

EN

ANNEX V

ARUBA TERRITORIAL MULTIANNUAL INDICATIVE PROGRAMME (MIP)

1) The overall lines of the EU international cooperation in Aruba

Aruba is an island with a population of 111,800, about 50 kilometres north of the Venezuela and 80 kilometres northwest of Curaçao. The GDP per capita of Aruba is approximately EUR 25.000. About 87% of the Aruban gross national product is earned through tourism and related activities.

Aruba is one of the three constituent countries of the Netherlands in the Caribbean, Curaçao, and Sint Maarten. As head of state of the Kingdom of the Netherlands, King Willem-Alexander is represented by a Governor. Aruba has its own government and parliament. Since the constitutional changes of 1986 (Separate Aparte), the government of Aruba has control over internal affairs, including aviation, customs, communications and immigration; while the Netherlands is responsible for external affairs, such as defence and foreign policy, The Aruban executive consist of the Council of Ministers responsible to the Staten (the legislature). The Staten has 21 members, who are elected every four years.

Relations with the European Union are defined by the [Council Decision \(EU\) 2021/1764](#) of 5 October 2021 on the Association of the Overseas Countries and Territories with the European Union including relations between the European Union on the one hand, and Greenland and the Kingdom of Denmark on the other (Decision on the Overseas Association including Greenland, DOAG). The DOAG sets a certain number of areas of cooperation. Most of them can be encapsulated under the definition of resilience, with numerous ramifications.

EU cooperation with Aruba is further framed by Part IV of the Treaty on the Functioning of the European Union (TFEU). Article 198 of TFEU emphasises that the association shall ‘promote the economic and social development of the countries and territories and establish close economic relations between them and the Union as a whole’.

1.1 Basis for programming

Article 30, part II of the DOAG, encompasses cooperation in the field of information and communication technology services in the OCTs, innovation, economic growth and improvements in daily life for both citizens and businesses. One such listed measure is development of services and applications in domains of high societal impact.

The Government of Aruba has identified improvement of its governance and resilience through digitalisation as a key agenda priority in the [“E-Government Road Map 2021-2025”](#) as the basis of the EU territorial cooperation with Aruba 2021-2027.

Such cooperation would also reinforce important earlier joint achievements of the partnership between the EU and Aruba. Namely, the EU has previously contributed, through the 11th European Development Fund (EDF) territorial programme, to the development of a new science faculty at the University of Aruba named SISSTEM: Sustainable Island Solutions through Science, Technology, Engineering and Mathematics.

The COVID-19 pandemic has shown the critical role of digital technology, its opportunities as well as challenges. Aruba has put together a comprehensive post-COVID-19 recovery plan [“Repositioning Our Sails Master Plan for Economic Recovery and Resilience”](#) that includes

harmonising employment regulations for the public and private sectors, investing in education and retraining, simplifying the tax code and shifting to E-government to reduce and simplify bureaucracy.

1.2 Priority area of the EU's cooperation with Aruba

The improvement of resilience and governance through digitalisation via the E-Government road map was jointly identified by Aruba and the European Commission as the priority area of the EU territorial programme 2021-2027. The E-government agenda is a major policy priority for Aruba since 2018. This road map is a key step in institutionalising the digital transformation plans of the Aruban Government and outlines the general principles for achieving its vision of becoming a more pro-active government by 2030 that better anticipates the citizens' needs.

Aruba's Constitution espouses gender neutrality in its legislation, policies and plans, and the country adheres to international instruments that express commitment for the promotion of gender equality, including the 1995 Beijing declaration and platform for action, the 1989 Convention on the rights of the child (CRC), and the 2004 Convention on the elimination of all forms of discrimination against women (CEDAW). With the election of Prime Minister Wever-Croes in November 2017, Aruba had its first female head of government. Despite these gains, several indicators of gender inequality persist. Aruban women earn on average, 80% of their male counterparts' pay. A 2021 National Gender Policy for Aruba is currently being formulated with assistance from the UNDP which will address inequality in education related to STEM-related fields necessary for e-government, female participation in vocational education and labour compensation.

The E-Government Road Map 2021-2025 focusses on the key actions to be taken in the next five years to establish the foundation for E-governance in the Aruba civil service. The key actions to achieve strategic objectives in the subsequent phases (2021-2030) will be agreed with stakeholders upon completion of a *Conexion* interoperability platform pilot project. The interoperability platform for secure data-sharing will be modelled after learning experiences from others (notably from one EU MS with strong expertise on digitalisation) and adapted where required (and possible) to Aruba's needs. Hereinafter this platform is referred to as "*Conexion*" (connection in Papiamentu).

