information and technical assistance through the use of ICT;</p> <p>5.4 Encourage the creation of companies, business associations or cooperatives for the supply of packages and delivery of services across the agricultural and livestock sector (production, post-harvest, logistic and distribution, trading);</p> <p>5.5 Capacity building of agricultural producers in the specific areas of their production, including aspects of business management.</p>	MDR, ADEI, UNICV	VeryHigh	
5	Know the sectors with the greatest competitive advantage.	<p>5.6 Improve access to new techniques / technologies, as well as access to information and technical assistance through the use of ICT;</p> <p>5.7 Study sector of agricultural production, including the study of production costs in order to prioritize the</p>	MDR, ADEI	High	

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		ones with more competitive value for export.			
II. IMPROVED QUALITY					
5	<p>Implementation of a sanitary inspection system;</p> <p>Construction of an agrifood quality system.</p>	<p>5.8 Implement the recommendations done for the improvement of export conditions in DTIS 2009, in particular the sanitary, quality and certification frameworks:</p> <p>5.9 Improving the SPS standards of food security in hotels and restaurants;</p> <p>5.10 Build a quality system for agricultural and livestock products that in the medium-long term are able to respond to a certification system that respond to the public health issues and favours and values the quality and intrinsic features of the national product and not its comparison to products traded in other markets;</p> <p>5.11 In the short term, establish a inspection seal (guarantee) that responds to the public health issues of the national product.</p>	ARFA, ADEI, IQCV	Very High	

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	Implementation of a quality management system; Trademark registration and product certification.	5.12 Work the entire value chain of the following products: grogue, wine, coffee, cheese , ensuring the characterization of the products, the trademark registration and the seals of denomination of origin, where applicable.	MDR, ARFA, IQCV, Producers, Chambers of Commerce	Very High	
III. LOGISTIC					
	Improve current logistics and distribution system.	5.13 Study of the logistics and distribution chain in Cape Verde with the aim to identify the bottlenecks and the needed improvements for access to national and international markets.	MDR, ADEI	High	
4. INSTITUTIONAL SUPPORT AND PUBLIC POLICY					
	Meet potential export markets to promote trade meetings between operators.	5.14 Market studies aiming at understanding the markets (diaspora market, ethnic market, fair trade, organic products market) and agricultural products that Cape Verde can export.	MDR, ADEI, CI, MIREX, CPE	High	
	Promotion of exports	5.15 Trade policy – create a local support system and specific for the export of agricultural and livestock products (credit line, support office for exports, grants system, subsidies for export, etc.).	MDR, DGC, DGF, CI, MTIE	Medium	

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Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners/ Agencies Responsible	Priority Level	Comments/Observations
5	<p>Encourage the increase of agricultural and livestock companies;</p> <p>Stimulate the production by local consumption;</p> <p>Attract young people to the field.</p>	<p>5.16 Reshape public policies in order to show in a transparent way the incentives to the private sector and promote:</p> <p>5.17 The growth of private companies that operate in the entire chain of agri-business (before production (agricultural inputs), production and post-production (logistic, distribution and trading)).</p> <p>5.18 Creation of an institutional market, through a transparent procurement system, of local production products for public institutions. Example: school canteens, hospitals, penitentiaries, etc.</p> <p>5.19 Agriculture mechanization as a way of valuing agricultural and livestock work and encouraging young people to agriculture and rural entrepreneurship (automation, ICT introduction).</p>	MDR, DGF, Research institutions, ARAP, MFP, ADEI	High	
5	<p>Decrease the chain of command for the resolution of urgent and local matters;</p> <p>Promote local development; increase the empowerment of local authorities.</p>	5.20 The gradual transition of functions that until now have been performed by the central government to local government bodies and trade and agricultural associations and others that work for the development of the sector.	MDR, ANMCV	Medium	

