

ANNEX C1: Twinning Fiche

Project title: Digital4Tanzania (D4T)

Beneficiary administration: The Ministry of Information, Communication and Information Technology (MICIT) of the United Republic of Tanzania

Twining Reference: TZ 21 NDICI TE 01 22

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EU funded project
TWINNING TOOL

LIST OF ABBREVIATIONS

ACP-EU	EU relations with African, Caribbean and Pacific (<i>ACP</i>) countries
BS	Budget Support
COSTECH	The Tanzania Commission for Science and Technology
DFID	Department for International Development
D4T	Digital for Tanzania
EAC	East African Community
EC	European Commission
EDF	European Development Fund
e-GA	e-Government Authority
EGDI	E-Government Development Index
EID	Electronic Identification Card
EU	European Union
EU MS	EU Member States
EUD	Delegation of the European Union to the United Republic of Tanzania
EUR	Euro (currency)
FA	Financing Agreement
GDPR	EU General Data Protection Regulation
GoT	Government of Tanzania
ICTC	Information and Communication Technology Commission
ICTs	Information and Communication Technologies
IT	Information Technologies
MICIT	Ministry of Information, Communication and Information Technology
MIIT	Ministry of Industry , Investment and Trade
MoEST	Ministry of Education, Sciences and Technology
MoFP	Ministry of Finance and Planning
NDICI	Neighbourhood, Development and International Cooperation Instrument
NICTBB	National ICT Broadband Backbone
PDPA	Personal Data Protection Agency
PL	Project Leader
PO-PSMGG	President's Office for Public Service Management and Good Governance
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
SDGs	Sustainable Development Goals
STEs	Short-term experts
PO-RALG	President's Office for Regional Administration and Local Government
TCRA	Tanzania Communications Regulatory Authority
TRA	Tanzania Revenue Authority
ToT	Training of Trainers
TTCL	Tanzania Telecommunication Company Limited
UCSAF	The Universal Communication Service Access Fund
UN	United Nations
UNDCF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
WB	World Bank

1. Basic Information

1.1 Programme:

Digital4Tanzania - e-Governance Support Programme, CRIS decision number: 2021/043-414, (2021-2027 Multiannual Indicative Programme for Tanzania) - Direct Management under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).

1.2 Twinning Sector:

Other (OT): Information Technologies and Communications

1.3 EU funded budget:

2,000,000.00 Euro

1.4 Sustainable Development Goals (SDGs):

With respect to the SDGs the primary contribution of the project is to:

- Goal 9 to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 16 for peace, justice and strong institutions.

Once implemented the improved capacities and skills of the GoT will continue to contribute to Goals 9 and 16 but also underpin the efforts in achieving the following SDGs:

- Goal 4 to help ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5 to help achieve gender equality and empower all women and girls.
- Goal 10 to help reduce inequality within and among countries.

2. Objectives

2.1 Overall Objective:

The overall objective of the **Digital4Tanzania (D4T)** Twinning project is to actively contribute to the successful digital transformation of Tanzania, by supporting e-Government reform and connectivity.

2.2 Specific objective:

The specific objectives are the following:

- To future proof the cyber security, privacy and data protection framework, capacities and skills of the Government of Tanzania and the private sector;
- To enhance the interoperability framework and capacity of the GoT in order to strengthen data governance and management skills enabling an inclusive, transparent, and effective data driven public sector, and;
- To improve the skills and capacity of the private sector and of the research community, also addressing the gender digital divide, in the field of cyber security, privacy and data protection.

2.3 The elements targeted in strategic documents i.e. National Development Plan / Cooperation agreement / Association Agreement / Sector reform strategy and related Action Plans¹:

The *Tanzania Development Vision 2025* recognizes the roles of effective use of information and communication technology (ICT) in achieving and retaining the middle-income country status. ICT have become a pertinent aspect in the national development. In other words, access to broadband connectivity which facilitates social-economic growth, is the core of national development.

¹ Other useful strategies, policy documents and reports can be found on: <https://www.ega.go.tz/publications>

The *Five-Year Development Plan (FYDP III) 2021/22-2026*, “Realizing Competitiveness and Industrialization for Human Development.” FYDP III seeks to transform the country to a semi-industrialized middle-income country with a modern economy and high-quality human capital by 2025. Notably, it recognizes the roles that the private sector and STI will play in getting there. FYDP III links five priority sub-themes²:

- Realizing an Inclusive and Competitive Economy,
- Deepening Industrialization and Service Provision,
- Investment and Trade Promotion,
- Human Development,
- Skills Development.

The *Tanzania National Broadband Strategy (2021-2026)* is premised in the following five key Result Areas:

- Governance, policy, legal and regulatory frameworks,
- Infrastructure, connectivity’s and broadband devices,
- Innovation, contents and applications,
- Capacity building and awareness creation, and
- Investment and finance.

In addition to the five thematic areas, the strategy also revolves around the following issues:

- Institutional framework for broadband strategy delivery,
- Monitoring and evaluation of broadband strategy;
- Risk and mitigation, and
- Broadband implementation plan.

The *National Communication Cyber Security Strategy* has been prepared in fulfilment of the National Cyber Security Strategy (2018-2023) aims at creating awareness and at imparting knowledge on Cyber Security issues including Policies, Strategies, Laws, Regulations and Guidelines to stakeholders on Cyber Security.

3. Description

3.1 Background and justification:

The Republic of Tanzania has a sustained political stability and a diversified economy with abundant natural resources. Tanzania achieved in 2020 the status of low middle-income country and now strives to maintain it, in spite of the socio-economic impact of the COVID-19 pandemic. The country’s population is about 60 million in 2020, making it the most populous nation within the East African Community (EAC) member States. 63% of Tanzania’s population is below 24 years old. The rapid population growth and limited employment opportunities mean that the country needs to create jobs for over 800,000 youth entering the job market on an annual basis (or some 1.3% annual increase). Digital technologies are seen as one of the avenues for creating jobs.

Being a member of the East African Community (EAC) and the Southern African Development Community (SADC), Tanzania is well located to be a regional hub for the surrounding landlocked countries and for vast areas of the other bordering countries. Through its National ICT Broadband Backbone (NICTBB), Tanzania has established a high-speed fibre optic link to Kenya, Uganda, Rwanda, Burundi, Zambia, Mozambique and Malawi³. The NICTBB extends to over 8,300 km in

² The United Republic of Tanzania (June 2021) National Five-Year Development Plan 2021/22-2025/26: Realizing Competitiveness and Industrialization for Human Development.

³ Tanzania, together with Kenya, serves as direct trade, transport gateway to much of East Africa, with the potential for a strong ICT sector for facilitating regional trade. Dar es Salaam is the port of entry and exit for two of the three major Eastern

regions and districts. Under Public Private Partnership arrangement, the GoT in collaboration with a consortium of operators – specifically Airtel, Tigo and Zantel – have constructed over 2,500 kilometres of fiber optical cables in six regions namely Dar es Salaam, Dodoma, Morogoro, Mwanza, Kilimanjaro and Arusha. An additional 1,500+ km of backbone fiber connects Dar es Salaam, Dodoma, Arusha and Moshi, but even though Tanzania has the essential backbone connecting most of its urban areas, the network is not extensive to reach the population in rural areas.

The Information and Communication Technologies (ICT) sector is growing fast, contributing to social and economic development in the country. Tanzania's Development Plan, Vision 2025, seeks to transform the country from a least developed to a semi-industrialised middle-income country with a modernised economy and high-quality human capital by 2025. The newly enacted Five Year Development Plan for the period 2021-2025, "Realising Competitiveness and Industrialisation for Human Development", sets out specific objectives related to the ICT sector as enabler to strengthen industrialisation; support increased enterprise development and private sector engagement; develop digital network and capacity of research and innovation institutions and accelerate broad-based/inclusive economic growth through poverty reduction and social development interventions as well as targeted productive capacities for the youth, women and disadvantaged groups. These objectives confirm that the government should embrace digital and frontier technologies to accelerate industrialisation, build digital skills and leverage digital technologies for entrepreneurship and job creation for women and men.

Like other African economies, Tanzania is undergoing a steady process of digitalization. The mobile money is a paradigmatic example of a fast, inclusive revolution that has transformed jobs and trade. It has expanded financial services to traditionally excluded segments of the population and unlocked innovative opportunities to develop new business models.

The Digital Financial Services sector is growing in Tanzania⁴. Beginning with mobile money, the sector is extending to other areas such as lending, finance, insurance, investment and personal finance. However, access to smartphones is still low (15%) and remains unaffordable for large segments of the population, as Tanzania has the second-highest cost of ownership of mobile phones in Sub-Saharan Africa. The digital divide in terms of skills and affordability remains extremely high between urban and rural areas and between women and men.

With respect to telecommunication infrastructure (i.e. fixed and mobile telephony and internet), human capital (i.e. educational attainment levels), and online service offers (i.e. information, transactional services and engagement), Tanzania hovers around the African average overall on the bi-annual E-Government Readiness Survey and Index.⁵ Specifically, the 2020 Tanzanian EGDI scores is 0.42 compared to the African average of 0.39 and global average of 0.55. For infrastructure (i.e. TII – Telecommunication Infrastructure Index) the 2020 Tanzanian score of 0.24 is below both the African and Global average of 0.32 and 0.55 respectively. For human capital (i.e. HCI – Human Capital Index) the 2020 Tanzanian score is 0.46, i.e. below the African and Global average of 0.49 and 0.69 respectively.

For online service availability (i.e. OSI – Online Service Index) the 2020 Tanzanian score is 0.55 (slightly down from the 0.56 in 2018), i.e. outperforming its African peers who average 0.37 but only keep pace with the Global average of 0.57. This is mirrored by with respect to transparency and engagement (i.e. EPI – Electronic Participation Index), where Tanzania's score of 0.56 in 2020

Africa transport corridors, the Central and Southern Corridors. Its regional position favours the application of digital technologies for the facilitation of cross border trade.