This platform will help the Government of Aruba to establish a strong e-government foundation, enabling the government to better support the further roll out of the E-government programme and, importantly, guarantee a rapid deployment of the priority initiatives and actions of the ["Nos Aruba 2010-2025 National Integrated Strategic Plan"](#).

1.3 Justification and context, including linkages with the DOAG, EU policies and SDGs

The choice of improvement of resilience and governance through digitalisation as priority area for future EU engagement is well justified as it is one of the areas of cooperation for sustainable development identified within the framework of the DOAG. Part II of the DOAG sets out the areas of cooperation for sustainable development, with Chapter 2 addressing accessibility, notably information and communication technologies services (Article 30). Finally, Part IV of the DOAG sets out the instruments for the sustainable development of the OCTs, with Articles 74 and 75 in particular foreseeing the provision of adequate financial resources and appropriate technical assistance aimed at strengthening the OCTs' capacities to formulate and implement strategic regulatory frameworks such as those for information and communication technologies services. Furthermore [digitalisation](#) is one of the top priorities of the European Commission, linked to the [EU Green deal](#), notably the objective of the EU to be climate neutral by 2050, as well as the goals of the EU strategy shaping [Europe's digital future](#). Digitalisation can also support the circular management of e-waste, enhancing the transition to a more sustainable economy.

The Aruban Government is committed to the delivery of a digital agenda. The Aruban Government has identified the digital transformation of government services as a priority project in Aruba's [*National Strategic Plan 2020-2023, Nos Plan Nos Futuro*](#), to achieve the UN 2030 Sustainable Development Goals (SDGs) in particular goals (8) Decent work and economic growth, (10) Reducing inequality, (11) Sustainable cities and communities, (16) Peace, justice, and strong institutions.

Furthermore, the 2030 Agenda for Sustainable Development highlights the importance of information and communication technologies in developing countries as powerful enablers of growth. Reference to ICT can be found explicitly as a target under SDG 9 “Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation”, while ICT is also referenced in the targets related to climate change (SDGs 13, 14 and 15), gender equality and women empowerment (SDG 5), private sector development (SDG 8), education (SDG 4) and health (SDG 3). Regarding SDG 13 (Climate action), digitalisation notably offers opportunities in the field of early warning systems, disaster risk reduction, climate services, sustainable natural resources management, and sustainable urban development and more generally enhanced resilience. If aligned with the E-government road map and National Strategic Plan, some of these options could be supported as a way of contributing to the climate action target.

By applying the rights-based approach and the [*EU Gender policy \(GAP III\)*](#), the programme will abide by the intention to mainstream gender perspective in all activities, and by the consideration of the principle of inclusiveness as key element in sustainable economic growth and decision-making. Particular attention will be given to the needs of women, for example in ensuring equal participation in training, capacity building activities, supervision and execution.

1.4 Duration of the MIP and option for synchronisation

General election were held in June 2021. The MEP party (*Movimiento electoral di pueblo*), led by the previous prime minister Evelyn Wever-Croes, remained in power and the prime minister was re-confirmed. The two main parties, MEP and AVP (*Arubaanse Volkspartij*) have alternated in power since the institution of self-rule in Aruba in 1986. However, in terms of post-2020 programming it is unlikely that a change of government results in a change of sector of intervention. During the last three EDF cycles changes in government did not lead to a change of sector of intervention. Nevertheless, it must be noted that the E-Government road map 2021-2025 only outlines the starting phase of a project which is expected to be completed by 2030.

2) EU support per priority area

2.1 Priority area

Digital accessibility of government services is aligned to the DOAG's objectives, in which sustainable development is a major component. The overall objective of the action is to contribute to Aruba's economic, social and environmental sustainable development through the digital transformation of government services.

2.1.1 Specific objectives related to the priority area

The Specific Objectives (SO) to be pursued are:

SO1. The Aruban Government becomes an effective service-centred organisation by 2030. SDGs 8, 9, 11, 16. Using technology and business process reengineering, the aim is to reduce bureaucracy and implement leaner processes to offer better customer services and experiences. The basic premise is the development of a unified system, i.e. an interoperability framework,

which combines existing databases and different autonomous digital applications into an integrated E-government system. This specific objective also corresponds to the EU Digital strategy 2019-2024 whereby the citizens can have easy access to high-quality public services at reduced costs while minimising the environmental footprint, improving sustainability and energy efficiency.