5. AGRICULTURE, AGRIBUSINESS, NICHE PRODUCTS

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5	Accelerate agriculture modernization	5.21 Capacity building action of agricultural producers in the specific areas of their production, including aspects of business management. 5.22 Create adequate credit facilities to finance the sector.	MDR, ADEI, Research institutions	High	
5	Improve transparency in the transactions; Encourage investment in the sector.	5.23 Improve access conditions to arable lands. 5.24 Create the necessary legal conditions for a free market of arable lands.	MDR, DGF, MJ	Medium	
5	Develop a marketing strategy for export.	5.25 Boost tourism related to the consumption of local products (organic, ethnic, niche, gourmet and fair trade products).	MDR, MTIE, Chambers of Commerce	Medium	

6. FISHERIES AND THE MARITIME ECONOMY

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
Improved knowledge about the state of exploitation of fisheries resources. Updated fisheries management plans are available and their implementation ensured.		Develop and implement a training and capacity building plan for the technicians of the sector in specific areas of fisheries research and management, (stock assessment, statistics, and fishing and catch technology, management and planning, and aquaculture).	MIEM/SERM/DGP	Very high	
		Mobilize partnerships to implement prospecting and research programs of new catch and fishing areas.	DGP/INDP	High	
		Strengthen the mechanisms of connection between research, experimental fishing and operators in order to maximize the season results.	INDP	High	
		Conduct specific studies of economic and financial viability of different fisheries as a way to better target investments in the sector.	INDP/DGP	High	
		Improve and upgrade the equipment supporting research, and statistical and experimental fisheries production.	INDP	Very High	
		Implement measures to encourage the publication, dissemination and diffusion of research results in order to establish a close connection between theoretical findings and their application/practical use.	INDP	Continuous	
		Reinforce actions of exploratory fishing to improve knowledge on technical and financial viability of fisheries underexploited from great depths.	MIEM/SERM	Very High	
		Update the assessment data of the state of stocks exploitation of the major fisheries. Improve the fisheries data collection and management system.	INDP	High	

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Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
		Strengthen partnerships with research marine institutions. Stimulate scientific work and strengthen the sector's bibliographic collection.	INDP/MIEM	Medium	
		Increase public funding for scientific research and work in the area of ocean activities.	MIEM	Very High	
		Establish and regulate the National Plan for the Management of Fishery Resources as a guidance document in the management. Ensure timely update and means for its implementation.	MIEM	Very High	
Improved extractive capacity of operators. Fishing effort adjusted to the accessibility of available and exploitable resource.		Develop and implement an incentive program for fleet renovation and modernization.	MIEM/MFP	Very High	
		Introduce modern catch technologies, more selective and more productive (bottom and surface-set longlines, stationary nets to catch bait).	MIEM/SERM	Very High	
		Improve knowledge about the investment's profitability and competitiveness in the units of catch.	INDP/DGP	High	
		Develop demonstrative and awareness campaigns for operators to adhere to new catch technologies for exploitation of new fisheries.	INDP/DGP	Continuous	
		Develop technical, economic and financial feasibility studies on fishing opportunities provided under the agreements.	INDP	High	
		Encourage partnerships (joint ventures) to take advantage of fishing opportunities in the sub-region.	MIEM/SERM/MIREX	Very High	
		Implement campaigns of exploratory fisheries with new technologies directed essentially to capture shrimp and deep-sea species (cephalopods and demersal).	DGP	High	

6. FISHERIES AND THE MARITIME ECONOMY

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
Optimized exploitation of the potential of the value chain in the distribution and marketing of domestic seafood products.		Encourage the practice of cooperative system in production as a way to reduce production costs and improve safety at sea.	DGP	Continuous	
		Improve practices of handling, conservation and fish transportation on board. Encourage the custom of hygiene practices in handling fish on board.	DGP/IGQ	Very High	
		Promote the conservation practice on board the artisanal boats in order to facilitate the operators of the sector the access to the most profitable niche markets.	DGP	Very High	
		Promote technical and economic viability studies of the business of catching bait in the sub-region to supply bait for tuna fishing.	INDP/DGP	Very High	
		Make possible the process of installing a fishing market in the 1st fish sale in the main ports and consumption centers.	MIEM/MAI	Very High	
		Improve conditions of cold storage and ice supply in the main landing ports of the country.	SERM	Very High	
		Conduct a study on the needs of cold and ice in the different islands and regions of the country. Study the feasibility of centralized structures or alternatively mobile and multifunction.	MIEM/MTIE/MDR	Very High	
		Improve the system of fish inter-islands distribution, transportation and marketing.	MIEM/MTIE/MDR	Very High	
		Strengthen training and capacity building of fish sellers in food hygiene and safety.	DGP/IGQ	Very High	
	Try innovative actions in fish processing (ready-made) towards a greater increase in value.	DGP/Câmaras de Comércio	High		

