

SUPPORTING THE IMPLEMENTATION OF AN E-RESIDENCE PLATFORM IN CABO VERDE

FINAL INTERNAL EVALUATION

September, 2022

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Project Summary

Executing Organization:	International Organization for Migration (IOM)														
Project Identification and Contract Numbers	CV10P0002/IB.0053														
Project Management Site and Relevant Regional Office:	Management Site: Cabo Verde-CO-Praia-CV10 Regional Office: RO Dakar														
Project Period:	01-01-2019 - 28-02-2021														
Geographical Coverage:	Cabo Verde														
Project Beneficiaries	<table border="1"> <thead> <tr> <th>Migrant Beneficiaries</th> <th>Target</th> <th>Achieved</th> </tr> </thead> <tbody> <tr> <td>Non Migrant Beneficiaries</td> <td>Target</td> <td>Achieved</td> </tr> <tr> <td>National government institutions</td> <td>20 (20 Adult (25 to 59 years))</td> <td>41 (16 females and 25 males)</td> </tr> <tr> <td>Total (Migrant+ Non Migrant)</td> <td>20</td> <td>41</td> </tr> </tbody> </table>			Migrant Beneficiaries	Target	Achieved	Non Migrant Beneficiaries	Target	Achieved	National government institutions	20 (20 Adult (25 to 59 years))	41 (16 females and 25 males)	Total (Migrant+ Non Migrant)	20	41
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Project Partner(s):	Directorate of Foreigners and Border (DEF), National System of Identification and Civil Authentication (SNIAC) and Operational Core of the Information Society (NOSi)														
Total Confirmed Funding:	\$86,544														
Date of the Evaluation	July 2022														
Evaluator	Abderrahim El Moulal, ROMEO, IOM Dakar														

ACRONYMS

CV	Cabo Verde
DE4A	Digital Economy for Africa
DEF	Directorate of Foreigners and Border
ECOWAS	Economic Community of West African States
ENI	National Immigration Strategy (Estratégia Nacional de Imigração)
GCM	Global Compact for Migration
IBM	Identity & Border Management
ICT	Information and Communication Technologies
IDF	Institutional Development Fund
IOM	International Organization for Migrations
M&E	Monitoring and Evaluation
MiGOF	Migration Governance Framework
NCE	No Cost Extension
NOSi	Operational Core of the Information Society
PEDS	Strategic Plan for Sustainable Development (in Portuguese Plano de Desenvolvimento Sustentável)
REJ	Legal Regime of Entry, Stay, Exit and Expulsion of Foreigners from Cabo Verdean Territory
RO	Regional Office
SDG	Sustainable Development Goals
SNIAC	National System of Identification and Civil Authentication
SRF	Strategic Results Framework
ToC	Theory of Change
WCA	West and Central Africa

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EXECUTIVE SUMMARY

The project « *Supporting the Implementation of an E-residence Platform in Cabo Verde* », implemented by IOM Cabo Verde between January 2019 and end of February 2021, fully attained its ultimate objective to support the Government of Cabo Verde (CV) designing and implementing a modern, reliable and efficient electronic residence permit platform.

The internal final evaluation relied on a mostly qualitative approach, surveying the main project beneficiaries and stakeholders on their experience with the project, and describing any changes to its internal and external contexts and how they impacted the attained results.

The main findings and recommendations of the evaluation are:

Relevance (Rating: Good - 3)

According to the evaluation findings, the project was universally endorsed as being highly relevant, with the need to support the government of CV to digitize its archives of residence permit 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 and formulated in order to better capture and reflect the institutional, systemic and collective changes expected to occur in the direct and indirect beneficiaries. Performance and monitoring indicators at the same level could also have been also better designed for a more effective monitoring of the action and its results.

Recommendation 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 describing the causal relationships between the project intervention and its expected results.

Coherence (Rating: Good - 3)

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. At the regional level, the project is aligned with IOM WCA Regional Strategy (2020-2024) and its results are expected to directly

contribute to the strategy's third and fifth strategic priorities.

The project is also aligned with the African Union (AU) Agenda 2063 and is expected to contribute to its 2.1 goal related to connectivity and ICT infrastructure. More specifically, the project is directly aligned with the Digital Economy for Africa (DE4A) initiative, which is supporting the operationalization of the African Union's Digital Transformation Strategy for Africa.

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 (Rating: Very Good - 4)

The successful deployment of the new E-residence system supported by IOM, 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 development and deployment of the new E-residence system allowed the quick regularization of nearly 2,000 foreign residents, with important expected benefits for their economic and social well-being and improved protection of their basic rights. However, there is a lack of data documenting these benefits and their long-term impacts on sustainable development in Cabo Verde. There is, however, a lack of more detailed and systematic data on the larger and more longer-term social and economic impacts of the access to permanent residency on the well-being of immigrants and on the country's sustainable development.

Recommendation 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.

The project, according to the evaluation respondents, 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. However, the main issue that caused some production and deployment delays was the lack of clarity regarding the project's governance structure and its communication channels.

Recommendation 3.

For any future similar intervention, establish, from the start of the project, a governance structure with clear and well-defined roles and responsibilities. Design and validate Terms of References for the project's Coordination Committee, in consultation with its different stakeholders.

Applicants to residence permit using the new E-residence platform interviewed during the evaluation are generally very satisfied with the improved application process. Systematic client feedback and satisfaction data are, however, lacking to substantiate this level of satisfaction.

Recommendation 4.

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.

The regular awareness raising campaign, planned as part of the project, was designed and contracted but could not yet be implemented. An extraordinary regularization campaign was, instead, launched by DEF resulting in 2,000 e-residence permits to be issued. However, no accurate information is available to estimate whether the regularization rate of foreign migrants improved and to assess the effectiveness of the extraordinary regularization campaign.

Recommendation 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.

Efficiency (Rating: Good - 3)

The project was, overall, well-managed, with coordination issues caused by the lack of clarity on its governance structure well tackled and resolved by IOM program manager.

Thanks to its '*adaptive management*' approach and based on the findings of the initial technical assessment, the project was able to generate important economies on its second planned output (the development of the E-residence platform), permitting the reallocation of financial resources to strengthen the platform's technological infrastructure and to design a more comprehensive awareness-raising campaign. At the time of the

evaluation, the campaign was not yet formally launched and implemented.

Recommendation 6.

Follow up with SNIAC and DEF to ensure the designed and contracted awareness-raising campaign is implemented as planned and potentially adjusted; and that the results and the impacts of the AWR campaign are being properly assessed.

Sustainability (Rating: Very Good - 4)

Thanks to its integration to Cabo Verde institutional frameworks governing the realms of migration, civil authentication and digital transformation, the E-residence platform and the outcomes it produced or is likely to produce in the future 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 cycle are elements facilitating the sustainability of its results and the continuous improvement of the E-residence permit platform.

Lessons Learned

- The close alignment of the project with the set of frameworks, policies and strategies governing migration, legal identity and digital transformation in Cabo Verde ensured the overall relevance and coherence of the project's design and implementation strategy.
- The initial technical assessment generated important economies and triggered a profound revision of some of the project's activities.
- Training of the staff hired to digitize the residence permit archives or to use of biometric material was not accounted for in the project's budget. This was a cause for some implementation delays.
- 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.