SO2. Citizens of Aruba can seamlessly and securely access government services digitally at all times by 2030. SDGs 8, 9, 10, 11, 16, 17. Citizens of Aruba regardless of their social or economic background or physical (dis)abilities should be able to digitally access core government services. Core digital services will be designed based on the principle of openness and inclusiveness and should create equal opportunities for all citizens and businesses. People with disabilities and the elderly population should be able to access and experience the same quality of service as other citizens.

SO3. E-Government creates a pathway to unlock new economic value and opportunities created by this new digital economy. SDGs 8, 9, 10, 11, 16, 17. Real-time and affordable national payments, settlements and a clearing ecosystem has several amplifying and enabling factors that fuel the digital transformation process.

2.1.2 Expected results per specific objective

Expected results are the following:

For SO1:

- A. An integrated E-government system is built
- B. A national digital identification system is implemented
- C. A clear regulatory framework for electronic transactions and communications is developed
- D. Core government services are simplified and digitised
- E. An inclusive E-government awareness campaign is designed and implemented

For SO2:

- A. A robust data privacy and cybersecurity model for the public sector is developed
- B. Investment in readiness of public sector workforce and citizens for E-government is facilitated
- C. An effective E-government coordination structure is instituted

For SO3:

- A. A sustainable financial and procurement model is established
- B. An E-government enabling ecosystem is created

2.1.3 Indicators (including baseline and targets), per expected result

The indicators to achieve the specific objectives are defined as following (baseline and targets are listed in the Appendix):

For SO1:

- A1. Number of ICT/digital technologies that are trial-introduced in the new integrated e-government system
- A2. Number of digital services at the pilot stage
- B1. Number of citizens issued with a National unique identification number

- C1. Level of formalisation and harmonisation of regulatory framework
- D1. User-needs mapping of core government services is undertaken
- E1. The extent to which citizens are made aware of the potential benefits E-government

For SO2:

- A1. Comprehensive baseline assessment of the public sector is undertaken
- A2. Number of cybersecurity policies and strategies developed
- A3. Number of data protection agencies/units established
- B1. Number of public sector workers and citizens are enabled to use the E-government facilities
- B2. Number of inclusion champions appointed
- B3. Number of E-government training hub established
- B4. Number of multi-lingual digital libraries established
- B5. Number of national digital leap programme for IT skills established
- C1. Number of legally constituted technical support units for E-government in place

For SO3:

- A1. National budgetary allocation to aid private sector engagement is in place along with uptake of E-procurement
- B1. Extent to which the availability of open data will contribute to transparency of governance, better policy-making, empowerment of citizens, data for (scientific) research, innovation and inclusive economic growth

2.1.4 Risks per priority area

The major risks which may have an effect on the implementation of EU-Aruba partnership are the following:

Risks	Mitigating measures
<p>1. Optimism bias in original estimates can cause the territorial allocation 2021-2027 to be inadequate to cover the full scope of the programme.</p>	<p>There must be commitment to a multiannual national budget line or alternative sources of funding to supplement the territorial contribution as at this stage the total budget to complete this programme is unknown.</p> <p>Time must be spent on in creating the most robust and credible budgets; in risk analysis around these budgets and in getting the procurement strategy right.</p>
<p>2. Programmes involving new technologies, those dependent on regulatory decisions tend to fail if the proper management structure, monitoring procedures, and risk management processes are not in place.</p>	<p>The full and capable Aruban programme steering team should be in place before it gets underway. The team should focus on establishing a standard governance, oversight, and support process to facilitate programme planning, development, execution risk management, anticipate unforeseen events and build in the necessary contingency plans.</p>

<p>3. Political instability in Aruba due to change in government creates challenges in follow-through of activities and commitments.</p>	<p>While the last three EDFs focal sectors did not change with changes in government, there are no full assurances that this trend remains.</p> <p>It is therefore necessary to ensure that the entire approach is mainstreamed into policy, legal instruments with a strong awareness-raising approach. Moreover, the sustainability of the programme must not depend on specific persons remaining in their government role, but rather that knowledge and capacity transfer are institutionalised. In this regard, budgets should be allocated for a monitoring/evaluation and information tool and for engaging technical persons to prevent institutional memory loss and build a more resilient institution.</p>
<p>4. The Aruban programme steering team may have challenges in project formulation and execution.</p>	<p>Clear guidance and capacity building and a willingness to work with a third-party specialists. A third party may be called in during later implementation if the team is not equipped for the scope of the activities and analysis needed to develop a revised road map for reining in costs and schedule slippages during implementation.</p>
<p>5. Vulnerable groups including in particular regular and irregular migrants are deprived of access to government facilities</p>	<p>All actions to take into consideration the existence of such groups and, whenever appropriate, integrate their needs.</p>

3) Complementarity with EU/Member States' initiatives in the proposed priority area

3.1 Integrated European initiatives

A Team Europe (TE) approach is not directly applicable in Aruba, where the scope for engagement of additional donors/EU actors is very limited. However, it will be necessary to further reflect on how these TE initiatives can be adapted to the situation of the OCTs, if opportunities arise. It is also foreseen to build strong cooperation and exchange of experience between Aruba and one Member State, which pioneered digitalisation of government services.