6. FISHERIES AND THE MARITIME ECONOMY

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
		Study the need of anchorage, wharves/docks improvements for fish landing.	DGP	Medium	
		Facilitate to South operators the access to opportunities for the export of seafood products.	MIEM/MTIE/MDR	High	
		Improve the supporting infrastructure in the port of Praia. Equate the construction of a new fishing pier equipped with adequate support infrastructure.	MIEM/ENAPOR	High	
		Support operators in finding solutions to access the large hotels market in the touristic islands.	MIEM/MTIE	Very High	
Maximize exploiting potential of the opportunities for export of seafood products.		Introduce in the official statistics a component on the evolution of the major import markets of seafood products and ensure their dissemination to the export agents.	INDP	High	
		Encourage the practice of clusters for export in order to increase the agents' competitiveness.	DGP/INDP	High	
		Promote studies on the exports profitability and the prospects of alternative and worthwhile markets for the export of different seafood products;	SERM/INDP	Very High	
		To study the technical and economic feasibility of replication of the processing and marketing system adopted by Frescomar (import of raw materials for local transformation/processing and intended for the export market).	MTIE/ADEI/INDP/CI UNICV-DECM	Very High	
		Create conditions for the access to the export market of fish fillets and other ready-made seafood products.	MIEM/MTIE	Very High	
		Facilitate the operationalization of the prawn-farming project.	MIEM/SERM	Very High	

6. FISHERIES AND THE MARITIME ECONOMY

Main Strategic Outcomes	Ref.	Specific Interventions/Actions/Recommendations	Agency/ Responsibility	Priority Level	Comments/Observations
		Strengthen technical, planning and management skills of export agents.	ADEI/Câmaras de Comércio/IEFP	High	
		Facilitate the creation and implementation of specific funding and insurance mechanisms adjusted to the peculiarities of the fishing activity.	SERM/ADEI/MFP	High	
		Improve the capacity for inspection, monitoring and certification of fishery products.	MIEM/IGQ	High	
		Study the possibility of buying fish in the region for transformation, processing and re-export within the existing market opportunities.	INDP/DGP	Very High	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
1.	Propose and verify compliance of the various levels of government and society in general such that Cape Verde becomes the first country fully dedicated to develop through Creative and Collaborative Economics. For example, Co-Laboratory Verde.	Depart from the economic logic of the market of the XX century to the logic of social welfare and care for the common good of the XXI century. National priority when formulating policies, generate prosperity and allocate resources.	State institutions	Very high	<ul style="list-style-type: none"> This action matrix is cross-sectional nature, and contemplates territorial and structuring actions that activate and serve all sectors. Its goal, rather than leveraging the culture and the creative economy, is to leverage the country through them, and generate wealth from the market intangibles associated with all types of product and process.
2.		Find all benchmark countries which may be a reference to the case of Cape Verde, like Iceland, Bhutan, Uruguay, Bali Island and others.	Government, in partnership with universities, civil society	High	
3.	Identify the interfaces of each Ministry or government agency with the Creative Economy and the possible Co-Lab	Consultation with international partners such as research institutes, NGOs, foundations and multilateral agencies that may be partners in a global experiment survey, implementation and monitoring sustainable practices associated with creativity in the Co-Laboratory Verde	State, civil society, social entrepreneurs, innovation networks	Very high	<ul style="list-style-type: none"> The Matrix becomes more effective in the context of Cape Verde as a global experiment to mobilize attention and partnerships. Cape Verde, the first creative and collaborative country in the world. A Co-Lab Verde, Creative and Collaborative Economics.
4.		Survey partners and instrumentation in the topic.	QIR-CV (EIF-CV), MTIE, UCRE, MC	Very high	
5.	Formulation of policies, partnerships, advocacy. Optimize resources.	Conduct business fairs with partners to develop projects and programs. Each one verifies existing resources that can be shared and optimized	GPM. MC orients, defines roles	Medium	<ul style="list-style-type: none"> The state here has the role
6.		Create an agency, or adapt an existing one, which has the role to convene and coordinate actions among the various ministerial portfolios, private sector, academia, creative entrepreneurs, for	Government, in consultation with civil society groups	High	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
		example, a Development Agency through the Creative Economy. Must have independent technical and management authority			<p>to convene, connect, and facilitate processes that will always be made by the joint action of public sector, private sector, academia, creative entrepreneurs and NGOs</p> <ul style="list-style-type: none"> ○ The Governance of these processes would be ideally under the authroity of an organ, such as a National Development Agency, which gathers all the Ministries and the Ministry of Culture which has a decisive and guiding role. Most of the actions proposed here would be orchestrated by it. ○ Most of the projects presented included the creative cluster of the Ministry of Culture and / or Simulation section of this