INTRODUCTION

Evaluation Context

From 2000 to 2013, Cabo Verde's foreigner population tripled, representing 2.9% of the resident population in the country. Studies indicate 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 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 March 2014, the Government of Cabo Verde published the new Resident Permit Card and its requirements, entrusting this task to the Directorate of Foreigners and Border which is the central service responsible for issuing travel documents, control of entry and exit at border posts, the stay and residence of foreigners in the country. Unfortunately, its implementation faced several enduring challenges. In March 2018, and in view of the implementation challenges faced, an IOM technical assessment in Cabo Verde was conducted at the request of the government to support the roll out of the new Residency Permit. Challenges identified during the assessment highlighted the following weaknesses:

- Manual system. Fingerprints are collected in a paper form. Quality is normally very poor;
- Absence of a central database and no interoperability, making it difficult to detect duplications;
- Limitation to produce and present disaggregated data (sex, age, etc.);
- Time-consuming process;
- Manual verification of biometrics (fingerprints and picture);
- Resident Permit is a paper-based card, missing strong security features.

The main intent of the “**Supporting the Implementation of an E-residence Platform in Cabo Verde**” project (thereafter referred to as “the project”), designed and implemented by IOM Cabo Verde and funded by IOM Institutional Development Fund (IDF) between January 2019 and end of February 2021, was to assist the Government of Cabo Verde (CV) to address some of these challenges through the provision of technical, material and financial assistance.

Evaluation Objectives & Scope

This final internal and independent evaluation is commissioned by IOM Cabo Verde (CV) as part of its contractual engagement with the donor. It is conducted to assess the overall performance of the project, including the extent to which the project's activities and outputs were achieved and if and how they contributed to any observed outcomes. More specifically, the objectives of the evaluation are to:

- Assess the extent to which the project has achieved the stated outcomes and anticipated results, while recognizing the supporting factors and constraints that have led to them;
- Assess any unexpected results or impacts of the project;
- Assess the extent to which the project outcomes will be sustainable;
- Formulate recommendations to the IOM project management team and the project partners that can be useful in informing future similar interventions.

The evaluation findings and recommendations can be used by IOM country office in Cabo Verde (CV) for their planning and programmatic efforts. They can be useful by the donor to assess the alignment of the project with its orientations and priorities, to integrate the evaluation learnings in its programming and to potentially replicate its model and implementation approach. The evaluation findings can also be used by

the government of CV and its leading agencies to assess the project's contribution to the country's sectorial strategies and to inform any future programs or initiatives.

The evaluation covers the full project implementation period from 1st January 2019 to 28th February 2021 in CV IOM country office, as well as the full project activities and expected outcomes.

Evaluation Questions

The evaluation was conducted in accordance with five out of the six OECD-DAC evaluation criteria (Relevance, Coherence, Effectiveness, Efficiency, Sustainability). These criteria are assessed against the overall objective and the specific results set within the project's log frame and theory of change. Specific evaluation questions include:

RELEVANCE	<ul style="list-style-type: none"> - To what extent were the needs of stakeholders and beneficiaries taken into account during the project design? - To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended? - To what extent is the project's model and implementation approach relevant to the identified problem and its related development objective?
COHERENCE	<ul style="list-style-type: none"> - <u>Internal coherence</u>: To what extent the project synergizes and interlinks between other interventions being implemented by IOM regarding the project's thematic area; and to what extent the project's interventions correspond to SDG's target 10.7, the Global Compact for Migration, and other relevant human rights treaties? - <u>External coherence</u>: To what extent the project synergizes and interlinks between interventions of the Government and donor communities regarding the thematic area?
EFFECTIVENESS	<ul style="list-style-type: none"> - Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix? - Were the target beneficiaries reached as expected and are they satisfied with the project's outputs and results? - What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed? - To what extent has the project adapted to changes in its external conditions in order to ensure the project outcomes?
EFFICIENCY	<ul style="list-style-type: none"> - Were the project activities undertaken and were the outputs delivered on time? If not, what was the reason for possible delays? - How well were the resources (funds, expertise and time) being converted into results? - How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities? - When and how were monitoring and evaluation activities carried out? Were the M&E resources (human and financial) sufficient and appropriate? What are the M&E lessons learned and good practices?
SUSTAINABILITY	<ul style="list-style-type: none"> - Did the project take specific measures to ensure its results will be sustainable after the end of its implementation? - Are there structures in place to ensure continuity of project benefits once external support ends? - Do the project's government partners have financial, human and technical capacity to continue maintaining the benefits of the project in the long run?

EVALUATION METHODOLOGY

Evaluation Approach

Given the nature of the project and its intended objectives, the evaluation followed a mostly qualitative approach, surveying the main project beneficiaries and stakeholders on their experience with the project, and describing any changes to its internal and external contexts and how they impacted the attained results. The project theory of change (ToC) was reviewed by the evaluator to assess the extent to which it reflects the project's approach and its intended outcomes, then used to test the links between the project's activities, outputs and outcomes, and how the project contributed to the achievement of the observed results.

To address the evaluation questions, the study relied on qualitative data, either directly collected by the evaluation consultant or provided by the project staff:

- **Desk Review** - A detailed analysis of the project documents initially assessed the extent to which the project is aligned with the identified needs and the priorities of its main stakeholders (IOM, the project partners, the donor, etc.), as well as the coherence of the intervention and the synergies created with the various partners to ensure the sustainability of its results. Project documentation included the project document and logical framework, the project budget, the interim financial and narrative reports, activity reports, documents related to the project's outputs such as visibility material, relevant brochures and other publications related to the project.
- **Interviews with key-informants** - including with the project management team and representatives of partnering government agencies (DEF, NOSI, Police, SNIAC, etc.). A total of 09 in-depth individual or collective interviews were conducted face-to-face with the different categories of respondents. A list of the evaluation respondents can be consulted at Annex 2.
- **Interviews with a small sample of direct beneficiaries** - conducted face-to-face with four applicants to the residence permit using the newly developed digital platform. The respondents were randomly and voluntarily recruited among recent applicants and interviewed by the evaluation consultant in DEF Center.
- **Direct Observation** – A visit was organized to the Residence Permit Centre in the DEF Praia to understand how the new platform works and how it integrates with the border control & management systems, as well as with other existing ID systems.

The fieldwork data collection phase of the evaluation was conducted by the internal evaluation expert between 06 and 08 June 2022 in Praia CV.

Data Analysis

Both the collected interview data and the data extracted from the exhaustive document review were uploaded into a qualitative data analysis software (Qualcoder) for coding and analysis. The qualitative data were analyzed iteratively, following both a deductive and inductive approach. First, the evaluation data were coded using a preliminary coding book based on the project revised ToC and the evaluation questions. This initial coding identified in the data the central themes and categories articulated in the project logic model and/or the evaluation questions. The coding scheme was, subsequently, further refined by carefully reviewing the qualitative data and capturing any emerging thematic or trend not initially accounted for by the project theory.