⁴ Digital Financial Services – April 2020 – World Bank - <https://pubdocs.worldbank.org/en/230281588169110691/Digital-Financial-Services.pdf>

⁵ UNDESA (2020), UN E-Government Knowledgebase, <https://publicadministration.un.org/egovkb/en-us/data-center>

match the Global average and is well above the African average of 0.36. Despite progress, Tanzania have not kept up with global trends since 2003.

With respect to other international benchmarks, Tanzania has a large improvement potential for the ease of doing business, ranking 141st (of 190) on World Banks Ease of Doing Business in 2021. Tanzania ranked 87th (of 180) in terms of perceived corruption in 2021, second only to Rwanda (ranked 52nd) in the EAC. Supporting the notion that the application of technology within the public sector and in service delivery leads to lower levels of corruption, but unfortunately not supporting similar patterns with respect to the ease of doing business.⁶

Reflecting the EGDI, GSMA data⁷ for Tanzania's telecommunication infrastructure is given a 40.99 score (of 100). Infrastructure (score 36.93) remains a considerable challenge. While 52% of the population enjoy 3G coverage, download speeds are low by regional and international standards (12.71 mbps for mobile and 14.33 mbps for fixed line). Similarly, affordability (score 34.45) of mobile and fixed telephony and internet is a key reason for digital exclusion and limited use of both public and private sector service offers online. The importance of affordability is reflected by 96% of internet/mobile subscription being pre-paid (i.e. a cash-flow concern). The availability of content and service (score 39.96) can also be improved. For instance, only 7.6% use social media and 12% of Tanzanians make online purchases or pay bills online, despite 39% having a mobile pay account and 21% an account with a financial institution (note, only 0.5% of the population has a credit card). Overall, GSMA indicate that readiness by the customer base in Tanzania is good (score 55.51) but is held back by affordable access to technology, online content and services.

The MICIT, established in September 2021⁸, acknowledges the potential of ICT for the socio-economic empowerment and recognises that the extension of connectivity is facing challenges, which are mainly linked to the insufficient funding and also uncoordinated efforts between Government's Institutions, shortage of electricity and inadequate digital literacy. The MICIT also acknowledges the potentials of digital connectivity to research community and innovation intermediaries for long term national productivity. Yet the Government clearly stated the importance of expanding connectivity and ensuring an enabling environment for innovation and new models of entrepreneurship. Donors' support is still limited, the World Bank and the United Nations Capital Development Fund being the only significant players⁹.

Due to the rapid pace of urbanisation and concurrently a still high percentage of rural population scattered in remote areas, Tanzania is not able to keep up with land digitalisation, management and enforcement. Progress in e-government and expansion of connectivity to rural areas is slow and, despite the considerable progress in extending access to digital technologies, and Tanzania tails its East African peers¹⁰. Local Government Authorities and research communities countrywide are also facing enormous challenges to leverage digital technologies to improve social services in education and health.

3.2 Ongoing reforms:

⁶ Martin, J. & Meyerhoff Nielsen, M. (2020). *ICT Development in the Public Sector and the Small Island States Context: Evidence from across the World*. In 7th International Conference on eDemocracy & eGovernment, IEEE, pp. 67-73.

⁷ Dataportal (2020), <https://datareportal.com/reports/digital-2020-tanzania>

⁸ The MICIT has been created separating the ICT area from Ministry of Works, Transport and Communication

⁹ They work on access to digital payments, fintech start-ups ecosystem enhancement and new tech entrepreneurship promotion. The EU has recently signed a Financing Agreement with the Government of Tanzania to support the innovation, increase Micro, Small and Medium Enterprises' MSMEs compliance with quality standards, enhance consumer protection and improve the ecosystem for women and youth-led MSMEs. The programme, called FUNGUO, is due to start in 2021 and will be co-financed and implemented by United Nations Development Programme.

¹⁰ E-Government Survey 2020 Digital Government in the Decade of Action for Sustainable Development – United Nations [https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20\(Full%20Report\).pdf](https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf)

Despite ICT-driven achievements in Tanzania, digital transformation is still in its early stages and it has benefitted a relatively small portion of the population. Connectivity is limited, especially in rural areas, higher education and research institutions with access to mobile internet and smartphones prohibitively expensive for many segments of people. The digital divide in terms of both access to digital devices and digital skills between urban and rural areas and between woman and men is high. When digital services do exist, policy and regulatory hurdles often hinder innovative entrepreneurship and private sector growth, preventing digital solutions from reaching their full potential.

The priorities and objectives of Tanzania's digital transformation underpins Vision 2025, and builds on past National E-Government Strategies and initiatives. The aim is to guide the digital transformation across all sectors of the economy. The current focus in the Digital Tanzania Programme (DTP) is on five priority areas:

1. Digital ecosystem,
2. Digital connectivity,
3. Digital platform and services, incl. digital skills development for officials and citizens,
4. Project management, incl. governance, cooperation and collaboration, monitoring and measurement framework anchored in the Office of the President,
5. Contingency emergency response (CERC).

For connectivity the aim is to provide an additional 13 million Tanzanians – equivalent to some 20% of the population - with new or improved mobile coverage and lower bandwidth prices for government and research institutions through bulk procurement of international bandwidth. On online content, the stated objective is to improve the provision of public services, human capital development and increasing the proportion of online transactions by citizens and businesses. With respect to skills development and the digital economy the aim is to expand and strengthen digital and professional ICT skills amongst youth, entrepreneurs and government officials through a number of targeted support programs. Lastly the GoT aim to enable “digital industrialization” by providing the enabling environment and support to the ICT industry.

Overall, the priorities and objectives align with both the SDGs and Team Europe Initiative (TEI) of leaving no one behind, increased equity, improved transparency, and sustainable economic growth. Mapping the Digital Tanzania priority areas and initiatives with the TEI confirms this alignment.

Specifically, the DTP strategic components (C) for digital ecosystems align with the TEI as follows:

- C1.1. Establishment of ICT equipment refurbishment and Scanning of ICT Regulatory Environment, falls within the TEI pillar for peace, security and good governance.
- C1.1. Digital Enabling Environment (Establishment of National ICT Professional and Innovation Centre), falls within the TEI pillar for digital transformation.
- C1.2. Infrastructure to Support National Development and E-Commerce (Enhancing the National Addressing and postcode system, Development of the National Statistical Information Management System and National E-Commerce initiatives), falls within the TEI pillar for economic growth and jobs.

For the DTP initiatives related to digital connectivity, this aligns with the TEI as follows:

- C2.1. Connected Government (connecting all unconnected MDAs and LGAs to high-speed broadband through extension of the Government Communication Network and increasing capacity of the Government Bandwidth), match the TEI pillars for digital transformation but also good governance.
- C2.2. Rural Broadband for Development (expanding rural mobile coverage and upgrading service from 2G to enable broadband connectivity and utilization of spectrum white space in turn), falls within the TEI pillar for economic growth and jobs.

The DTP focus on digital platforms and services also align with the TEI, specifically:

- C3.1. Digital Services and Productivity platforms (One-Stop Service Centers - Huduma Pamoja Centers) in every region (offering access to public online services and in person transactions, transformation of the traditional economy into digital economy) and C3.3. Digital Literacy and Capacity Building (Citizen Digital Literacy and Awareness Program).
- C3.2. Data Centre Infrastructure (Enhancement of data centre infrastructure) and the C3.3. Digital Literacy and Capacity Building (Government ICT Cadre Training Programme & Citizen Digital Literacy and Awareness Program) both match the objectives of the TEI pillar for digital transformation but also good governance.

3.3 Linked activities:

European Union

The European Union is one of the primary donors promoting the development of a digital economy in Tanzania. Its digitalization program focuses on accelerating the transformative impact digital technology is already having in Tanzania and bridging the socio-geographic digital divide to provide more and better opportunities to women, youth, and the population at large. Europe is by far the largest investor in Africa with a stock of €239 billion in foreign direct investment in 2018 alone, far ahead of the US and Chinese investors at €41 billion and €39 billion respectively (IMP, 2019). Trade with the EU and the 27 member states in 2019 accounted for 32%, or some € 235 billion, of all African trade far above the following two trade partners, i.e., the USA (18%) and China (6%) (UNCTAD World Investment Report 2020). Official development assistance to Africa from the EU and the 27 member states was €19.9 billion in 2019, with €10.4 billion from the USA (OECD, DAC2A, 2018).

The “**Team Europe Initiative (TEI)**”, aims at creating an ever-closer partnership between Africa and the EU. TEI consists of five comprehensive investment packages aligned to both EU, member state and the United Nations (UN) 2030 Sustainable Development Goals (SDGs). TEI objectives include: Leaving no one behind; Equity; Transparency; Sustainable economic growth, and; Environmental sustainability. Particularly focus areas within the TEI includes:

- Boost Africa’s green transition and increase access to energy incl.: Maximise the benefits of the green transition; minimise the threats to the environment, and; Fulfil the Paris Agreement on Climate Change.
- Support Africa’s digital transformation.
- Promote peace, security and good governance incl.: Adapt and deepening EU support to African peace efforts; integrate into cooperation elements such as, good governance, democracy, human rights, rule of law and gender equality.
- Help Africa’s economies grow and create jobs incl.: More sustainable investments; closer economic integration through the African Continental Free Trade Agreement, and; access to quality education for all.
- Work together on migration and mobility incl. a balanced, coherent and comprehensive approach based on solidarity, partnership and shared responsibility.

The EU’s €80 billion long-term budget includes “**Global Europe’ 2021-2027**” underpins the TEI. A full €29 billion, or 36%, earmarked for Sub-Saharan Africa.

The **Digital4Development (D4D) Hub** was launched in December 2020 to serve as a strategic multi-stakeholder platform that fosters digital cooperation between the TEI and its global partners. European partners include the EU Member States and implementing agencies, the European Commission, the European Investment Bank and European Development Finance Institutions, civil society organizations, academia and private sector partners such as the D4D Coalition (incl. Ericsson, Nokia, Orange, Philips, SAP, SATEC, SES, and Vodafone). The focus is on three areas: Technical assistance; Knowledge sharing, and; Dialogue. To date seven projects have been

launched through the D4D Hub. A budget of around €8 million will be distributed and spent by August 2023.