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
					document. <ul style="list-style-type: none"> ○ The Matrix shares and follows the same criteria that guided the opportunities presented in the main document <p>The Priority levels have been organized in temporal sequence. Very High indicates where to start. Low means it is the last in the sequence.</p>
7.		Create Program with Universities and Institutions of Technical Education for students (through internships and convergence of their research and coursework) may be the operating arm and intellectual of all other proposed processes.	MC, MED	Very high	
8.		Create Program with Civil Society to devote time and expertise to the cause of national / global experiment. Partnership with entrepreneurs results in Network Business Tutors working in their areas of expertise (Communication, Administration, Law, Design, etc.).	GPM, MC, media	Very high	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
9.		Create program for the Diaspora to participate in this national cause / global experiment.	MIREX and other related organs	High	
10.	Communication campaigns and promotion of the Creative Economy as estratégia development. Engagement and awareness among all sectors and Cape Verdean Diaspora. Similarly to the process of Reforestation, the population can now leverage the country through the Co-Laboratory.	Inform and engage media and other means of mass communication.	Government, media	High	
11.		Instrumentalization of leadership, informing them about why the theme is strategic and how to act accordingly. It is recommended that information kit be accompanied by training online.	UCRE , MED, partnership with UNITAR.	Medium	
12.		Campanhas em torno da causa, mobilizando consertação e ação coletiva. Materiais de comunicação usando todas as mídias possíveis - Redes Sociais, Radios Comunitárias, Mídia Eletronica, impressos.	Government to mobilize population	Medium	
13.	Develop new metrics compatible with a focus on the Common Good, Sustainability and Creative Economy, to measure and evaluate	Facilitate processes with non-monetary resources, through mapping and flow of resources that exist not only in the financial dimension, but in the other dimensions of	MC	Very high	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
	the country's wealth, establish goals, identify resources, recognizing results.	society: cultural, social and environmental (briefly called 4D)			
14.		Setting objectives, targets and results always considering the equitable flow between the four dimensions of sustainability: financial, social, environmental and cultural.	UCRE and others	Very high	
15.		Adopt new indicators of wealth of the nation, such as GNH (Gross National Happiness)	Government	high	
16.	Mobilize various sectors of society CV around recognition and appreciation of their attributes.	Campaign topic discussion since school, gym, business associations, government. Use collaborative processes in the network.	MC UCRE design model, disseminated to others	Very high	
17.	Definition of attributes that can differentiate and describe Cape Verdeans goods and services.	Multisectoral task force summarizes the results and returns to the community.	MC, QIR-CV, UCRE, partnership with civil society	High	
18.	Intangibles and culture and leveraging the country's brand and attributes.	Each territory and business area will generate its own value from the brand and attributes of Cv, adding its own uniqueness.	National campaign	High	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
19.	Guarantee that the value and attributes of the Cape Verde brand are evident. The products and services of the creative economy, acquire value through "storytelling," stories that highlight their differences, origin, production values eco-sustainable, etc..	Develop a "basic kit" of promotional materials and graphics for Cape Verdean products for the creative entrepreneurs to complete them with the "story telling" / narrative describing their attributes. Labels, packaging, brochures, etc.. to be used by exhibitors at fairs, markets, shows, etc..	MC, QIR-CV, partner with universities, business organizations, volunteers	Medium	
20.	Ensuring continuity in the management of programs and possibility of shared management government / civil society.	Creation of legal statutes for the creation of mixed organizations (government / civil society) that can manage the programs and projects created. Examples (see "Simulation") OS - Social Organisation for management of public facilities.	MC , QIR-CV, UCRE.	High	
21.	Larger funds for the Creative Economy. Larger commitment of large companies with the country's development.	Innovative fiscal laws, ensuring that the redirection of values relating to federal and local taxes do not create distortions for both sponsoring companies, or businesses we want to promote	Legislativo após pesquisa MC	Medium	