Evaluation Limitations

The following limitations should be accounted for when interpreting the results and findings of the evaluation and mitigation measures were adopted to alleviate their impact on the quality of the final product of the evaluation:

- **Difficulty reaching direct beneficiaries** - Data protection and privacy considerations made it difficult to access the list of direct beneficiaries who applied to the e-residency permit using the new platform. Therefore, the evaluation had to rely on interviews with a small sample of direct

beneficiaries who formally agreed to inform the evaluation on their satisfaction regarding the new system and their perception on its effectiveness. This limited information was completed and triangulated with data collected with other stakeholders of the project.

- **Lack of monitoring data:** The evaluation was also confronted to the scarcity of monitoring and performance data regularly and systematically collected on the project implementation and the performance of the new e-residence system. For instance, no data was available on the satisfaction of direct beneficiaries or their feedback on the use of the new digital platform. This was mainly due to the conception of the project, its limited resources and the fact that the DEF is still implementing a feedback and accountability system.
- **Translation:** Most interviews conducted as part of the evaluation were in Portuguese, the native language of respondents, and translation was performed by an IOM project officer. This might have caused potential losses of information or alteration of the original meanings. This bias was mitigated, to the extent possible, by triangulating the different sources of information and following up with the respondents to clarify any outstanding issue.

RELEVANCE

Relevance is the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. (Rating: Good - 3)



Finding 1. According to the evaluation findings, the project was universally endorsed as being highly relevant, with the need to support the government of CV to digitize its archives of residence permit and build an effective electronic residence permit system in line with IOM and the government priorities.

Relevance to stakeholders' needs and priorities

- 1.1. The lack of a smart, secure and efficient electronic system to register foreign residents and issue residence permits was identified by the CV Government and its leading relevant agencies¹ as an important gap to narrow for the national authorities to be able to assess, monitor and control migration flows and, therefore, better inform its migration and sustainable development strategies and policies. In March 2014, the government of CV passed a new legislation on permanent residency for foreigners with revised requirements, and the DEF, as the central service responsible for issuing travel documents, controlling of entry and exit at border posts and issuing stay and residence permits of foreigners in the country, was entrusted with the task of implementing the new legislation. In March 2018, and in view of the implementation challenges faced, an IOM technical assessment in Cabo Verde was conducted at the request of the government to support the roll out of the new Residency Permit resulting in the design of the project and its support by IDF.
- 1.2. Moreover, the project and its overall objective are aligned with the government strategic orientation to position Cabo Verde as an important Information and Communication Technologies (ICT) regional hub, including through the development and implementation of digital services' platforms. Indeed, as part of its digital and e-government strategies, the CV Government had completed the transformation and the full digitalization of its national identification and registration systems (national biometric ID and biometric passport), and the foreigners residence permit remained the third and last identification system to digitalize as per the mandate of the SNIAC.
- 1.3. Finally, according to all foreign residents interviewed as part of the evaluation, the new electronic system responded to their basic and urgent need to be provided with an official residence permit within realistic timelines, contrasting with the old, paper-based, system and its lengthy and resource-draining process. The new system was the opportunity, for the CV Government, to launch an extraordinary regularization campaign targeting foreign residents and resulting in a more substantial regularization rate compared to the old system.
- 1.4. The project maintained a high relevance as, with the outbreak of the COVID-19 pandemic during 2020 and the recommendations of the initial technical assessment by Identity & Border Management (IBM) unit in IOM Regional Office (RO) Vienna, it was able to respond to changes in its external environment that required adaptations to its implementation approach. Examples of the 'adaptive management' approach include the cancellation of certain planned activities replaced by others requested by the primary partner (DEF) such as the set-up of the call center or the hosting of the e-residence permit data on an external server. Two No-cost Extensions (NCE) were also requested and agreed on by the donor to account and compensate for the implementation delays caused by the pandemic or changes to technical requirements for the e-residence card. The flexibility of the donor was key to ensure the project timely and properly adapted its implementation approach to its changing context.

Relevance of the project model



Finding 2. While the project's logical model was overall coherent, results statements at the higher level could have been better articulated and formulated in order to better capture and reflect the institutional, systemic and collective changes expected to occur in the direct and indirect beneficiaries. Performance and monitoring

¹ Mainly the Directorate of Foreigners and Border (DEF), the National System of Identification and Civil Authentication (SNIAC) and the Operational Core of the Information Society (NOSi).

indicators at the same level could also have been also better designed for a more effective monitoring of the action and its results.

- 1.5. As designed at its planning phase and indicated in the result matrix in Annex 3, the project’s logic model and its implicit Theory of Change (ToC) were relatively simple and straightforward, with one overall development objective, one outcome and three outputs each related to the nature and substance of the assistance to be provided by IOM CV. However, the intermediate and longer-term expected results of the project could have been better formulated to reflect systemic, organizational or developmental expected changes to be attributed, at least partly, to the project’s intervention. For instance, the final objective of the project (“*The project will contribute to the Government of Cabo Verde’s commitment to introduce an upgraded (more modern), reliable residence permit*”) is too general, does not articulate a clearly measurable developmental change to be expected at this level of results and is difficult to be associated to a clear Sustainable Development Goal (SDG) or any of IOM global or regional strategic objectives. Similarly, the project’s immediate to intermediate desired outcome (“*The GoCV more efficiently processes legitimate applications for residence permits and renewal*”), while it captures the expected organizational and institutional change, could have been complemented by another outcome reflecting the extent to which the project contributed to the improvement of the legal, social or economic situation of the main group of direct beneficiaries (foreign eligible residents). More generally, the project and its design could have benefited from a more explicit and clearly articulated Theory of Change (ToC) describing how its expected results will be achieved, how the project’s planned activities and expected outputs will contribute to these desired outcomes and the causal linkages between the different levels of result to be tested and validated during the evaluation phase. Annex 4 of the present report provides an example of an explicit revised project ToC against which the project contribution to the stated results is assessed.



Recommendation 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 ToC describing the causal relationships between the project intervention and its expected results.

- 1.6. Certain of the project’s performance indicators could also have been better developed and formulated. More specifically, the overall objective and the outcome indicators are phrased as result statements or even, in some instances, as activities (e.g. “Identification of duplications and fraudulent permits”, “Production of reliable and real-time data”, etc.) making them very difficult to operationalize, to measure and therefore to monitor or evaluate. For future similar interventions, more attention should be given to researching, developing and testing relevant and measurable indicators allowing a more efficient monitoring of the action and its results. IOM Strategic Result Framework (SRF)² offers a bank of indicators for each thematic area that can be adapted to the specificities of most thematic interventions.

² Please visit the following website for a more visual and easy-to-use representation of IOM SRF and its components: <https://srf.iom.int/#4>

COHERENCE

Coherence refers to the compatibility of the intervention with other interventions in a country, sector or institution. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. (Rating: Good - 3)

Internal Coherence



Finding 3. The project is aligned with IOM key global and regional frameworks, directly or indirectly contributing to their strategic objectives and priority engagements.