The EU launched in 2021 the **Digital4Tanzania (D4T) - e-Governance Support Programme** which aims to promote primarily Digital Economy, e-Governance and Connectivity in Tanzania. The action will focus on accelerating the transformative impact that digitalisation is already having in Tanzania to bridge the socio-geographic divide and provide more opportunities to women, youth and the population at large. In particular, it will deliver on the following key domains and objectives:

1. Digital Government: improve the digital economy and the use of e-government and e-services;
2. Inclusive Connectivity: support connectivity investments as an enabler for a more conducive environment for public and private actors – and more generally citizens – to operate, addressing the gender and geographic divide;
3. Digital Trade Support: develop the fintech sector and innovation ecosystems in the country and the region, ensuring women and youth access to job opportunities.

World Bank

The “**Digital Tanzania Programme 2022-2026**” has three key focal areas:

- Improve the enabling environment including strengthening digital skills and capacities. This includes digital technology institutes, the IT University, various tech hubs and free hotspots. Improving the e-Commerce environment, support to the ongoing mapping of post codes and cadastral data are elements but regulatory support is not.
- Improve connectivity and mobile broadband coverage, especially in rural areas with approx. 200 local districts to be connected as part of the World Bank supported activities.
- Improve government platform and services including support to the one-stop-shops initiative through piloting of physical service centres. Elements include the identification of regional distribution of physical locations (e.g. post offices), the type of Backoffice systems support required (incl. connectivity and location of government data centres), and online services (both in the physical and online one-stop-shops).

UN Agencies

UNCDF

The “*Accelerating Tanzania’s Transition to an Inclusive Digital Economy*” programme aims at achieving three key outcomes which will help the Government of Tanzania achieve its FYDPIII objectives while also contributing to the UN Sustainable Development Goals:

- Policy and Regulation: the development of a digital economy framework that supports evolution towards an inclusive digital economy.
- Infrastructure / Open Payment Systems: improved access to and increasing usage of digital payments and digital financial services.
- Innovation: mobilization of Tanzania’s start-up to better support entrepreneurs and further drive digital innovation.

UNDP / EU funded

The “*Funguo Programme*” has three strategic objectives (SO):

- Creation of a flagship portfolio of investment ready impact ventures that unlock third party private investment and financing, with the goal of stimulating investments in innovation beyond the Funguo portfolio of ventures. Sustainability beyond the program including: the Funguo Facility and associated Funguo Fund will be created as an independent non-profit organization and trust fund that operates an open ended, revolving fund to continue the core activities beyond the program.
- Strengthen the Innovation Ecosystem by capacitating the innovation ecosystem service provider. Through the Funguo Program to be able to source technical assistance services for the portfolio of ventures under the Catalytic Fund. This will help increase the financial and

technical capacity and alignment in the innovation ecosystem, which all impact ventures in Tanzania will benefit from.

- Strengthen the Enabling Environment by promoting innovation in Tanzania and supporting public and private stakeholders in the innovation ecosystem to align and work towards key stakeholders developing innovation friendly strategies, policies and activities to allow impact ventures to thrive.

3.4 List of applicable *Union acquis*/standards/norms:

The EU promotes digital transformation to develop sustainable and inclusive Growth in partner countries.¹¹ The new European Consensus on Development¹² and the European Commission's Approach to "Digital4Development (D4D) - mainstreaming digital technologies and solutions in EU development policy"¹³ - acknowledge the enabling role played by digital technologies and solutions to contribute to the implementation of the 2030 Agenda.

Grasping the opportunities for women through digitalisation is also one of the new thematic priorities set by the EU Gender Action Plan III¹⁴, through which the EU promotes actions to bridge the gender digital divide. These policy documents lay down the EU ambition to promote worldwide a peaceful, secure and open ICT environment, while addressing cybersecurity threats and protecting human rights and freedoms offline and online, including providing the highest standards for data privacy, protection and security. In this context, reference needs to be made to a number of key European frameworks, acts and large-scale pilots including but not limited to:

- Cyber security policies¹⁵ including the Directive on security of network and information systems (NIS Directive) and its toolkit¹⁶, as well as the international Budapest Convention on Cybercrime, which are key parts of the EU policy framework of reference.
- The General Data Protection Regulation (GDPR)¹⁷, the Directive on privacy and electronic communications (Directive 2002/58/EC).
- Regulation on electronic identification and trust services for electronic transactions in the internal market (eIDAS Regulation) and associated frameworks and tools.¹⁸
- The European Interoperability Framework (EIF) and associated framework and tools.¹⁹
- EU commitments to web accessibility including the W3C WCAG level AA standard as the foundation of good usability access for persons with disabilities, as emphasised by the EU Web Accessibility Directive (Directive (EU) 2016/2102)²⁰, the Universal Service Directive (Directive 2002/22/EC) as well as the UN charter on accessibility.

Another relevant EU initiative is the comprehensive Digital Package released on the 19 February 2020. It comprises three key documents (the Communication on Shaping Europe's digital future²¹, the Communication on the European strategy for data²², and the White Paper on Artificial

¹¹ Communication from the Commission – Europe Alliance for Sustainable Investment and Jobs (2018)

¹² https://ec.europa.eu/international-partnerships/european-consensus-development_en

¹³ The Staff Working Document Digital4Development: mainstreaming digital technologies and services into EU Development Policy (D4D) available at: <https://ec.europa.eu/transparency/regdoc/rep/10102/2017/EN/SWD-2017-157-F1-EN-MAIN-PART-1.PDF>

¹⁴ JOIN(2020) 17 final Joint Communication to the European Parliament and the Council "EY Gender Action Plan (GAP) III – An Ambitious Agenda for Gender Equality and Women's Empowerment in EU External Action".

¹⁵ Cyber security policies, <https://digital-strategy.ec.europa.eu/en/policies/cybersecurity-policies>

¹⁶ NIS, <https://digital-strategy.ec.europa.eu/en/policies/nis-directive>

¹⁷ GDPR, <https://gdpr.eu/>

¹⁸ eIDAS, <https://digital-strategy.ec.europa.eu/en/policies/eidas-regulation>

¹⁹ EIF, <https://joinup.ec.europa.eu/collection/nifo-national-interoperability-framework-observatory/european-interoperability-framework-detail>

²⁰ Web Accessibility Directive, [https://digital-strategy.ec.europa.eu/en/policies/web-accessibility#:~:text=The%20Web%20Accessibility%20Directive%20\(Directive,mobile%20apps%20of%20public%20services](https://digital-strategy.ec.europa.eu/en/policies/web-accessibility#:~:text=The%20Web%20Accessibility%20Directive%20(Directive,mobile%20apps%20of%20public%20services)

²¹ https://ec.europa.eu/info/publications/communication-shaping-europes-digital-future_en

²² https://ec.europa.eu/info/sites/info/files/communication-european-strategy-data-19feb2020_en.pdf

Intelligence²³). It fosters a human centric approach²⁴ to data and technology, which ensures a fair and competitive digital economy, and an open, democratic and sustainable²⁵ society. Similarly, initiatives on net neutrality / open internet²⁶, the Digital Service Act²⁷ currently being negotiated, the Access Directive (Directive 2002/19/EC), Authorization Directive (Directive 2002/20/EC), and the Framework Directive (Directive 2002/21/EC) are also relevant.

Solutions and experiences of the large-scale pilot funded by the EU of particular relevance to the Twinning includes:

- Pan-European Public Procurement Online (PEP-POL)²⁸ which developed Business Interoperability Specifications (BIS) for common e-Procurement processes such as e-Catalogue, e-Orders, and e-Invoices to standardize electronic documents exchanged and validated through an open and secure network, between sending and receiving Access Points for public sector buyers and their suppliers across Europe.
- Secure identity across borders linked 2.0 (STORK)²⁹ on cross boarder recognition and use of secure and trusted electronic identities and signature. Developed, a cross-border interoperability eID platform, common specifications including manuals, guidelines and common codes and attribute quality authentication assurance (AQAA) framework, enabling quality rating.
- The Once-Only Principle Project (TOOP)³⁰ for once-only and cross boarder data exchange, identification and services. With a particular focus on data from businesses explored and tested better ways of exchanging data or documents with and between public administrations and reduce administrative burden for both businesses and public administrations.

3.5 Components and results per component:

Component 1: Future proof the cyber security, privacy and data protection framework, and enhance the capacities and skills of the public and the private sector

This component aims to future proof the cyber security, privacy and data protection framework, and strengthen the capacities and skills of the GoT and the private sector, and has three sub-results:

- The compliance and support mechanisms within GoT and in private sector is assessed and recommendations for improvements are proposed (1.1).
- Skills and capacities within the GoT with respect to the ICT Act, Personal Data Protection Act are improved (1.2).
- Innovation skills and research capacities within the GoT are enhanced (1.3).

Sub-Result 1.1: The compliance and support mechanisms within GoT and in private sector is assessed and recommendations for improvements are proposed

The focus is on an analysis of the current GoT compliance and support mechanisms and to improve said mechanisms within the GoT and in private sector. The aim is to propose action orientated recommendations for the GoT to improve its support and compliances framework, including monitoring and measurement for the areas of ICT, Cyber-security, Personal Data protection, and associated Acts (Cf. Sub-result 1.2 for associated skills and capacity development).

²³ https://ec.europa.eu/info/sites/info/files/commission-white-paper-artificial-intelligence-feb2020_en.pdf

²⁴ The vision is based on the EU values and standards which aim at granting an adequate level of citizen protection from abuse, limitations to freedom of speech and access to online resources and networks, universal application of privacy, data protection and data security by design principles.

²⁵ Note, unless otherwise specified sustainability refer to both financial and environmental sustainability.

²⁶ Net neutrality, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32015R2120>

²⁷ Digital Service Act, <https://digital-strategy.ec.europa.eu/en/policies/digital-services-act-package>

²⁸ PEP-POL, <https://peppol.eu/>

²⁹ STORK, <http://science2society.eu/content/stork-20>

³⁰ TOOP, <https://toop.eu/>

The recommendations may address potential data protection agency and ombudsman roles (if applicable), as well as the recommended focus for skills and capacity development initiatives within the GoT, the private sector and society at large and establish the required baseline for measuring improvements and outcomes (Cf. Sub-result 1.2).