22.	Guarantee and valorize cultural diversity, regular markets and simultaneously generate funds for the Creative Economy.	Verificar a possibilidade de criação de Taxas de Diversidade Cultural a incidir sobre o turismo e importação/ exibição de produtos internacionais no mercado de CV. Exemplo: Taxa incide sobre Blockbusters ou seriados ocupando TV ou salas de cinema.	MC, DGT/MTIE. Ref: carbon credits	Low	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
23.	Create a legal framework that is sustainable and innovative , and consistent with new policies that are also sustainable and innovative.	Encourage organization through cooperatives and collectives.	Government	High	
24.		Less bureaucratic models oversight and accountability, for example, inspired by the Anglo-Saxon model of verification through results and not by proof of expenditure.	Government	Medium	
25.		Create new forms of legal formalization, as individual entrepreneurs, social enterprises, collaborative collectives.	Government	Media	
26.		Create partnerships with networks, foundations and institutes linked to new technology and cyberculture wishing to be partners of CV in the implementation of new models.	NOSI, UCRE, MC, MED, MESCI, with international partners.	Very high	
27.	Create ICT structures that are more democratic and accessible, low cost and greater autonomy. Prioritize the use of open source technology.	Encourage the use of low-cost technologies and alternatives for energy access and internet.	Government, with independent networks	Very high	
28.		Partnerships with universities and young people to train more young people in the use of ICTs.	Agencies related to science and technology, youth	High	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
29.		Leverage existing social technologies (see "Simulation") to recycle computer equipment.	Agencies related to science and technology, youth	High	
30.		Encourage the creation of micro-businesses from ICTs such as internet cafes or sale of cellular minutes.	Agencies related to economy, business	Low	
31.	Computerization of processes of communication and data management between public organs	Build infrastructure and train technical staff of local and municipal governments in the use of ICTs. UNITAR has already developed online courses.	Agencies related to science and technology, partner UNITAR	High	
32.		Use partnerships with universities and young people for this training of technical staff	Universities, Agencies related to science and technology	Medium	
33.	Develop or enhance creative enterprises through project formulation, strategic planning, communications marketing.	Create Office for Support to Entrepreneurship through creative partnerships with Academia and the private sector, network of Business Tutors and college interns to coach in their areas of expertise (Communication, Administration, Law, Design, etc.).	MC, Juventude, Academia , Associa"coes comerciais e similares	High	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
34.	Creative neighborhoods, where schools act as a pole of Creative Economy, activating local potentialities; integrating community, creating calendars, producing knowledge.	Creation of joint programs between government areas resulting in School Centers for the Creative Economy, articulating school, creative, Academy and local community (see more in "Simulation"	Agencies related to science and technology, youth entrepreneurship	High	
35.		Create Producers Collaboratives (see simulation) that operate in major cultural events and associated School Centers of the Creative Economy.	MC	Very high	
36.	Attracting and retaining professionals in key areas such as Communication, Design, Branding, Business in the constitution of the supply chain / ecosystem Creative Economy. Working now with a collaborative approach and optimization of resources and processes through the use of ICT and networks	Stimulate the Economy and Culture of Sharing: share offices, equipment, supplies (co-working).	Communications campaign; Fiscal incentives	medium	
37.		Integrate the National Network of Meeting Rooms, Offices to Support Creative Entrepreneurs, School Centers for the Creative Economy, ensuring synergy and creative incorporation of the ecosystem.	MC	High	
38.		Prioritize the training of professionals, companies and institutions operating mediating and adding value to products and services. These originate from areas other than the arts, such as advertising, architecture, journalism, business administration.	Government, private sector, universities	Medium	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
39.	Improvement and qualification of creative entrepreneurs and management structure	Create partnerships for training young and creative entrepreneurs. Prioritize training online to earn scale. For example UNESCO and UNITAR.	Partnership with UNESCO, UNITAR	High	