- 2.1 At the global level, the project is aligned with the first principle of IOM Migration Governance Framework (MiGOF) (*“Adherence to international standards and the fulfilment of migrants’ rights”*) and contributes to its first objective (*“Good migration governance and related policy should seek to advance the socioeconomic wellbeing of migrants and society”*). It is also in line with IOM Global Compact for Migration (GCM) first (*“Collect and utilize accurate and disaggregated data as a basis for evidence-based policies”*) and eleventh (*“Manage borders in an integrated, secure and coordinated manner”*) objectives and contributes to IOM SRF third objective (*“Migrants and societies benefit from safe, orderly and regular human mobility”*) and its Long-term Outcome 3B (*“Migration flows and cross-border mobility are well managed, with measures to ensure well-being, including health, security and safety throughout the mobility continuum”*).
- 2.2 At the regional level, the project is aligned with IOM WCA Regional Strategy (2020-2024) and its results are expected to directly contribute to the strategy’s third and fifth strategic priorities³.

External Coherence



Finding 4. The project is expected to contribute to relevant SDGs related to migration governance and management and is aligned with the African Union Agenda 2063. It is also well aligned to CV sustainable development, migration and digital transformation strategies.

- 2.3 The project is expected to contribute to the achievement of the Sustainable Development Goals (SDGs) targets #10.7 (*“Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”*) and #17.18 (*“By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts”*). It is also aligned with the African Union (AU) Agenda 2063 and is expected to contribute to 2.1 goal related to connectivity and ICT infrastructure. More specifically, the project is directly aligned with the Digital Economy for Africa (DE4A) initiative, which is supporting the operationalization of the African Union’s Digital Transformation Strategy for Africa. The Digital Transformation Strategy for Africa sets out a bold vision to ensure that every African individual, business and government is digitally enabled by 2030; the goal is to drive the digital transformation of Africa and ensure its full participation in the global digital economy⁴.
- 2.4 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 with the Digital Economy considered as

³ Respectively: SP #3 *“Promote safe and regular labour migration and its contributions to sustainable development outcomes”* and SP #5 *“Support improvement in the availability, quality and utilization of migration data within evidence-based policy formulation across relevant sectors”*.

⁴ Source: Digital Africa. (2021). Cape Verde: small country, big digital ambitions.

crucial for the achievements of the broader objectives set out in the PEDS for sectors like health, education, transportation as well as an effective accelerator in the tourism sector⁵.

⁵ Source: World Bank. (2019). *Digital Cabo Verde. Project Information Document.*

EFFECTIVENESS

Effectiveness refers to the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups. **(Rating: Very Good - 4)**

Contribution to Well-managed Migration Policies



Finding 5. The successful deployment of the new E-residence system supported by IOM, 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.

- 3.1. The level of project's contribution to the overall ultimate objectives as revised in its ToC (see Annex 4) is certainly too early to assess by the evaluation in a systematic manner. However, as shown in the sections 'Relevance' and 'Coherence' of this report, the project has been designed and implemented to respond to clearly identified developmental and institutional needs, as well as to align with and contribute to CV existing migration policies. On the one hand, with the increase, during the couple of last decades, of immigration largely from other ECOWAS countries, foreign (regular and irregular) residents have been already significantly contributing to the economic development of Cabo Verde, especially in sectors encountering crucial need of labor force such as the flourishing tourism and construction sectors⁶. Their contribution is, however, difficult to estimate with the important ratio of non-registered foreign residents, and the lack of accurate, up-to-date and quality data permitting the CV Government to better mobilize the skills of foreign diasporas in the service of the country's sustainable development⁷.
- 3.2. On the other hand, the increase of the registration rate of foreign residents (a main output of the project) will allow CV to more effectively pursue its strategic objectives articulated in its National Immigration Policy (Estratégia Nacional de Imigração, 2012), namely: (1) the regulation of immigration flows through the Legal Regime of Entry, Stay, Exit and Expulsion of Foreigners (REJ); (2) the integration of foreign immigrants; and (3) the protection of victims of human trafficking⁸. The new E-residence system, by supporting the regularization of a greater proportion of foreign residents, will pave the way towards their social and economic integration as per the ENI and is therefore likely to contribute to positive developmental impacts.

Benefits to Migrants' Rights



Finding 6. The development and deployment of the new E-residence system allowed the quick regularization of nearly 2,000 foreign residents, with important expected benefits for their economic and social well-being and improved protection of their basic rights. However, there is a lack of data documenting these benefits and their long-term impacts on sustainable development in Cabo Verde.

- 3.3. According to CV constitution (1992), all migrants, regardless of their migration status, have the same access as citizens to Government-funded primary and secondary education and vocational training. They, however, need a residence permit (permanent or temporary) to have access to social protection (Law No. 131/V/2001), to apply for family reunification (Law No. 66/VIII/2014)⁹, to apply for Cabo Verdean nationality after residing in the country for at least five years (Law Nos. 80/III/90 and 41/IV/92) and, more generally, to have access to welfare and the labor market based on the principle of non-discrimination¹⁰. Having a legal residence status in the country thus opens the way to a myriad of social and economic benefits, with their consequences on the well-being of foreign residents, their social and economic integration and their effective contribution to the sustainable development of the country. By the time of

⁶ For example, Immigration is explicitly mentioned in the Tourism Sustainable Development Strategic Guidelines.

⁷ There is a recurrent lack of data on the contribution of immigrants to development. For instance, data on tax contributions of individuals and businesses is not disaggregated by migration status. However, the high presence of immigrants in Cabo Verde's labour market indicate they do contribute to the economic development of the country. In 2016, a lower share of immigrants was unemployed (7%) than the proportion Cabo Verdean nationals (10%) (Hennessey, 2021).

⁸ Source: Hennessey, G. (2021). *Migration-relevant policies in Cabo Verde (v2)*. Oslo: Peace Research Institute. Oslo.

⁹ Applications for a residence permit and family reunification can be completed at the same time. Non-nationals on family reunification permits have the right to exercise economic and professional activities under the same conditions as nationals

¹⁰ Source: IOM. (2021). *Migration Governance Indicators; Cabo Verde profile 2021*.

the evaluation, nearly 2,000 new or renewed residence permits were issued through the newly developed E-residence platform supported by the project and nearly 2,000 others are being processed. The small sample of direct beneficiaries interviewed as part of the evaluation is in perfect agreement that the access to the residence permit will reduce their social isolation by reuniting with their family members or by visiting their country of origin; will give them access to integration services offered by their respective municipalities; and, more generally, will improve their sense of belonging and social integration. There is, nonetheless, a lack of more detailed and systematic data on the larger and more longer-term social and economic impacts of the access to permanent residency on the well-being of immigrants and on the country's sustainable development. Such a systematic study would be in line with the strategies in place by the government to combat xenophobia and discrimination against migrants.



Recommendation 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.

The E-Residence Platform



Finding 7. The project, according to the evaluation respondents, 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. However, the main issue that caused some production and deployment delays was the lack of clarity regarding the project's governance structure and its communication channels.