In addition, Aruba is not an ACP¹ country (no Economic Partnership Agreements in place) nor a member of the Caribbean Forum (CARIFORUM), therefore there is no formalised regional/OCT trade cooperation through these avenues. The trade regime with the EU is defined by the DOAG and Aruba's associated status as an OCT.

With the outbreak of COVID-19, an emergency help package from The Hague came quasi immediately, focused on urgent health services and more humanitarian oriented assistance. Moreover, Aruba is receiving a fiscal stimulus package, in eligible tranches, as a zero-interest loan, conditioned by structural reforms, managed by the Caribbean Reform Entity (*Caribische hervormingsentiteit*), a Dutch public body. EU interventions have to stand in synergy with Dutch initiatives to enhance impact and to avoid overlaps and redundancies.

¹ Countries of Africa, the Caribbean and the Pacific

Synergies will also be sought with the current 11th EDF Caribbean OCTs Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID), as well as the future regional programme for the seven Caribbean OCTs.

The relevant services of the Commission shall discuss the implementing modalities and specific interventions, pursuant to the DOAG (articles 74(c) and 84(4)) and the European Territorial Cooperation (ETC) Regulation (article 55), which will be reflected as appropriate in the relevant Annual Action Plans/measures and within the “Caribbean Area INTERREG programme”.

3.2 Support measures

Support measures will primarily be mobilised through the OCT Technical Cooperation Facility. Support measures will also ensure effective visibility and strategic communication of the EU OCT partnership.

3.3 Support to investments

The ability of the government to fully fund this ambitious programme of digitalisation through the “E-Government Road Map 2021-2025 can be a major challenge due to lower revenue streams from tourism as a result from the COVID-19 pandemic and by Aruba’s burgeoning public debt. The Debt sustainability analysis (DSA) shows that Aruba’s public debt sustainability risks remain significant, the debt-to-GDP ratio (over 80% since 2014) is expected to decline rapidly over the medium term due to the recent COVID-19. Aruba’s debt ratio significantly exceeds the debt burden benchmark for emerging market economies of 40% of GDP and is particularly sensitive to adverse shocks to growth and a failure to carry out the needed fiscal reforms as its historical policies have led to this high public debt ratio.

Furthermore, it should be noted that there is a balanced current budget rule, with borrowing restricted to within-year cash management needs. Deviations are allowed only in case of a disaster, with disaster relief subject to the approval of the Dutch fiscal supervisor CaFT (*College Aruba financieel toezicht*). Additionally, there are borrowing caps for capital expenditure, limiting annual interest payments to five percent of the average total revenue of the preceding three years, with loans for investments to be approved by the CaFT only if budget implementation is in line with the fiscal rule.

The feasibility of having a successful E-government programme is dependent on a government's overall willingness and ability to spend on the necessary ICTs and other related systems. Adequate funding is one of the challenges that must be considered before the implementation of e-government in any country, especially one which has been adversely impacted by the COVID-19 pandemic. Financial resources are critical and important aspects for putting in place the essential infrastructures, enhancing required capacity, while providing relevant training. The high cost which a government can incur to purchase different hardware and software, the significant amount of funds to be injected for training and maintaining the system, are seen as challenges for E-government implementation.

Under the new DOAG, Aruba will be eligible for the InvestEU Programme on a competitive basis, which aims to boost the European economy through the provision of crucial investment support, notably through guarantees, to the Union's medium- and long-term policy priorities, such as the European Green deal and the digitalisation transition and greater resilience. At least 30% of the InvestEU Fund must contribute to the fight against climate change.