40.		Train young agents for the Creative Economy, for example, through Producers Collaborative, as proposed in "Simulation".	UNITAR, MC, MJEDRH	Very high	
41.		Direct partnerships with academia, business volunteers and volunteers from the diaspora (through remote teaching) to improve professional entrepreneurs.	Government, private sector, universities	High	
42.	Strengthening and expansion of the National Network of Meeting Rooms of Ministry of Culture (MC), setting circuit training spaces, exhibition and marketing of the Creative Economy	Configure National Network Meeting Rooms as multifunctional spaces for training activities, production and exhibition. It is essential that each of them is also a hub of ICTs or Telecentre and integrated Office to Support creative entrepreneur.	MC	Very high	
43.		Survey and articulation of existing unused spaces such as public facilities, auditoriums of private spaces in the Academy schools, which can be converted into homes or centers Culture Creative Economy, integrating them into the National Network of Meeting Rooms.	MC and national partners	Medium	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
44.		Equip and expand functions spaces (clubs, associations etc) that local communities already use for their meetings, integrating the National Network of Meeting Rooms.	MC	Medium	
45.		Foster the process of participatory management of these spaces, thus relieving the government and simultaneously empowering creative entrepreneurs. Foster also the occupation of empty spaces through participatory management.	MC, MJEDRH, partners. Empower youth as co-managers	High	
46.	Enlarge networks and circuits for marketing and exhibition.	Valorize and improve public fairs and markets, providing basic communication kits, explaining the product and its attributes.	Agencies linked to trade, tourism, culture + local authorities	Medium	
47.	Online marketing and Export of Cape Verdean products.	Adopt e-commerce as a priority marketing mode for Cape Verdean products.	GPM + NOSI	High	
48.		Transform big events, like the AME (Atlantic Music Expo) into events that leverage the set of sectors of the Creative Economy (fashion, food, publishing, audiovisual, Tics, edutainment) and are showcase for innovative processes developed in Cape Verde, Co-Lab Verde.	MC	Very high	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
49.	Diversify the sources of financing and adapt them to the characteristics of the Creative Economy.	Strengthen and expand the Bank of Culture of the MC.	MC	High	
50.		Adoption of direct mechanisms for funding and support, such as KIWA Crowdfunding, Crowdsourcing and the like (see "Simulation").	Civil society	Very high	
51.		Foster microcredit as a way to finance individual micro entrepreneurs.	Local cooperatives	High	
52.		Adoption of complementary currencies and exchanges (hours of work, space, equipment) as the mechanism to facilitate projects (see "Simulation").	Entrepreneurs' collectives; local managers.	Very high	
53.		Create local databases with mapping of resources available 4D (see 1.5.2.), To facilitate the achievement of atividades using non-monetary resources.	Civil society	High	
54.	Target investors for the niche businesses identified	Facilitated procedures if the Co-Laboratory is implemented that brings together all of these activities.	International relations	Medium	
55.	Sort and balance the possibilities of the flow of events and tourists. Organize the possibility of generating new products from the	Create local calendars by adding all kinds of events from popular culture, artísticos, congresses, fairs and organize them in a national calendar. To visualize, organize and guide	MC, civil society, NOSI, universities, create "wiki"	Very high	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
	Calendar	priorities	system to receive data		
56.		Identify the experiences of local cuisine, arts, crafts, community life, which can be improved by converting it into creative endeavors.	MTIE, local authorities	Very high	
57.	Production related to tourism	Organize these entrepreneurial ventures, creating cultural tourism circuits.	MTIE, local authorities	High	
58.		Storytelling / Branding. Increase the awareness of the importance of creative entrepreneurs, emphasize and reveal their attributes and history. Possibility of having students from schools (through the Centers School of Creative Economy see 1.3.) As aids in this process.	Integrated action – linked to brand and attributes of CV	High	
59.	Capitalize on the big events and festivals and similar materials to develop registration and dissemination of participating creative entrepreneurs.	Primarily use collaborative processes that also empower the young, such as Producers Collaboratives (see simulation).	MC, MTIE, MJEDRH + specialists	Very high	