- 3.4. The digital platform processing and issuing the new E-residence Permit was developed by NOSi, following the recommendations of the initial assessment conducted by IOM RO Vienna; the project being coordinated by SNIAC, supported by DEF ICT team and the IT equipment donated by IOM CV. By the end of July 2021, electronic resident permits could be processed and issued in all islands and municipalities of CV, and all the archives of residence permits since 1976 were archived. By June 2022, 2,000 new e-residence digital cards were issued and 15,336 residence applications fully digitized and stored on a dedicated and protected database.
- 3.5. The initial technical assessment, conducted in February 2019 by IT experts from IOM Vienna, was an important milestone of the project, resulting in conclusions and recommendations that reshaped its technical requirements and refocused certain of its activities. These include:
 - NOSi and DEF ICT Teams possess the knowledge and technical expertise to develop the entire e-residence platform due to their past experience developing the e-Passport and the National Digital ID Card. There was therefore no need to hire external developers and it was decided that the National ID system will be cloned and readjusted to develop the new E-residence system.
 - DEF needs to purchase more biometric units/kits (signature, fingerprint reader and camera) to support the card issuing process to cover all nine islands in the country.
 - Technical devices should be put in place to avoid data lost and implement backup of data. The E-residence platform needs to be on an independent database and all tests should be done in proper environment.
- 3.6. The integrated E-residence solution and the as the application to digitize the residence permit archives were developed by DEF ICT team, and NOSi, a public enterprise with over than 20 years' experience in the area of digital governance and transformation, developed the data collection interface which was integrated to the E-residence platform. The later corporation plays an important role in the implementation of CV Digital Strategy and has developed for the government Digital ID Card end E-passport systems, as well as platforms to digitalize the academic sector. According to the evaluation respondents, from a technical perspective, the project did not encounter any significant obstacles. The system has been tested and officially launched in end of July 2021, has already processed nearly 2,000 applications and continuous improvements are being made to ensure its stability and fix any glitches. When criticisms have been leveled by project stakeholders, they have mainly been related to its coordination and the perceived lack of communication that has caused delays in the development and deployment of the system. The governance of the project

seems to have lacked clarity, with the leadership role being sometimes disputed between SNIAC and DEF, and NOSi receiving sometimes conflicting or changing technical requirements.

“Better understanding the internal police processes would’ve improved the project implementation effectiveness and efficiency. Better understanding the organizational structure of the partners (especially Police) was a constant challenge. For example, for the AWR campaign, the directorate of foreigners and SNIAC were not sometimes on the same page, working in different pace. The project governance was not always clear.” IOM Project Manager.

“The main challenge during the project was the engagement with some other institutions (government, printing company in Portugal, Police). For example, the production of the system was planned for 2020 but had to be delayed. Integration with other systems. COVID-19 also impacted the communication within the working group.” Project Implementing Partner.



Recommendation 3.

For any future similar intervention, establish, from the start of the project, a governance structure with clear and well-defined roles and responsibilities. Design and validate Terms of References for the project’s Coordination Committee, in consultation with its different stakeholders.



Finding 8. Applicants to residence permit using the new E-residence platform interviewed during the evaluation are generally very satisfied with the improved application process. Systematic client feedback and satisfaction data are, however, lacking to substantiate this level of satisfaction.

- 3.7. The small sample of foreign applicants who were interviewed as part of the evaluation was very satisfied with the new application process which, they stated, was smooth and fluid. A foreign resident who renewed his resident permit noted that while the old residence permit took months to be issued, he only had to wait few weeks to receive the new e-residence permit, with less required documents and less visits to the DEF Center. The gains in time and efficiency are certainly greater for applicants from other islands, when, with the old system, all applications had to be sent to Praia to be processed, whereas the procedures are currently completely decentralized (apart from the card printing which is still done in Portugal). The installation of the Call Center, operated by the DEF and funded by the project, improved the applicants’ experience with the overall application process, providing information on the required documentation and on the progress of the application process. Nevertheless, no systematic data is available to date on the satisfaction of the direct beneficiaries. Such an accountability to beneficiaries’ system is planned to be developed and implemented by DEF to gather applicants’ potential complaints and suggestions, as well as their level of satisfaction on the application process.



Recommendation 4.

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.

The Awareness Raising Campaign



Finding 9. The regular awareness raising campaign, planned as part of the project, was designed and contracted but could not yet be implemented. An extraordinary regularization campaign was, instead, launched by DEF resulting in 2,000 e-residence permits to be issued. However, no accurate information is available to estimate whether the regularization rate of foreign migrants improved and to assess the effectiveness of the extraordinary regularization campaign.

- 3.8. Informing the foreign residents about their rights and encouraging them to apply for a permanent or temporary resident permit has been a recurrent challenge largely accounting for the important discrepancy between the registered immigrants and their estimated number in the country. The irregular population of foreign immigrants has been always difficult to quantify, with expert estimates ranging from 400 to 10,000. Significant problems with regularization persisted, such as the requirement of a formal work contract or suitable housing unattainable for many migrants working in the informal economy; or the necessity to interact with several institutions (DEF, General Labor Inspectorate, INPS, and municipalities). There have been previous extraordinary regularization initiatives, such as in 2010 for irregular migrants from Guinea-Bissau, and in 2015 for long-term irregular migrants. The regularization rate remained, nonetheless, according to DEF representatives and independent experts, low compared to the ambitions of the new migration strategy in terms of integration of migrants.
- 3.9. As part of the project, a comprehensive and gender-balanced information campaign was designed to disseminate information on the new E-residence card using varied communication channels such as TV, radio and social media. However, the awareness raising campaign was put on hold for a time upon request by the DEF, and instead, an extraordinary regularization campaign was launched by the DEF. The advantage of this still ongoing campaign at the time of the evaluation is that some of the requirements to apply for the residence has been softened¹¹ and the application process was made lighter and faster. According to figures provided by the DEF, around 2,000 new residence permits (new or renewed) have been issued, and 2,000 applications are being processed. Estimating the regularization rate, and hence the effectiveness of the extraordinary regularization campaign, remains, nonetheless, difficult in the absence of reliable data on the number of foreign migrants in the country and a systematic assessment of the impacts of the awareness campaign.



Recommendation 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.

Factors Which Influenced the Attainment of Results

- 3.10. A certain number of internal and contextual positive or negative factors influenced the attainment of the project's outputs and outcomes. These include:

Positive Factors

- ✓ **The initial technical assessment**, conducted by IOM Vienna, provided the project and its different stakeholders with important information and recommendations to develop effective registration and digitalization systems. This resulted in the adjustment of certain activities, the revision of some technical requirements and the major decision to clone the National Digital ID System for the new E-residence System, saving valuable time and resources.
- ✓ **The technical capacities of the main project stakeholders (NOSi, DEF, Police IT Department)** and their experience with digital transformation (Digital ID, E-passport, etc.) proved highly valuable for the project and facilitated a more economic and efficient attainment of its main outputs. This will be equally important to sustain its results.

¹¹ Such as the obligation for applicants to provide a formal work contract, which was the main obstacle hindering regularization eligibility.