The assessment framework developed must be aligned to the Tanzania D4T Programme, ICT Act, Cyber-security Act, and Personal Data Protection Act, and take account of their EU equivalents. To set the benchmark for the GoT an assessment of the key GoT registries should be established as part of Sub-result 2.3.

Sub-Result 1.2: Skills and capacities within the GoT with respect to the ICT Act, and Personal Data Protection Act are improved

Based on sub-result 1.1, the focus is on the design and delivery of a series of tailored and contextualised workshops for skills development within the GoT. The workshops should create an in-depth understanding of the fundamental issues, current and future trends and good practice related to ICT, Cyber-security and Personal Data Protection Acts. The implications on the GoT, the private sector and society at large if the new Acts and standards are key. The roles and responsibilities of the GoT in terms of its own internal GoT compliances with the new Acts and standards is essential.

The workshops should strengthen the skills required by GoT employees to support the compliance with the Acts in question, including within the GoT, in private sector and in society at large. The aims of the workshops are to develop a clear understanding of, and the capacities and skills required for the roles and responsibilities of the public sector at large and individual institutions specifically.

The workshops, course material and teaching methods should combine blended and problem-based learning and consist of both theory and practices, presentations, discussions, and assignments. The workshops content should be linked to the D4T and the new ICT Act, Personal Data Protection Act, as well as EU counterpart legislation. Study visits in selected MS can be foreseen to reach the specific objectives of this Sub-result.

Sub-result 1.3: Innovation skills and research capacities within the GoT are enhanced

The focus is on the design and delivery of a series of tailored and contextualised workshops on process, service/product and organisational innovation in the public sector. The aim is to both inspire and strengthen the skills of the participating GoT staff to reform and modernise the GoT and society at large. The aim is to develop a clear understanding of the opportunities and pitfalls of innovation, research and technology use in the public sector.

The workshops, course material and teaching methods should combine blended and problem-based learning and consist of both theory and practices, presentations, discussions, and assignments. The workshops topics and angles envisioned, but are not limited to, includes ICT and anti-corruption, how to decide and design with data, user-centric and inclusive service design, automation, big data, AI/machine learning, DLT, IoT, smart and sustainable cities and communities. Workshops should have a strong theoretical foundation with respect to innovation, research, change and risk management to enabled participants to decide, design and innovate with data and emerging technology. Workshops should incl. process, service, organisational innovation and elements cyber-security, evidenced based decision, data and privacy protection, interoperability etc. as well as EU good practice and experiences (incl. regulations and standards). Study visits in selected MS can be foreseen to reach the specific objectives of this Sub-result.

Component 2: Strengthen the interoperability framework, data governance and management skills enabling an inclusive, transparent, and effective data driven public sector

With reference to national interoperability standard, good data governance and management in core government registries, the component aim to strengthen the GoT interoperability framework, data governance and management skills enabling an inclusive, transparent and effective data driven public sector. This second component has four sub-results:

- The GoT interoperability Acts and standards for data governance, data management, quality assurance and recommended improvements are reviewed (2.1).
- The compliance and support mechanisms within GoT and in private sector is assessed and adjusted and recommendations for GoT implementation are proposed (2.2).
- Core government registries are reviewed (2.3).
- The innovation skills and capacities within the GoT are improved (2.4).

Sub-result 2.1. Government of Tanzania interoperability acts and standards for data governance, data management, quality assurance are reviewed

The focus is on the review of the current GoT e-Government Interoperability Framework (incl. act, standard, taxonomy).³¹ The review will take into account the relevant ICT, cyber-security data and privacy protection Acts of GoT and its EU equivalents, not least the GDPR³² and EIF³³. The aim is to recommend and make the relevant adjustments to future proof the existing interoperability framework and ensure alignment with the GoT ICT, Cyber-security, and Personal Data Protection Acts.

Sub-result 2.2. The compliance and support mechanisms within GoT and in private sector is assessed and adjusted and recommendations for GoT implementation are proposed

Based on the assessment framework developed in Sub-result 2.1, the focus is on the assessment of the compliance and support mechanisms within GoT and in private sector related to cyber-security, data and privacy protection, interoperability, and data quality of core registries in the GoT. The aim is to propose action orientated recommendations for GoT improve its capacities for maintenance, compliance related monitoring and measurement for the areas of ICT, cyber-security data and privacy protection, interoperability, data quality (and completeness), and management of core registries.

Actionable recommendations may include process, capacity and skills improvement to strengthen the compliance and support mechanisms within GoT and in private sector and propose recommendations for GoT implementation. The recommendations should address technical, semantic, organisational interoperability, data governance, management, quality assurance and data capture (where applicable).

The assessment framework developed may be aligned to the Tanzania interoperability standard (Cf. Sub-result 2.1), but also the ICT Act, Cyber-security Act, and Personal Data Protection Act, while taking account of their EU equivalents. The assessment will constitute the baseline for compliance monitoring and measurement with respect to key GoT registries in Sub-result 2.4.

Sub-result 2.3. Capacity on core government registries is enhanced

Based on the assessment framework developed in Sub-results 2.1 and 2.2, the tasks will focus on providing capacity building activities to GoT to be able to perform assessment of core government registries in order to advise on their compliance with the cyber-security, data and privacy protection, interoperability standards, and technical standards for systems integration (ref. systems integration project). The completeness and quality of data within the core registries in the GoT shall also be assessed. The aim is to enable GoT ensure compliance with relevant ICT, cyber-security data and privacy protection, interoperability standards, improved data capture and management.

³¹ eGovernment Interoperability Framework – Standards and Technical Guidelines, <https://www.ega.go.tz/uploads/standards/en-1574945623-inter.pdf>

³² GDPR – European Data Protection Regulation, <https://gdpr-info.eu/>

³³ EIF – European Interoperability Framework, https://ec.europa.eu/isa2/eif_en

A list of core registries should be developed in close coordination with the beneficiary for assessment. Priority registries may include those related to births, death, immigration, identity management (incl. eID), entity registrations (incl. public, private and non-profit entities), key licences, financial management, tax, vehicles, vessels, planes, address, and cadastral data.

Actionable recommendations may address technical, semantic, organisational interoperability, data governance, management, quality assurance and data capture (where applicable). Areas for improvement may include the consolidations of duplicate or overlapping registries, data capturing processes for core registers which are not complete as well as the recommended focus for skills and capacity development initiatives within the GoT. The initial findings will be used as the baseline for both Sub-results 1.2 and 2.3.

Sub-result 2.4: The innovation skills and research capacities within the GoT are improved

The focus is on the design and delivery of a series of workshops on interoperability and data management. This may include technical, semantic and organisational interoperability, the governance of interoperability Acts and standards but also the once-only data principle, data governance, data management (incl. taxonomy and meta tagging), quality assurance, roles and responsibilities with a focus on the GoT. Other elements include how to connect with the systems integration infrastructure, how to decide, design and innovate with data and research. The aim is to both inspire and strengthen the skills of the participating GoT staff with respect to interoperability as a topic, its importance and how data can drive public sector reform and modernise, help develop a digital economy and knowledge based digital society. The workshops should also strengthen research collaboration, develop a clear understanding of the possibilities and pitfalls of interoperability, relevant technologies and data-based analytics (e.g., big data, machine learning, AI, decentralised ledger technology)

The workshops, course material and teaching methods should combine blended and problem-based learning and consist of both theory and practices, presentations, discussions, and assignments. The workshops content should be linked to the Interoperability Act and standard including technical, semantic and organisational interoperability, the governance of interoperability, once-only data principle, data governance, data management (incl. taxonomy and meta tagging), quality assurance, roles and responsibilities, the ICT Act, Personal Data Protection Act, as well as EU counterpart legislation. Study visits in selected MS can be foreseen to reach the specific objectives of this Sub-result.

Component 3: Improve the skills of the private sector and of the research community in the field of cyber security, privacy and data protection

With reference to the ICT Act, Cyber-security Act, and Personal Data Protection Act and Components 1 and 2, the primary aim of this component is to strengthen the private sector and research community's understanding of cyber security, privacy and protection of innovation and research data when managing, innovating, deciding and designing with data market. The secondary aim is to complement existing entrepreneurship programmes for the private sector (esp. IT, telecommunication, R&D and banking), new entrepreneurs (esp. rural and women, incl. STEM degrees) to raise their awareness of new requirements, and how to grow their business and innovate with data market. The component has three sub-results:

- Tools and methods for GoT to target private sector to understand new requirements, responsibilities and to apply these in their organisations are assessed and improved (3.1).
- Tools and methods for other entrepreneurship programmes (esp. rural and women incl. in STEM degrees) to raise awareness of new requirements, now grow and innovate with data are assessed and improved (3.2).
- Design-with-data training programmes, including cyber security, privacy and data protection are created and delivered (3.3).

Sub-result 3.1. Tools and methods for GoT to target private sector to understand new requirements, responsibilities and to apply these in their organisations are assessed and improved

Based on Components 1 and 2, the focus is on assessing the current awareness, capacity and skills within private sector related to cyber-security, data and privacy protection, interoperability, data management and innovation. The aim is to establish a benchmark for impact assessment of capacity building activities (Cf. Sub-result 3.3), and to recommend a set of tools and methods the mandated GoT entities and Twinning Partners can design, develop and maintain to improve the awareness, capacities and skills within the private sector to manage and maintain their internal systems with respect to, cyber-security, data and privacy protection, interoperability, data management.

The assessment may include a quantifiable baseline of the capacities for innovation, design and decision making with data, with a particular focus on the IT, telecommunication and banking sectors. It should also recommend the approach for the monitoring and measurement of the training outcomes under sub-result 3.3.