7: CULTURA E A ECONOMIA CRIATIVA

Ref.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners Agencies Responsible	Priority Level	Comments/Observations
60.	Develop new tools and metrics to measure and evaluate resources, results and values of the Creative Economy.	Systematize the experiences of using resources, targets and results in the four dimensions of sustainability: cultural, social and environmental (briefly called 4D), so they can be replicated	Creative entrepreneurs, universities, MC	Very high	
61.	Establish partnerships for collection, analysis and dissemination of data.	Capitalize on the big events and festivals as an opportunity to register and mapping of creative entrepreneurs	MC, civil society	Very high	
62.		Based on the creative neighborhood, partnering with schools (see Simulation Centers and School of Creative Economy) for students to map their surroundings, stories and memory and digitize the results	MC, MTIE, MJEDRH + specialists	Medium	
63.	Knowledge management, systematizing and sharing experiences.	Adoption of innovative ways of practice-based learning (see Simulation), which considers the whole practice space, (events, fairs, exhibitions) is also a place of learning and all information should be systematized them produced and made available online.	MC, MTIE, MJEDRH + specialists	Very high	

8. TOURISM

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

8. TOURISM

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners/ Agencies Responsible	Priority Level	Comments/Observations
					expertise
8.3	Replicable models that build private sector capacity; improved enabling environment for tourism-related MSMEs; expanded B2B linkages between in-bound & out-bound operators	Strengthen tour operations capacity, build a foundation for the creation of private sector associations and promote B2B linkages.	MTIE	High	<p><i>Justification:</i> To address weaknesses with product development and packaging; to promote local awareness of how to develop experiential tour products</p> <p><i>Risks:</i> Poorly developed ToR for initial consultancy; contract awarded to party with insufficient expertise</p>
8.4	Improved coordination and planning across the tourism sector; more integrated tourism economy with stronger economic linkages to other sectors and poor households	Enhance cross sector coordination – roll out UNCTAD’s Sustainable Tourism component of their Train for Trade programme to key government actors and ministries	MTIE	High	<p><i>Justification:</i> To promote a broader and deeper understanding of the sector, improve cooperation between line agencies and facilitate a more enabling environment.</p> <p><i>Risks:</i> Low government commitment to programme results in poor attendance and taken up of training and dialogue programmes</p>

8. TOURISM

Nº.	Main Strategic Outcomes	Interventions/Actions/Recommendations	National Partners/ Agencies Responsible	Priority Level	Comments/Observations
8.5	Simplified user friendly visa processing system; increase in visitor arrivals; improved data collection	Develop and on-line visa system – linked to the new on-line tour operator, or a revised Tourism Cape Verde website	MIREX, MTIE	High	<p><i>Justification:</i> To facilitate easier more efficient visa processing & provide a platform that imparts a greater knowledge of Cape Verde to its visitors</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>
8.6	Improved working and living conditions	Review the employment law	MJEDRH	High	<p><i>Justification:</i> Poor current employment conditions & lack of job security</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>
8.7	An informed and motivated workforce; greater diversification of the tourism economy	Include tourism as a subject in the secondary curriculum.	MED	High	<p><i>Justification:</i> To ensure future workforce have solid understanding of the nature and form of the tourism industry</p> <p><i>Risks:</i> Contract awarded to party with insufficient expertise</p>