- ✓ **The ownership and leadership of the project's main institutional beneficiary (DEF)** was crucial in attaining its outputs and outcomes, especially during the COVID-19 pandemic when some of the project's activities had to be put on hold and face-to-face meetings or travel to islands were not feasible.

Negative Factors

- **The outbreak of the Covid-19 pandemic** had a significant negative impact on the project's implementation and the delivery of certain of its outputs. The project's activities had to be stopped for almost six months and some activities requiring face-to-face interactions (such as the meetings of the project's working group) or travel had to be postponed or cancelled. Two No-cost Extensions (NCEs) were requested by the project management and granted by IDF in order to compensate for delays caused by the pandemic.
- **The training of hired staff** for certain of the project's outputs or activities (such as digitization staff or the staff of the newly created call center) was not properly budgeted under the project. This caused some delays for the DEF to mobilize resources for the training.
- **Coordination and communication issues** sometimes created tensions and caused delays in the e-residence system deployment and launching. For instance, DEF requested last-minute additional changes to the card structure, which delayed the production and testing processes in order to carry out the adjustments. A first date to launch the new system was previewed for December 2019 but had to be postponed for the card fees to be approved by the Ministers' Council and published in the Government Official Bulletin. This caused a further delay of the launch of the E-residence system until the COVID-19 crisis subsided.

EFFICIENCY

Efficiency refers to the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
(Rating: Good - 3)

Operational Efficiency



Finding 10. The project was, overall, well-managed, with coordination issues caused by the lack of clarity on its governance structure well tackled and resolved by IOM program manager.

- 4.1. Overall, the project was well managed and efficiently delivered its most important outputs despite the interruption due to COVID-19 outbreak, with appropriate modifications to project activities and approval of no-cost extensions. The project faced mostly coordination and communication challenges, with its coordination structure lacking clarity and effectiveness. When faced, coordination challenges were resolved thanks to the IOM project manager's efforts to sustain the project's working group and to balance the influence of its different stakeholders. During the implementation, DEF assumed a bigger role than planned and expected, sometimes undertaking certain activities or changing the project's technical requirements. This had the positive effect of demonstrating a strong ownership by the project's main institutional beneficiary, but also the adverse effect of creating confusion on the leadership role and causing miscommunication and a certain level of tension with other institutional actors.

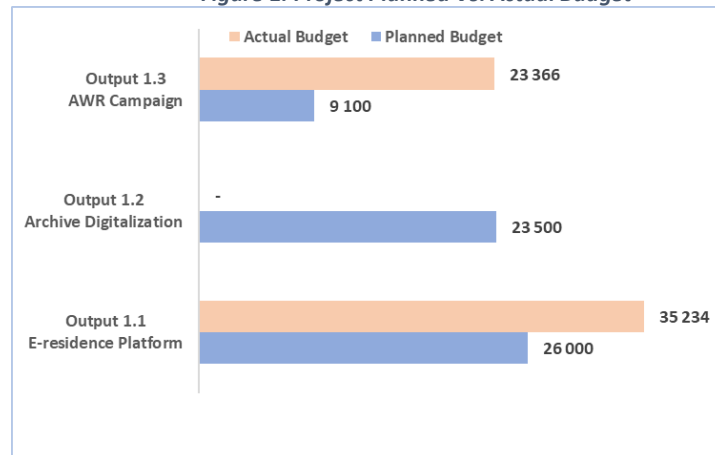
Economic Efficiency



Finding 11. Thanks to its '*adaptive management*' approach and based on the findings of the initial technical assessment, the project was able to generate important economies on its second planned output (the development of the E-residence platform), permitting the reallocation of financial resources to strengthen the platform's technological infrastructure and to design a more comprehensive awareness-raising campaign.

- 4.2. According to most evaluation respondents, the human and financial resources were generally enough to attain the project's observed outputs and results. In reality, with its very limited budget (~86,000 USD), the project was able to achieve important outputs (the E-residence Platform, Digitization of archives) with the potential of producing enduring and sustainable long-term impacts on migrants' rights as well as on the sustainable development of CV. Credit for these achievements should be given to its well-thought design, to the agility and adaptability of its management and donor, as well as to the high technical capacity of its implementing partners (NOSi, DEF, SNIAC). As mentioned above in the 'Effectiveness' section, the initial Technical Assessment conducted by IOM RO Vienna was a good practice, with important consequences on the project's redesign and adjustments to its activities in light of the assessment findings and conclusions. The realization that NOSi has, thanks to its experience with National Digital ID and E-passport platforms, the full technical capacities to develop the platform and the digitization application in-house generated important cost economies in comparison to the out-sourcing option of the development task. Digitalization and biometric material was also funded through Chinese and Danish support, so that all the economies generated on the project second Output (see Figure 1 below) could be reassigned to purchase servers for the platform, to fund travel to the different islands to install material hence ensuring a full decentralization of the e-system, to equip and install a call-center providing information and guidance to foreign migrants and to the general public (an output not initially planned by the project) and to develop a more comprehensive and far-reaching awareness campaign targeting potential E-residence applicants through various dissemination and communication channels.

Figure 1. Project Planned Vs. Actual Budget



- 4.3. A more holistic, gender-balanced and diversified awareness-raising campaign targeting the foreign migrants and relevant civil society actors in CV on the new E-residence platform and its advantages was designed with the active collaboration of the project's main stakeholders and contracted to a specialized firm. At the time of the evaluation, the campaign was not yet formally launched and implemented. The reasons being, as mentioned above, delays due to the outbreak of the COVID-19 pandemic, regulatory changes to be implemented by the government and, ultimately, preference by the DEF to launch an extraordinary regularization campaign with lighter requirements to apply for or renew the residence permit.



Recommendation 6.

Follow up with SNIAC and DEF to ensure the designed and contracted awareness-raising campaign is implemented as planned and potentially adjusted; and that the results and the impacts of the AWR campaign are being properly assessed.

Monitoring & Evaluation

- 4.4. Given its limited scope, coverage and duration, the project was generally well monitored, with its interim and final reports submitted in time and data on its progress indicators in its results' matrix timely collected and reported on. However, as mentioned in the 'Relevance' section, certain of the project's results' statements, as well as some performance indicators, could have been better articulated and designed to allow a more efficient monitoring of its implementation progress and the attainment of its longer-term outcomes. Monitoring data on the applicants' satisfaction regarding the new E-residence platform, as well as information collected through the newly installed call-center were lacking. DEF should ensure that a proper client satisfaction and accountability system is implemented, and that collected data is regularly analyzed and disseminated to identify gaps in service and improve the overall client experience with the new E-residence platform.

SUSTAINABILITY

Sustainability refers to the extent to which the net benefits of the intervention continue or are likely to continue. (Rating: Very Good - 4)



Finding 12. Thanks to its integration to Cabo Verde institutional frameworks governing the realms of migration, civil authentication and digital transformation, the E-residence platform and the outcomes it produced or is likely to produce in the future will enjoy the full technical and financial support of the government.