Recommendations on specific tools and methods for a training curriculum including process, service/product, organisational innovation, risk and change management in the private sector should be part of the assessment. Cybersecurity, cybercrime prevention, data and privacy protection, technical, semantic, organisational interoperability, data governance, management, quality assurance and data capture (where applicable). The recommendations must be aligned to the Tanzania interoperability standard, but also the ICT, Cyber-security, and Personal Data Protection Acts, while taking into account of their EU equivalents. Actionable recommendations for collaboration with the GoT CoEICT and/or existing entrepreneurship programmes and train-the-trainer components should be included.

Sub-result 3.2. Tools and methods for other entrepreneurship programmes to raise awareness of new requirements, now grow and innovate with data are assessed and improved

Based on Components 1 and 3, the focus is on an assessment of the current awareness, capacity and skills of existing entrepreneurs (esp. women in micro, small and medium enterprises) within a select number of economic sectors pre-agreed with beneficiary (e.g. in IT, agriculture, transport and micro finance) related to cyber-security, data and privacy protection, interoperability, and data quality. The aim is to establish a benchmark for impact assessment of capacity building activities (ref. 3.3) and recommend a set of tools and methods the mandated GoT entities and Twinning Partners can design, develop and maintain to improve the awareness, capacities and skills within the private sector to manage and maintain their systems with respect to, cyber-security, data and privacy protection, interoperability, data management.

The assessment should include a quantifiable baseline of the capacities for innovation, design and decision making with data, with a particular focus on entrepreneurs, start-ups and STEM graduates. It may also recommend the approach for the monitoring and measurement of the training outcomes under Sub-result 3.3.

The assessment may recommend specific tools and methods for a training curriculum including process, service/product, organisational innovation, risks and change management in the private sector. Cybersecurity, cybercrime prevention, data and privacy protection, technical, semantic, organisational interoperability, data governance, management, quality assurance and data capture (where applicable). The recommendations must be aligned to the Tanzania interoperability standard, but also the ICT, Cyber-security, and Personal Data Protection Acts, while taking take account of their EU equivalents. Actionable recommendations for collaboration with the GoT, CoEICT and/or existing entrepreneurship programmes and train-the-trainer components should be included.

Sub-result 3.3. Design-with-data training programmes, including cyber security, privacy and data protection, are created and delivered

Based on the recommendations of Sub-results 3.1 and 3.2, the focus is on the design and delivery a series of workshops. The workshops should build upon and compliment Components 1 and 2 and focus on how to efficiently and effectively comply with national ICT, Cybersecurity, Personal Data Protection and IOP Acts and standards, and how to grow and innovate a business with data. The includes process, service, organisational innovation with IT, technology and data, how to capture, exchange, quality assure and manage data, while compiling with cybersecurity, data and privacy regulation. The target should be the private sector specifically the IT, telecommunication and banking sectors as well as entrepreneurs, particularly women, and STEM students - including those in rural areas. By inspiring and strengthening the awareness and skills of the participating private sector, entrepreneurs and potential start-ups to innovate, design and decide with technology and data. This will contribute to develop a digital economy and knowledge based digital society. The workshops should also develop a clear understanding of the possibilities and pitfalls of interoperability, relevant technologies and data-based analytics (e.g. big data, machine learning, AI, decentralised ledger technology).

The workshops content should be linked to the ICT, Cybersecurity, Personal Data Protection, Interoperability Act and standard (as is or updated) including technical, semantic and organisational interoperability, the governance of interoperability, once-only data principle, data governance, data management (incl. taxonomy and meta tagging), quality assurance, roles and responsibilities, the ICT Act, Personal Data Protection Act, as well as EU counterpart legislation.

3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning contract between the final beneficiary country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CLs) and a pool of short-term experts (STEs) within the limits of the budget. It is essential that the team has a sufficient broad expertise to cover all areas included in the project description.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entity/ies. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough details about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated PL and the Resident Twinning Advisor, as well as the CVs of the potentially designated component Leaders-CLs.

The Twinning project will be implemented through close co-operation between the partners aiming to achieve the mandatory results in a sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plans every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partners.

3.6.1 Profile and tasks of the PL:

The Project Leader shall be a senior staff member at an EU Member State public (governmental) body with a sufficient rank to ensure an operational dialogue at political level, lead the implementation of the project and mobilise the necessary expertise. Minimum requirements for the PL's *profile* are:

- at least University degree in a field related to ICT or equivalent professional experience of 8 years;
- minimum 3-year of specific experience in the field of digital transformation/e-governance strategy/policy formulation and implementation, as part of the overall professional experience;
- excellent command of English, both spoken and written,
- previous experience of working within the African region or similar contexts will be considered as an asset.

The PL will implement the following tasks:

- overall coordination, guidance and monitoring of the project preparation and implementation;
- preparing the project progress reports with support of RTA;
- ensuring timely achievement of the project results;
- co-chairing the project Steering Committee;
- provision of legal and technical advice and policy analysis whenever needed;
- taking appropriate decisions for the smooth and effective implementation of the project.

3.6.2 Profile and tasks of the RTA:

The RTA shall be an EU Member State official or assimilated agent (see section 4.1.6 of the Twinning Manual). He/she will be responsible for the day-to-day implementation of the project. Minimum requirements for the RTA's *profile* are:

- University degree in ICT, Law, Engineering or other relevant fields or equivalent professional experience of 8 years;
- minimum 3 years of specific experience in the field of digital transformation/e-governance, business processes, reengineering, drafting legal and regulatory acts and methodologies, as part of the overall professional experience;
- good knowledge of relevant EU legislative and institutional arrangements;
- experience in data management;
- good inter-personal, communication and facilitation, training, presentation, networking, negotiation, analytical and organisational skills, ability to work effectively in a multicultural/multinational environment with consideration of different stakeholders' interests;
- very good command of English, both spoken and written;
- previous experience in international projects, including in the African region, and/or as RTA will be considered as an asset.

The RTA is expected to implement the following tasks:

- organisation and planning of the project activities both technically and administratively, overall supervision of the project implementation and coordination of all activities, as well as conducting the project administration;
- guiding the team members and coordination of their activities according with the defined work plans, for ensuing timely delivery of the project outputs;
- technical input to the project whenever needed and provision of advice in his/her field of expertise;
- technical input to the overall D4T Programme and provision of advice in his/her field of expertise;
- organisation and supervision of the short and medium-term experts' works;

- ensuring the coordination with the other activities under the EU D4T Programme;
- participating and contributing, in coordination with the PL, to the project Steering Committee;
- participating and contributing to the Steering Committee of EU D4T Programme, which includes, further to the Twinning project, Budget Support operations and a Contribution Agreement with an UN Agency;
- assisting the PL in preparing the project progress reports.

3.6.3 Profile and tasks of Component Leaders:

The (3) Component Leaders will be deployed on medium term basis during the overall period of the project implementation. They will be identified by PL/RTA in the course of the project designing and implementation, and shall be agreed with the Beneficiary administration and the EU Project Manager, prior to contracting.

The Component Leaders shall have:

- University degree in the subject relevant to the component or equivalent professional experience of 8 years;
- minimum 3 year of specific experience in their respective field/project component, as part of the overall professional experience;
- good command of English, both spoken and written;
- experience in international projects related to digital transformation/e-governance, including in the African region, would be an asset.

In close cooperation with the RTA and their counterparts, the Component Leaders will organise, coordinate and supervise the works of the short-term experts related to their components, as well as provide technical expertise for implementing the activities defined by the work plan of the corresponding component and delivering the required outputs.

3.6.4 Profile and tasks of other short-term experts:

The Short-Term Experts will provide expertise related to the specific technical tasks. They will be identified by PL/RTA in the course of the project designing and implementation, and will be agreed with the Beneficiary administration and the EU Task Manager, prior to contracting.

The Short-Term Experts shall have:

- University degree or equivalent professional experience of 8 years;
- minimum 3 year of specific experience in their respective field;
- good communication, presentation and training skills;
- good command of English, both spoken and written;
- experience in international projects, including in the African region, related to digital transformation/e-governance would be an asset.

4. Budget

The maximum total budget available for the action is € 2 000 000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

The European Union Delegation to the United Republic of Tanzania will be responsible for tendering, contracting, payments, accounting and financial reporting, and will work in close cooperation with the Beneficiary Administration.

The persons in charge of this project is:

Mr. Massimo Bonannini, Programme Manager

Delegation of the European Union to the United Republic of Tanzania
Umoja House, 1st Floor - Hamburg Avenue, Dar-es-Salaam, Tanzania
Ph: (+255) 22 216 4500
E-mail: massimo.bonannini@eeas.europa.eu

5.2 Institutional framework

The direct beneficiary of this Project is the **Ministry of Information, Communication and Information Technology (MICIT)**³⁴, which is a principal executive body in charge of the implementation of the Twinning.

The MICIT, responsible for overall coordinating policy implementation, monitoring, evaluation, periodic review of the policy, strategies, and initiates legislation for policy implementation³⁵ but also the e-Government Agency (eGA), under the President's Office, responsible for coordinating, overseeing, promoting and enforcing e-government law, standards and legislation in public institutions. Other institutional actors under the supervision of the MICIT, namely the Universal Communication Service Access Fund (UCSAF)³⁶, the Information and Communication Technologies Commission (ICTC), the Tanzania Communications Regulatory Authority (TCRA), and the Tanzania Telecommunication Corporation Limited (TTCL).

At the level of the President's Office, the following actors will be involved in the project:

- The Public Service Management and Good Governance³⁷,
- The E-Government Authority (eGA)³⁸,
- The President's Office for Regional and Local Administration (TAMISEMI)³⁹.

Other line ministries could be involved in the activities, such as:

- The Ministry of Education and Sciences and Technology (MoEST) (as well the Commission for Science and Technology (COSTECH)⁴⁰ under the MoEST;
- The Ministry of Finance (MoF);
- The Ministry of Industry and Trade (MITI).

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the MICIT and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Eng. Leonard Lema, Position: Programme Officer
Address: P.O.Box 1851, Dar es salaam, Tanzania
Ph. +255 716 27 83 66

³⁴ <https://www.mawasiliano.go.tz/pages/introduction-about-ministry>

³⁵ Other responsibilities include awareness creation and provision of guidelines. The Ministry has the duty to promote ownership and mainstreaming of the policy to all sectors, and through the ICT Commission has to facilitate, promote and coordinate implementation of national ICT development projects within the context of social and economic development.

