



# EVALUATION BRIEF

September, 2022

## FINALE EVALUATION OF THE PROJECT: SUPPORTING THE IMPLEMENTATION OF AN E-RESIDENCE PLATFORM IN CABO VERDE

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator(s) for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

<b>Evaluation type:</b>	Final Internal Evaluation
<b>Evaluator(s):</b>	Mr. Abderrahim El Moulat
<b>Field visit dates:</b>	July 2022
<b>Final report date:</b>	October 2022
<b>Commissioned by:</b>	IOM Cabo Verde
<b>Managed by:</b>	Quelita Goncalves

**Evaluation purpose:** To assess the relevance, coherence, effectiveness, efficiency and sustainability of the project and the extent to which it achieved its objectives as set out in the project documents. The evaluation also needed to identify key lessons and good practices.

**Evaluation criteria:** Relevance, coherence, effectiveness, efficiency and sustainability.

**Evaluation methodology:** The evaluation used a combination of methods: (1) Review of project documentation and reports submitted by IOM; (2) Nine Interviews with the project's main stakeholders; (3) Six in-depth interviews with the project's direct beneficiaries.

## PROJECT SUMMARY

From 2000 to 2013, Cabo Verde's foreigner population tripled, representing 2.9% of the resident population in the country<sup>1</sup>. Studies indicates that the development of the tourism sector and political stability are the main reasons for this foreign demographic growth. Migrants continue to choose Cabo Verde (CV) as their home country, mainly for work, business implementation and education.

Data from the Directorate of Foreigners and Border (DEF) confirms this exponential growth of foreigners living in Cabo Verde. However, it is important to note the large discrepancy between the numbers registered by the General Census of Population and Housing (RGPH) regarding the stock of foreign residents and the number of residence permits issued annually by the DEF.

In view of these discrepancies, this project intends to contribute to the Government of Cabo Verde's commitment to introduce an upgraded (more modern), reliable residence permit, and in turn, enable them to more efficiently process legitimate applications for residence permits and renewal.

### Project information:

Geographical coverage:	West and Central Africa
Project type:	Immigration & Borders (IB)
Project code:	IB.0053
Gender marker:	N/A
Project period:	01-JAN-2019 - 28-FEB-2021
Donor:	Institutional Development Fund (IDF)
Budget:	USD 86,544

Specifically, to achieve this goal, IOM supported the project to:

1. Provide a technical step by step review and analysis of the operational, administrative and IT needs and recommendations;
2. Propose international high standards solutions and improvements for Cabo Verde E-Resident Platform development;
3. Digitize physical archive of migration related data into a database.

# KEY FINDINGS & CONCLUSIONS

## Relevance

- The project was universally endorsed as being highly relevant, with the need to support the government to digitize its archives of residence permits and build an effective electronic residence permit system in line with IOM and the government priorities.
- While the project's logical model was overall coherent, results statements at the higher level could have been better articulated to reflect the institutional, systemic and collective changes expected to occur.

## Coherence

- The project is aligned with IOM key global and regional frameworks (MiGOF, GCM, SRF, IOM WCA Regional Strategy), directly or indirectly contributing to their strategic objectives and priority engagements.
- The project is also aligned with Cabo Verde Strategic Plan for Sustainable Development (PEDS) and its ambition, for the 2019-33 timeframe, to diversify CV economy.

## Effectiveness

- The successful deployment of the new E-residence system improved the regularization rate of foreign residents in CV and will, subsequently, directly contribute to the integration of immigrants and the economic and social development of CV.
- The project was able to attain its main outputs (the development of the E-residence platform and the digitization of the legacy archives) without any significant technical challenges.
- Applicants to the new E-residence platform are generally very satisfied with the improved application process. Systematic client feedback and satisfaction data are, however, lacking to substantiate this level of satisfaction. .

## Efficiency

- The project was, overall, well-managed, with coordination issues caused by the lack of clarity on its governance structure well tackled by IOM program manager.
- Thanks to its 'adaptive management' approach and based on the findings of the initial technical assess-

ment, the project was able to generate important economies on its second planned output .

## Sustainability

- Thanks to its integration to Cabo Verde institutional frameworks on migration, civil authentication and digital transformation, the E-residence platform and the outcomes it produced or will enjoy the full technical and financial support of the government.
- The ownership, leadership and technical capacity demonstrated by the project's main government stakeholders throughout its implementation are elements facilitating the sustainability of its results .

## GOOD PRACTICES

- The initial technical assessment generated important economies and triggered a profound revision of some activities.
- While the project faced a changing environment, its management and donor adopted an adaptive and flexible approach that allowed the project to be successful in achieving most of its outcomes.

## KEY-RECOMENDATIONS

1. When designing future similar interventions, ensure that the project's medium and higher-level results are well articulated to reflect developmental, organizational or institutional expected changes and that the project possesses an explicit Theory of Change
2. Conduct a systematic study on the benefits of the access to legal residence on the economic and social well-being of immigrants, as well as its long-term impacts on the sustainable development in Cabo Verde.
3. Develop and operate a beneficiaries' feedback and satisfaction system, and regularly analyze satisfaction data to improve the beneficiaries' experience with the new E-residence platform and the overall application process.
4. Follow up with SNIAC and DEF to ensure the designed and contracted awareness-raising campaign is implemented as planned and potentially adjusted.
5. Conduct a more rigorous estimation of the regularization rate of foreign immigrants in CV and a systematic impact assessment of the extraordinary regularization campaign.