- 5.1. While the project, either in its design phase or during its implementation, didn't seem to have developed a clearly articulated *exit strategy* to ensure any of its materialized outcomes and impacts will endure after the end of its activities, its intrinsic nature, its full integration to Cabo Verde digital eco-system and its partnership with key government stakeholders who have a clear mandate and play an active role implementing the country's digital strategy are all factors that can potentially ensure the institutional sustainability of the project and its results. Indeed, the project falls under a wider integrated identity program for which SNIAC, created by Law n°43 / VIII / 2013, acts as the central and transversal governmental entity responsible for identification, civil authentication and citizen life cycle management. Furthermore, the E-residence platform is thereafter the property of the DEF, responsible for its management, maintenance and continuous deployment, funded under the general budget. Finally, as demonstrated in the 'Coherence' section, the project is well integrated to a comprehensive and holistic digital strategy, contributing to its strategic objectives and relying on its institutional, technical and financial tools to ensure its sustainability.



Finding 13. The ownership, leadership and technical capacity demonstrated by the project's main government stakeholders throughout its implementation cycle are elements facilitating the sustainability of its results and the continuous improvement of the E-residence permit platform.

- 5.2. The strong ownership demonstrated by the various project stakeholders (DEF, SNIAC, NOSi) is an equally enabling factor with the potential to sustain its long-term results. The technical development of the platform was performed in-house by NOSi and DEF and continuous improvements are being made to the application to fix any technical issues and enhance its performance. SNIAC, supported by IOM and DEF, ensured that the platform, and its overall underlying application and issuance processes of the new E-residence card, are in line with the government regulations. Finally, DEF piloted the platform, trained its staff on its use, mainstreamed the full application process, launched an extraordinary regularization campaign and installed a call-center -not initially planned as an output of the project- to orient the foreign residents and the general public on the application process and its benefits. All government partners of the project, notwithstanding few coordination issues, demonstrated strong leadership and a constant commitment to the project success.
- 5.3. Finally, the strong technical capacity of the project's main stakeholders (NOSi and DEF), as demonstrated by the initial technical assessment recommendation to clone and adapt the existing Digital ID and E-passport applications developed by NOSi, will certainly greatly contribute to the platform's stability and its long-term sustainability. According to all stakeholders interviewed as part of the evaluation, NOSi performed the technical tasks of the project with diligence and competency and even went the extra miles by adding certain components and add-ons not initially planned, such as the application allowing applicants to pay online for the E-resident permit, reducing the number of times they need to go to the DEF Centre during the application process. The technical expertise acquired by NOSi is, once again, demonstrated by its selection by the government to design and develop 'Gold Visa', a new electronic platform as part of a new government program designed to attract high skilled foreign workers and investors.

LESSONS LEARNED

The project can be generally assessed as having attained most of its outputs and partially contributed to its expected outcomes. Some good practices and lessons learned can be derived from this evaluation to inform future interventions or to be considered by IOM management to sustain the observed results:

- **Close alignment with Cabo Verde migration and digital strategies:** The close alignment of the project with the set of frameworks, policies and strategies governing migration, legal identity and digital transformation in Cabo Verde ensured the overall relevance and coherence of the project's design and implementation strategy, as well as its effective and direct contribution to these sectorial policies.
- **Initial technical assessment:** Planned as part of the project activities and conducted by an IT expert from IOM Regional Office in Vienna, the technical assessment proved to be a crucial planning task, making clear and evidence-based technical recommendations, generating economies and triggering a profound revision of some of the project's activities.
- **Training budget:** Training of the staff hired to digitize the residence permit archives, or of DEF staff on the new E-residence platform or the use of biometric material was not accounted for in the project's budget. This was a cause for some implementation delays, forcing a postponement in the official launch of the digital platform by few months. Any similar project with a strong technological component should plan training costs in its budget or ensure that the technical implementing partners are committing to secure training funds.
- **Adaptive and flexible management:** 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 and to expect a good probability of good long-term impact and sustainability.

ANNEXES

Annex 1. Evaluation Matrix

Criterion	Evaluation Question	Data Source
Relevance	To what extent were the needs of stakeholders and beneficiaries taken into account during project design?	Desk Review KII- Partners KII - IOM Staff KII- beneficiaries
	To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended?	Desk Review KII - IOM Staff KII- Partners
	To what extent is the project's model and implementation approach relevant to the identified problem and its related development objective?	Desk Review KII- Partners KII - IOM Staff
Coherence	Internal coherence: To what extent the project synergizes and interlinks between other interventions being implemented by IOM regarding the project's thematic area; and to what extent the project's interventions correspond to SDG's target 10.7, the Global Compact for Migration, and other relevant human rights treaties?	Desk Review KII – IOM Staff
	External coherence: To what extent the project synergizes and interlinks between interventions of the Government and donor communities regarding the thematic area?	Desk Review KII- Partners
Effectiveness	Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	Desk Review KII – IOM Staff KII – Partners
	Were the target beneficiaries reached as expected and are they satisfied with the project's outputs and results?	KII – IOM Staff KII – Partners KII - Beneficiaries
	What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?	Desk Review KII – IOM Staff KII - Partners

	To what extent has the project adapted to changes in its external conditions in order to ensure the project outcomes?	Desk Review KII – IOM Staff KII - Partners
<i>Efficiency</i>	Were the project activities undertaken and were the outputs delivered on time? If not, what was the reason for possible delays?	Desk Review KII – IOM Staff KII – Partners
	How well were the resources (funds, expertise and time) being converted into results?	KII – IOM Staff KII – Partners
	How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities?	KII – IOM Staff KII – Partners
	When and how were monitoring and evaluation activities carried out? Were the M&E resources (human and financial) sufficient and appropriate? What is the M&E lessons learned and good practices?	Desk Review KII – IOM Staff
<i>Sustainability</i>	Did the project take specific measures to ensure its results will be sustainable after the end of its implementation?	KII – IOM Staff KII – Partners
	Are there structures in place to ensure continuity of project benefits once external support ends?	KII – IOM Staff KII – Partners
	Do the project's government partners have financial, human and technical capacity to continue maintaining the benefits of the project in the long run?	KII – IOM Staff KII – Partners

Annex 2. List of the Evaluation Key-Informants

Organization	Position
Project Staff	
IOM CV	Project Manager (Quelita Goncalves)
IOM RO	IBM RTS
Government Partners	
SNIAC	President
National Police	ICT Coordinator
DEF	Head of foreigners' Unit Three Officers Head of Digitalization Unit
NOSi	Project Manager Two developpers