³⁶ UCSAF plays an important role in the expansion of the broadband since 2009. It is funded by service levy from Licensed Service Providers for a maximum of 1 % on gross operating revenues and provide subsidies to private operators to extend communication services in remote areas. Currently the UCSAF Regulation allows a charge of 1%, which was gradually increased from an initial 0.3% in 2015-16 to 1% in 2019-20. There is the perspective of reviewing it upwards up to a ceiling of 1.5% as provided for by the Act establishing the Fund. The UCSAF accompanies the infrastructure activity with e-skills improvement programmes in coordination with universities, in particular the University of Dodoma.

³⁷ https://www.utumishi.go.tz/index.php/sw/about_us

³⁸ <https://www.ega.go.tz>

³⁹ <https://www.tamisemi.go.tz>

⁴⁰ <https://www.costech.or.tz>

Email: leonard.lema2@hazina.go.tz; llema@psu.go.tz

5.3.2 PL counterpart

Eng. Peter P. Mwasalyanda, Assistant Director IT Systems and Services

Address: P.O.Box 677, 40470 Dodoma, Tanzania

Ph. +255 784 34 53 64

Email: peter.mwasalyanda@mawasiliano.go.tz

5.3.3 RTA counterpart

Eng. Richard J. Mgema, Principal Engineer

Address: P.O.Box 677, 40470 Dodoma, Tanzania

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6. Duration of the project

The project execution period is 30 months.

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The main objective of the Twinning is to ensure that the delivery capacity of the Tanzanian government in the field of digital services will be improved in a sustainable manner at the end of the project. The Beneficiary administration is fully committed to ensuring a long-term impact of the activities of this Twinning Project. The expected combined impact of this project will bring about significant improvement in the quality of services in the public sector and in the use of digital tools for the provision of services. After project completion, the key elements of the system are expected to be in place and operational.

The achieved results of project activities will have a multiplier effect on a national scale. The project findings and outputs will lead to e-governance improvements. The experience and expertise gained by the relevant authorities is highly replicable in other line ministries.

New policy directions, tools and practices will be proposed by the project as well as a participatory approach towards the private sector with mechanisms for improving the communication and the dialogue.

The participatory, ownership and empowerment approach will ensure that the project beneficiaries will continue to sustain their activities beyond the project duration.

Capacity building and training-of-trainers measures will secure that they have a technical and managerial expertise to continue their activities. Therefore, training-of-trainers activities in Sub-result 1.3 will contribute to maintain, update and the training materials developed during the Twinning implementation and to train a larger number of participants after the completion of the Twinning. Last but not least, upon completion of the twinning the workshop and course material will be transferred to the GoT Centers of Excellence in ICT and should form part of the CoEICT training offer.

9. Crosscutting issues

Civil society (CSO) / stakeholder involvement

Civil society (CSO) / stakeholder involvement is of great importance to communicate in a transparent and effective way with the general public. Therefore, civil society / stakeholders will be considered in all aspects of EU-funded activities and especially in the third component in order to engage in an effective dialogue between the Beneficiary institutions and the private sector and the research community.

Equal Opportunities and non-discrimination

Promoting a (gender) diverse workplace will be a strong element in strengthening the institutional capacity of the Beneficiary institutions. This project will work to address the promotion of equal opportunities at the workplace, mainly by promoting women where possible to higher positions within the organisation.

All project results directly and indirectly address the existing inequalities to ensure equal opportunities for men and women, urban and rural population, youth and people with disabilities to enjoy public services regardless of their social status and income, which are in line with the human rights values.

Digital technologies can empower women economically and socially. Because social norms and time and mobility constraints are often more severe for women than for men, women could benefit greatly from technology. Digital technologies can reduce gender gaps in labour force participation by making work and education arrangements more flexible, connecting women to work and education, and generating new opportunities in online work, education, and the sharing economy.

The same advantages are relevant for people with disabilities. It is acknowledged that there might be also differences on access to digital for instance in digital literacy and access to digital technologies, which need to be taken into account and addressed to successfully reach all the targeted beneficiaries, both men and women.

Environment and climate change

The European Union attaches great importance to the protection of the environment and climate change. The Government of Tanzania attaches great importance on fighting climate change and conserving the environment. This project is expected to have a neutral impact on the environment.

Resources and recycling methods will be used (e.g. paper recycling, recycling of printer toner, etc.) in order to minimize the impact of the project on the environment. Furthermore, it is expected that all flights related to this project are off-set against their CO2 emissions.

10. Conditionality and sequencing

There are no preconditions defined for this Twinning project.

11. Indicators for performance measurement

Please see Annex 1: the Simplified Logical Framework Matrix

12. Facilities available

The MICIT will host the Member State experts in its premises. The EU MS experts will be provided with office space, security related arrangements and facilities for training, seminars, conferences.

Purchase of notebooks/laptops, including necessary software, for the project staff shall be budgeted in the project to ensure daily interactions in office and while teleworking within the global ceiling of EUR 20 000 foreseen for the purchase of goods (see Annex 7 section 3.1 of the Twinning manual). Goods purchased with project funds become the property of the Beneficiary at the end of the project provided a handover certificate is signed by both PLs and the items are registered in the asset register of the Beneficiary.

It should be noted that the RTA should have regular missions between Dodoma the administrative capital of Tanzania where the MICIT is based and Dar Es Salam the former administrative capital where the EUD and other public institutions are still based; these costs for the RTA and for the Short-Term experts will be covered by the Twinning budget.

ANNEXES TO PROJECT FICHE

1. Simplified Logical framework matrix as per Annex C1a of the Twinning Manual
2. List of relevant Laws and Regulations and Policy Documents

Annex 1: Simplified Logical Framework Matrix as per Annex C1a of the Twinning Manual

	Description	Baseline (unit of measure)	Indicators (with relevant baselines and target data)	Sources of verification	Risks	Suggested risk mitigation/alternative / Assumptions (external to project)
Overall Objective	<ul style="list-style-type: none"> To actively contribute to the successful digital transformation of Tanzania. 					
Specific (Project) Objective(s)	<ul style="list-style-type: none"> To future proof the cyber security, privacy and data protection framework, capacities and skills of the Government of Tanzania and the private sector. 	<ul style="list-style-type: none"> Cyber security, Personal data protection framework drafted and adopted (number). Workshops/training sessions delivered (number). GoT officials and private sector trained (number). 	<ul style="list-style-type: none"> See Mandatory Results, Component 1. 	<ul style="list-style-type: none"> Legal acts and procedures. Cyber security, Personal Data protection framework. EC annual reports Project reports (Assessment report, Recommendation report). Training reports and evaluations. 	<ul style="list-style-type: none"> Delay in the adoption of the new legal framework. Inadequate level of cooperation between the GoT and private sector may delay the digital transformation. 	<ul style="list-style-type: none"> The GoT are committed to adopt a legal framework in compliance with international and European standards.
	<ul style="list-style-type: none"> To strengthen the interoperability framework, and improve data governance and management skills enabling an inclusive, transparent, and effective data driven public sector 	<ul style="list-style-type: none"> Technical standards, interoperability framework, data governance/open data framework drafted and adopted (number). Datasets on official GoT web pages / Open Government Data website available and opened (number). 	<ul style="list-style-type: none"> See Mandatory Results, Component 2. 	<ul style="list-style-type: none"> Government statistics. Project reports. Training reports and evaluations. Open datasets. 	<ul style="list-style-type: none"> Limited financial capacity to increase the level of interoperability. Lack of machine-readable data sets/ manual data collection. Availability of open data/ high value datasets in real demand by 	<ul style="list-style-type: none"> Access to data. Automation of data collection to simplify the process and reduce costs. Embedding monitoring in web applications will simplify data collection and monitoring of results. The GoT will present the indicators online, to

					<p>citizens and businesses.</p> <ul style="list-style-type: none"> • Lacking velocity to build momentum and learn from experience. • Limited connectivity to connect GoT entities in remote or rural areas. 	<p>ensure data transparency and accessibility.</p> <ul style="list-style-type: none"> • GoT to ensure that all availability of high value datasets in real demand by citizens and businesses. • Consider the innovation to move as rapidly as possible in order to build momentum and learn from experience – innovation is as much about failure as success and not every dataset will be useful. • The GoT to engage early and often with actual and potential users and re-users of the data as early and as often as GoT can, be the citizens, businesses, or developers to ensure that the next iteration of the government service is as relevant as it can be.
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	<ul style="list-style-type: none"> To improve the skills of the private sector and of the research community in the field of cyber security, privacy and data protection. 	<ul style="list-style-type: none"> Workshops/training sessions delivered (number). 	<ul style="list-style-type: none"> See Mandatory Results, Component 3. 	<ul style="list-style-type: none"> Project reports. Training reports and evaluations. 	<ul style="list-style-type: none"> Lack of interest of the private sector for training and for cooperating with the Government bodies. 	<ul style="list-style-type: none"> Effective participation of representatives of the private sector and research community. Good cooperation between the Tanzanian Government and the private sector. Capacity of the trained trainers to deliver training after the end of the Twinning.
Mandatory results/outputs by components	Component 1: Future proof the cyber security, privacy and data protection framework, capacities and skills of the Government of Tanzania and the private sector					
	<ul style="list-style-type: none"> Sub-Result 1.1: The compliance and support mechanisms within GoT and in private sector is assessed and recommendations for improvements are proposed. 	<ul style="list-style-type: none"> Precondition: ICT Act, Cybersecurity Act and Personal Data protection Act are adopted prior the start of the Twinning project. 	<ul style="list-style-type: none"> Assessment report and recommendations by end-2023. 	<ul style="list-style-type: none"> Assessment report. Recommendation report. New legal framework. Project reports. 	<ul style="list-style-type: none"> Delay of GoT in approving the Draft ICT Act, and Draft Personal Data Protection Act . Inadequate level of cooperation between the GoT and private sector may delay the digital transformation. 	<ul style="list-style-type: none"> ICT Act and Personal Data Protection Act approved.
	<ul style="list-style-type: none"> Sub-Result 1.2: Skills and capacities within the GoT with respect to the ICT Act, Personal Data Protection Act are improved. 	<ul style="list-style-type: none"> Questionnaire for preliminary assessment of trainees' capacity (number). Tailored and contextualized workshops curriculum and 	<ul style="list-style-type: none"> Minimum 25% average improvement in trainees' pre and post-training capacity score (i.e. pre and post-training questionnaire and test compared). Minimum 75% of trainees are satisfied or very satisfied with workshop 	<ul style="list-style-type: none"> Preliminary assessment report and evaluation of trainees' capacity questionnaires Recommendation report, including analysis of participant feedback 	<ul style="list-style-type: none"> Claims of data breach exceeds targets. Employees' resistance to digital transformation programs and adoption. 	<ul style="list-style-type: none"> Assume timely implementation of recommendations. GoT will annually hire an NGO, Company, or Consultant to carry out a survey of selected indicators

		<p>training kits (handouts, teaching materials, tests, questions for discussions, participants' pre- and post-training questionnaire and test, etc.) (number) developed.</p> <ul style="list-style-type: none"> • Workshops/ training sessions delivered (number). • Study visits foreseen and organized (number). • GoT officials trained (number). • Institutions represented in the workshops (number). • Females trained (percentage). • GoT registries are fully compliant with the ICT, Cyber-security, and Data & Privacy Protection Acts (number). • A few potential breaches (percentage) of GoT systems identified and deflected (percentage). • Fewer claims (number) of breach of Personal Data Protection Act recorded, and optimized (number, 	<p>(i.e. result of feedback form)</p> <ul style="list-style-type: none"> • At least 10 workshops curriculum and training sessions (of 10-25 effective teaching hours) on ICT, Cyber-security and Data & Privacy Protection Acts good practices for the CoEICT delivered by end of 2023 • At least 10 workshops for 150 GoT officials trained by end of 2025. • At least 3 study visits are organized by the end of 2025. • At least 50 CoEICT and GoT participants trained in curricular and material (on a train-the-trainer principle during workshops) by 2025. • At least 50% of participants are females • At least 50 CoEICT and GoT participants trained in curricular and material (on a train-the-trainer principle during workshops) by 2025. • Minimum 25% GoT registries are fully compliant with the ICT, Cyber-security and Data & Privacy Protection Acts, including 100 registries by 2025. • Minimum 20% of potential breaches of GoT systems identified and 	<p>survey, conclusions and brainstorming on possible next steps based on the collected feedback</p> <ul style="list-style-type: none"> • New legal framework. • Project reports. • Public perception of public services Survey. • Study visits. • Official report on breach of Data Protection 	<ul style="list-style-type: none"> • Staff not available for training. • Delays or cancellation of study visits due to COVID or similar pandemic related aspects. 	<p>to be measured (i.e. public perception of public services, etc.). The GoT/ Project Implementation Unit (PIU) will collect and present data for yearly review by the Donors (EU, TEI, WB, etc.) supervision missions. Progress will be monitored effectively through discussions conducted during supervisions related to institutional capacity-building, financial viability, technical reviews, and site visits.</p>
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		percentage) processing time for the service delivery <ul style="list-style-type: none"> Private sector financial systems compliance (percentage) with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. Private telco systems compliance (percentage) compliant with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. 	20% deflected in 2025. <ul style="list-style-type: none"> No more than 100 claims of breach of Data & Privacy Protection Act recorded, with 95% processed within 20 working days, 5% processed in less than 60 working days, with a maximum 25% found in favour of claimant by 2025. Minimum 25% of private sector financial systems are compliant with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. Minimum 30% of private telco systems are compliant with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. 			
	<ul style="list-style-type: none"> Sub-result 1.3: Innovation skills and capacities within the GoT are enhanced. 	<ul style="list-style-type: none"> Questionnaire for preliminary assessment of trainees' capacity (number). Tailored and contextualised workshops curriculum and training kits (handouts, teaching materials, tests, questions for discussions, participants' pre- and post-training questionnaire and 	<ul style="list-style-type: none"> Minimum 25% average improvement in trainees pre and post-training capacity score (i.e. pre and post-training questionnaire and test compared). Minimum 75% of trainees are satisfied or very satisfied with workshop (i.e. result of feedback form) At least 10 workshops curriculum and training sessions (of 10-25 effective teaching hours) on ICT, Cyber-security and Data & Privacy 	<ul style="list-style-type: none"> Preliminary assessment report and Evaluation of trainees' capacity questionnaires. Recommendation report, including analysis of participant feedback survey, conclusions and brainstorming on possible next steps based on the collected feedback. Training curricula. Training material. Attendance list. 	<ul style="list-style-type: none"> Participants profiles do not match recommendations CoEICT trainers does not match recommended profiles Miss-match of expectations and workshop focus. Workshop participants does not become change agents. 	<ul style="list-style-type: none"> Assume timely implementation of recommendations Decrease in the number of GoT innovation and technology projects exceeding original budgets and timeline. Decrease in the number of GoT projects not exceeding original budget and timeline by 5%, Decrease in the

		test, etc.) (number) developed. <ul style="list-style-type: none"> • Workshops/ training sessions delivered (number). • Study visits foreseen and organized (number). • Workshops training sessions delivered/ (number). • Study visits foreseen and organized (number). • GoT officials trained (number). • Institutions represented in the workshops (number). • Female officials trained (percentage). 	Protection Acts good practices for the CoEICT delivered by end of 2023 <ul style="list-style-type: none"> • At least 10 workshops curriculum and training kits/material developed for the CoEICT) by end-2023. • At least 10 workshops, for some 150 GovT officials by 2025. • At least 3 study visits are organized by the end of 2025. • At least 50 CoEICT and GoT participants trained in curricular and material (on a train-the-trainer principle during workshops) by 2025. • At least 50% of participants are female. 	<ul style="list-style-type: none"> • Training reports. • Study visits. 	<ul style="list-style-type: none"> • Delays or cancellation of study visits due to COVID or similar pandemic related aspects. 	number of GoT projects cancelled due to failure in achieving original objectives.
Mandatory results/outputs by components	Component 2: Strengthen the interoperability framework, data governance and management skills enabling an inclusive, transparent, and effective data driven public sector					
	<ul style="list-style-type: none"> • Sub-result 2.1. The interoperability Acts and standards for data governance, data management, quality assurance and recommended improvements are reviewed. 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Assessment report and recommendations by mid-2023. • Implementation of the recommendations. • Updated GoT Interoperability Act and standard by end-2023. 	<ul style="list-style-type: none"> • Assessment report. • Recommendations report. • Project report. 	<ul style="list-style-type: none"> • Limited or lack of access given to key documents given to Twinning expert. 	<ul style="list-style-type: none"> • Assumes timely implementation of recommendations. • Assumes timely approval of relevant acts.

	<ul style="list-style-type: none"> Sub-result 2.2. The compliance and support mechanisms within GoT and in private sector is assessed and adjusted and recommendations for GoT implementation are proposed. 	<ul style="list-style-type: none"> N/A. 	<ul style="list-style-type: none"> Assessment report and recommendations are produced by end-2023. Implementation of the recommendations. 	<ul style="list-style-type: none"> Assessment report. Recommendation report. Project report. 	<ul style="list-style-type: none"> Limited or lack of access given to key GoT experts. and documents given to Twinning expert. Superficial or misleading input given to twinning experts. 	<ul style="list-style-type: none"> Assumes timely implementation of recommendations. Assumes timely approval of relevant acts.
	<ul style="list-style-type: none"> Sub-result 2.3. Capacities on core government registries are improved and advices on compliance are provided. 	<ul style="list-style-type: none"> Existing number of core registries. Number of GoT officials trained. Number of core registries assessed. 	<ul style="list-style-type: none"> Assessment report and recommendations (incl. recommendations for consolidation of registries, data capturing processes) are produced by end-2024. 	<ul style="list-style-type: none"> Project report. 	<ul style="list-style-type: none"> Staff not available for training. Limited access to registries, documents. 	<ul style="list-style-type: none"> Assumes timely implementation of recommendations.
	<ul style="list-style-type: none"> Sub-result 2.4: The innovation skills and capacities within the GoT are improved. 	<ul style="list-style-type: none"> Workshops curriculum and material developed. Number of workshops delivered. Number of GoT officials trained. Number of institutions represented in the workshops. Number of females trained. 	<ul style="list-style-type: none"> At least 5 workshops curriculum and material developed (equivalent workshop course curricular for the CoEICT). At least 10 workshops, for some 150 GoT officials have been organised by 2025. At least 50% of participants are female. At least 20 CoEICT and GoT experts have been trained in curricular and material (on a train-the-trainer principle during workshops) by 2025. At least 50% of the trained trainers are female. 	<ul style="list-style-type: none"> Training curricula. Training material. Attendance list. Training reports. 	<ul style="list-style-type: none"> Staff not available for training. Staff not keen to use innovative methods. 	<ul style="list-style-type: none"> Assumes timely implementation of recommendations. GoT to ensure participation of relevant entities.