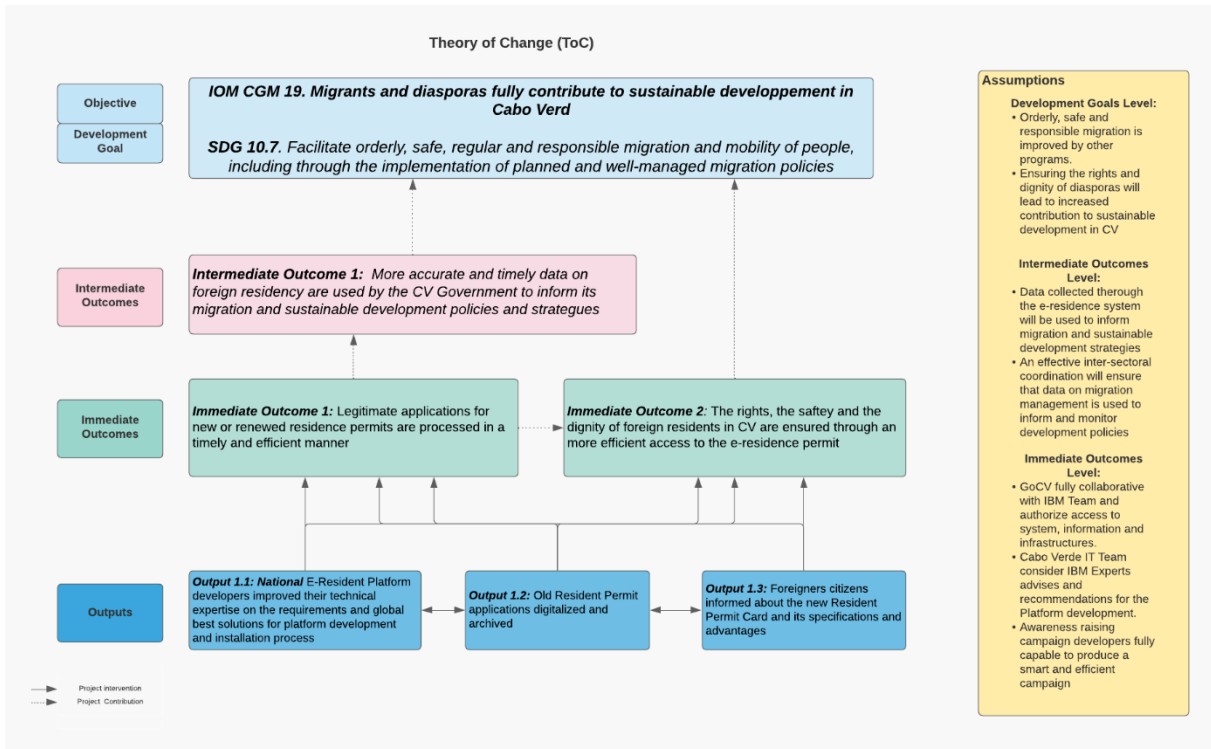
Annex 3. Project Results Matrix

Results	Indicators	Data Source and Collection Method	Baseline/Target	Assumptions
<p>Objective</p> <p>The project will contribute to the Government of Cabo Verde’s commitment to introduce an upgraded (more modern), reliable residence permit.</p>	New E-Resident Platform is developed and operational.	<i>Evaluation Report based on a detailed review of the residence permits and renewal process after 6-12 months, as well as, DEF facilities visit to observe the real work being done.</i>	No /Yes, the E-Resident Platform is developed and operational	
<p>Outcome 1:</p> <p>The GoCV more efficiently processes legitimate applications for residence permits and renewal.</p>	<p>a. Identification of duplications and fraudulent permits.</p> <p>b. Production of reliable and real-time data.</p> <p>c. Facilitated tracking of stolen and lost cards.</p>	<p><i>Evaluation Report based on a detailed review of the residence permits and renewal process after 6-12 months, as well as, meeting with DEF officials to collect after implementation results, improvements and constraints.</i></p> <p>Idem.</p> <p>Idem.</p>	<p>a. No /Yes</p> <p>b. No /Yes</p> <p>c. No / Yes</p>	<p>Cape-Verdean IT team successfully developed the platform.</p> <p>Platform successfully installed and operational.</p> <p>DEF Staff are trained to correctly and efficiently use the platform and print cards.</p> <p>DEF Staff are trained and capable to recognized fraudulent documents.</p>

Results	Indicators	Data Source and Collection Method	Baseline/Target	Assumptions
Output 1.1: National E-Resident Platform developers advised and assisted with technical expertise on the requirements and global best solutions for platform development and installation process.	Technical Assessment report, including recommendations for roll out of national e-resident platform.	<i>Technical Assessment Report produced by IBM team after assessment visit to Cabo Verde.</i>	N/A / Yes, one technical assessment report developed	National E-Resident Platform developers recognize the need for international expertise advisory and sufficiently collaborate.
	National E-Resident Platform equipped.	<i>Deed of Donation dully signed by IOM and DEF, attaching equipment list and photos</i>	N/A / Yes	
Activities related to Output 1.1: 1.1.1: IBM Technical Expert assessment visit to Cabo Verde; 1.1.2: Produce an Assessment Visit Report, including a technical step by step review and analysis of the operational, administrative and IT needs; 1.1.3: Provide expertise follow up on the Cabo Verde E-Resident Platform development by IBM experts, based on international high standards solutions.				GoCV fully collaborative with IBM Team and authorize access to system, information and infrastructures. Cabo Verde IT Team consider IBM Experts advises and recommendations for the Platform development.
Output 1.2: Old Resident Permit application documents saved and available on the database.	Number of Residence applicant's files digitized.	<i>Digitalization Results Report extracted from its software after conclusion of work.</i>	0 / 2000, disaggregated by sex	Access to the relevant archive location and files is authorized by GoCV officials.
Activities related to Output 1.2: 1.2.1 Purchase of digitalization software and equipment needed; 1.2.2 Training of trainers for the digitalization software use (with a balanced representation whenever possible); 1.2.3 Hiring and training of temporary digitalization staff (focusing on the importance of disaggregating data); 1.2.4 Digitize the physical archive to migrate disaggregated data into the database; 1.2.5 Extract and analyze the results of the report, reflecting disaggregated data by nationality, national origin, gender, age and residence reason.				Training room and tools made available by GoCV. Digitalization equipment and tools work perfectly. Digitalization's team engaged, motivated and very productive.

Results	Indicators	Data Source and Collection Method	Baseline/Target	Assumptions
Output 1.3: Foreigners citizens informed about the new Resident Permit Card and its specifications and advantages.	Gender-sensitive awareness raising campaign on the new Residence Permit Card procedures developed.	Media reports: GoCV Facebook, webpage, TV. As well as number of posters fixed, and info material distributed.	N/A / 1 gender-sensitive awareness raising campaign developed	Foreigners citizens willing to know more about the new E-Resident Permit Card.
	DEF call center, which aims to provide information about e-residence permit, is equipped.	<i>Deed of Donation dully signed by IOM and DEF, attaching equipment list and photos</i>	N/A / Yes	The new e-resident platform has been developed and is operational. Awareness raising campaign developers fully capable to produce a smart and efficient campaign.
<u>Activities related to Output 1.3:</u> 1.3.1: Produce awareness materials and TV and Radio Spot, considering gender related issues and participation; 1.3.2: Disseminate the campaign via TV and radio spot on the main national channels; 1.3.3: Print the awareness materials.				Awareness materials distributed by GoCV. Foreigners citizens interested on the new E-Resident Permit Card information.

Annex 4. Project Revised Theory of Change



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