Mandatory results/outputs by components	Component 3: Improve the skills of the private sector and of the research community in the field of cyber security, privacy and data protection					
	<ul style="list-style-type: none"> Sub-result 3.1. Tools and methods for GoT to target private sector to understand new requirements, responsibilities and to apply these in their organisations are assessed and improved. 	<ul style="list-style-type: none"> Workshops curriculum and material developed. Number of workshops delivered. Number of GoT officials trained. Number of institutions represented in the workshops. Number of females trained. 	<ul style="list-style-type: none"> Assessment report and recommendations. Minimum 25% of private sector financial systems are compliant with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. Minimum 25% of private telco systems are compliant with the ICT, Cyber-security and Data & Privacy Protection Acts by 2025. 	<ul style="list-style-type: none"> Assessment report. Recommendation report. Attendance list. Training reports. 	<ul style="list-style-type: none"> Tools and methods are not used by the private sector. Private sector not available to attend the workshops. 	<ul style="list-style-type: none"> Assume timely implementation of recommendations.
	<ul style="list-style-type: none"> Sub-result 3.2. Tools and methods for other entrepreneurship programmes (esp. rural and women incl. in STEM degrees) to raise awareness of new requirements, now grow and innovate with data are assessed and improved. 	<ul style="list-style-type: none"> Workshops curriculum and material developed Number of workshops delivered Number of GoT officials trained Number of institutions represented in the workshops. Number of females trained. 	<ul style="list-style-type: none"> Assessment report and recommendations. Benchmark and measurement approach for sub-results 3.1 and 3.3 outcome measurement for 2025. 	<ul style="list-style-type: none"> Training curricula. Attendance list. Training reports. 	<ul style="list-style-type: none"> Tools and methods are not used by the private sector. Private sector not available to attend the workshops. 	<ul style="list-style-type: none"> Assume timely implementation of recommendations.
	<ul style="list-style-type: none"> Sub-result 3.3. Design-with-data training programmes, including cyber security, privacy and data protection are created and delivered. 	<ul style="list-style-type: none"> Workshops curriculum and material developed. Number of workshops delivered. Number of GoT officials trained. Number of institutions represented in the 	<ul style="list-style-type: none"> A minimum of 5 workshops curriculum and material developed (equivalent workshop course curricular for the CoEICT and/or existing entrepreneurship programmes). A minimum of 10 workshops, for at least 200 	<ul style="list-style-type: none"> Assessment report. Recommendation report. Attendance list. Training reports. 	<ul style="list-style-type: none"> The designed training programme is not delivered anymore after the end of the Twinning. 	<ul style="list-style-type: none"> Assume timely implementation of recommendations.

		workshops. <ul style="list-style-type: none"> Number of females trained. 	private sector employees in the IT, telecommunication and banking sectors have been organised by 2025. At least 50% of participants are female. <ul style="list-style-type: none"> A minimum of 10 workshops, for at least 50 entrepreneurs, potential start-ups and STEM students have been organised by 2025 At least 200 CoEICT and entrepreneurship experts have been trained in curricular and material (on a train-the-trainer principle during workshops) by 2025. At least 50% of participants are female. 			
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Annex 2: List of relevant Laws and Regulations and policy documents

1. Strategies

e-Government Agency, strategic plan, 2021/2022-2025/2026

<https://www.ega.go.tz/uploads/publications/en-1626945022-e-GA%20Strategic%20Plan-22-06-2021.pdf>

e-Government Agency, strategic plan, 2016/2017-2020/2021

<https://www.ega.go.tz/uploads/publications/en-1574849486-SP%20MPYA.pdf>

e-Government Agency, strategic plan, 2012/2013-2016/2017

<https://www.ega.go.tz/uploads/publications/en-1578300630-SP%2012-17.pdf>

Tanzania e-Government Strategy (2015)

<https://www.ega.go.tz/uploads/publications/en-1578300630-SP%2012-17.pdf>

2. Acts and regulations

ICT Act (*upcoming*)

Cybersecurity Act (*upcoming*)

Data and privacy protection Act (*upcoming*)

The e-Government General Regulation (2020)

<https://www.ega.go.tz/uploads/publications/en-1581504659-THE%20e-GOVERNMENT%20GENERAL%20REGULATIONS,%202020.pdf>

e-Government Act (2019)

<https://www.ega.go.tz/uploads/publications/en-1632643805-Act.pdf>

The Cybercrimes Act (2015)

<https://www.ega.go.tz/uploads/publications/en-1574848815-POLICY%202013.pdf>

The Electronic Transaction Act (2015)

<https://www.ega.go.tz/uploads/publications/en-1574861151-ElectronicTransactionAct.%202015pdf.pdf>

The Electronic and Postal Communications Act (2010)

<https://www.ega.go.tz/uploads/publications/en-1574864098-epoca.%202010.pdf>

Amendment of the Electronic and Postal Communications Act (2010)

<https://www.ega.go.tz/uploads/publications/en-1574864546-amendmentOfS26EPOCA.pdf>

3. Policies

National Information and Communications Technology Policy (2003)

<https://www.ega.go.tz/uploads/publications/en-1574848815-POLICY%202013.pdf>

National Information and Communications Technology Policy (2016)

<https://www.ega.go.tz/uploads/publications/en-1574848612-SERA%202016.pdf>

4. Standards, Guidelines, Charters and Forms

E-Government Guidelines (2017)

<https://www.ega.go.tz/uploads/standards/en-1574918368-level1%20big.pdf>

Technical Standards and Guidelines for Government Websites (2014)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574922146-GOV%20WEB.pdf>

Guidelines and Standards for Integrated Health Facility Electronic Management Systems (2017)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574924167-health.pdf>

eGovernment Application Architecture - Standards and Technical Guidelines (2017)
<https://www.ega.go.tz/uploads/standards/en-1574925310-apps%20archt.pdf>

Government Domain Naming Standards (2018)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574927770-naming.pdf>

Government Email Naming Standards (2016)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574930873-email.pdf>

Data Entry Verification Self Audit Checklist (2014)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574931989-Data%20doc.pdf>

Government Software Applications Quality Assurance Checklist (2016)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574934101-soft%20doc.pdf>

Quality Assurance Compliance Guidelines for e-Government Applications (2018)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574935804-compliance.pdf>

Standards for Development, Acquisition, Operation and Maintenance of e-Government Application (2018)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574936029-acqui.pdf>

Guidelines for Development, Acquisition, Operation and Maintenance of e-Government Applications (2020)
<https://www.ega.go.tz/uploads/standarddocuments/en-1587718775-acquisition.pdf>

Government Mobile Short Codes Allocation Procedures (2014)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574936947-mob.pdf>

Government ICT Projects Review Checklist Version 0.0.1 (2014)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574937830-CHECKLIST.pdf>

Government ICT Projects Review Criteria Version 0.0.1 (2014)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574938089-CRITE.pdf>

ICT Project Management Guidebook (2010)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574941973-GUIDEBOOK.pdf>

e-Government Helpdesk & ICT Support Process (2016)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574942661-help.pdf>

e-Government Authority Services-Security Responsibilities Guidelines (2019)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574943992-security.pdf>

e-Service Sustainability Framework (2019)
<https://www.ega.go.tz/uploads/standarddocuments/en-1574944622-sustain.pdf>

Procedures for Government ICT Project Clearance, Monitoring and Closure (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1611738432-PROCEDURES%20FOR%20GOVERNMENT%20ICT%20PROJECT%20CLEARANCE,%20MONITORING%20AND%20CLOSURE.pdf>

Standards and Guidelines for Government ICT Project Implementation (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1611740974-STANDARDS%20AND%20GUIDELINES%20FOR%20GOVERNMENT%20ICT%20PROJECT%20IMPLEMENTATION.pdf>

eGovernment Information Architecture - Standards and Technical Guidelines (2017)

<https://www.ega.go.tz/uploads/standards/en-1574944904-info.pdf>

Institutional Data Dictionary Technical Standards and Guidelines (2021)

[https://www.ega.go.tz/uploads/standarddocuments/en-1640950814-Final%20Institutional%20Data%20Dictionary%20Technical%20Standards%20and%20Guidelines-EDITED%20\(1\).pdf](https://www.ega.go.tz/uploads/standarddocuments/en-1640950814-Final%20Institutional%20Data%20Dictionary%20Technical%20Standards%20and%20Guidelines-EDITED%20(1).pdf)

Data Center Standards for Public Institutions (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1611739772-DATA%20CENTER%20STANDARDS%20FOR%20PUBLIC%20INSTITUTIONS.pdf>

Government Hardware and Software standards (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1611740284-GOVERNMENT%20HARDWARE%20AND%20SOFTWARE%20STANDARDS.pdf>

Government Hardware and Software specifications (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1611740635-GOVERNMENT%20HARDWARE%20AND%20SOFTWARE%20SPECIFICATIONS.pdf>

eGovernment Interoperability Framework – Standards and Technical Guidelines (2016)

<https://www.ega.go.tz/uploads/standards/en-1574945623-inter.pdf>

eGovernment Security Architecture – Standards & Technical Guidelines (2017)

<https://www.ega.go.tz/uploads/standards/en-1574945979-secac.pdf>

Enterprise Architecture Planning Guidebook (2010)

<https://www.ega.go.tz/uploads/standarddocuments/en-1574946482-PG%20B.pdf>

Guidelines for Operationalization of Institutional ICT Steering Committee (2020)

<https://www.ega.go.tz/uploads/standarddocuments/en-1587037667-GUIDELINES%20-%20ICT%20STEERING%20COMMITTEES.pdf>

eGovernment Integration Architecture- Standards and Technical Guidelines (2017)

<https://www.ega.go.tz/uploads/standards/en-1574946787-GRATION.pdf>

Electronic Data Sharing and Exchange Guidelines (2021)

[https://www.ega.go.tz/uploads/standarddocuments/en-1640950553-Final%20Electronic%20Data%20Sharing%20and%20Exchange%20Guidelines_EDITED%20\(1\).pdf](https://www.ega.go.tz/uploads/standarddocuments/en-1640950553-Final%20Electronic%20Data%20Sharing%20and%20Exchange%20Guidelines_EDITED%20(1).pdf)

eGovernment Process and Governance - Standards and Technical Guidelines (2017)

<https://www.ega.go.tz/uploads/standards/en-1574947079-PROCESS%20DOC.pdf>

Domain Registration Form

<https://www.ega.go.tz/uploads/publications/en-1578307263-DOMAIN%20REGISTRATION%204M.pdf>

Domain Transfer Form

<https://www.ega.go.tz/uploads/publications/en-1578307490-Domain%20transfer%20form.pdf>

Client Service Charter Mkataba Wa Huduma Kwa Wateja, 2021/2022-2025/2026
<https://www.ega.go.tz/uploads/publications/en-1626444464-Mkataba%20kwa%20%20Wateja-2021.pdf>

Client Service Charter Mkataba Wa Huduma Kwa Wateja, 2015/2016
<https://www.ega.go.tz/uploads/publications/en-1578322674-mkataba.pdf>