As InvestEU can be combined with grants or financial instruments (or both), Aruba as a constituent country of the Netherlands may be able to access further financing for its E-government agenda

which subscribes to the EU's Digital4Development approach which is mainstreamed into four main priority areas namely:

1. Promotion of access to affordable and secure broadband connectivity and to digital infrastructure, including the necessary regulatory reforms
2. Promotion of digital literacy and skills
3. Fostering of digital entrepreneurship and job creation
4. Promotion of the use of digital technologies as an enabler for sustainable development

4) Financial overview

The proposed distribution of this territorial allocation is as follows:

<i>Digitalisation through the E-government roadmap</i>	<i>EUR 14.2 million</i>	<i>100%</i>
--	-------------------------	-------------

A specific indicative amount or percentage under each priority area may be identified with regard to the pooling of resources with the European Regional Development Fund (ERDF) under ETC/INTERREG programmes or other EU funds and EU Member States funds.

Appendix: Indicative intervention framework

Priority area: Digitalisation through the E-government roadmap		
Specific objective 1: The Aruban Government becomes an effective service-centered organisation by 2030		
Expected results	Indicators	Baselines, targets and sources of verification
A. An integrated E-government system is built	A1. Number of ICT/digital technologies that are trial - introduced in the new integrated E-government system A.2 Number of digital services at the pilot stage	<u>Baseline 2021:</u> 0 <u>Targets 2027:</u> - 1 interoperability pilot for the first 3 digital services completed - 1 digital information asset management system completed - 1 secure interoperability framework that connects core public services in place - 1 cloud strategy and a secured government cloud in place - The most frequently used third-party software and services are centralised - All mail systems, productivity tools and communication tools are consolidated into a single government-wide cloud enabled system - 1 "no legacy" policy produced, stipulating that government information systems should not contain elements older than for example 5-7 years in place - Establishment of common government technology standards <u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis
B. A national digital identification system is implemented	B1. Number of citizens issued with a National unique identification number	<u>Baseline 2021:</u> 0 <u>Targets 2027:</u> - 1 strategy for the development of a national digital identification system is developed - 1 legal framework for digital identification is introduced - Complete successful digital identification pilot in safe test environment with first 100 users is completed - Successful implementation of a national digital identification that is adopted by 40% of the eligible population is completed <u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis
C. A clear regulatory framework for electronic transactions and communications is developed	C1. Level of formalisation and harmonisation of regulatory framework	<u>Baseline 2021:</u> 0 <u>Targets 2027:</u> - 1 gap assessment of existing legislation finalised - 80% of key legislative changes required to enable basic digital government services are completed - A regulatory framework and legal roadmap to facilitate E-government approved by council of ministers <u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis.
D. Core government services are simplified and digitised	D1. User-needs mapping of core government services is undertaken	<u>Baseline 2021:</u> 0 <u>Targets 2027:</u> - 1 user-needs mapping of core government services is completed - 1 implementation strategy for digitising 100% of core government services is developed - At least 35% of core government services are simplified (where needed) and digitised <u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis

E. An inclusive E-government awareness campaign is designed and implemented	E1. The extent to which citizens are made aware of the potential benefits E-government	<p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - 1 communication strategy is developed and an awareness campaign launched to reach 70% of active internet users in Aruba (age 16+) - 1 awareness campaign is designed and launched to reach vulnerable groups in Aruba - Aruba's unique e-government story in collaboration with key stakeholders is developed <p><u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis</p>
Specific objective 2: Citizens of Aruba (and migrants as appropriate) can seamlessly and securely access government services digitally at all times by 2030		
Expected results	Indicators	Baselines, targets and sources of verification
<p>A. A robust data privacy and cybersecurity model for the public sector is developed</p> <p>B. Investment in readiness of public sector workforce and citizens for E-government is facilitated</p> <p>C. An effective E-government coordination structure is instituted</p>	<p>A1. Comprehensive baseline assessment of the public sector is undertaken</p> <p>A.2 Number of cybersecurity policies and strategies developed</p> <p>A.3 Number of data protection agencies/units established</p> <p>B1. Number of public sector workers and citizens enabled to use the E-government facilities</p> <p>B2. Number of inclusion champions appointed</p> <p>B3. Number of E-government training hub established</p> <p>B4. Number of multi-lingual digital libraries established</p> <p>B5. Number of national digital leap programme for IT skills established</p> <p>C1. Number of legally constituted technical support units for E-government in place</p>	<p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - 1 national cybersecurity policy framework is developed - 1 national cybersecurity policy framework is developed - General best-practice cyber-security guidelines are introduced and adopted by critical government departments, agencies and units - 1 specific cyber security strategy and best-practice guidelines to enable the chosen e-government models are developed - 1 data protection agency (or unit) is established <p><u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis; Database of training participants, pre- and post-training survey</p> <p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - 1 digital inclusion champion is appointed to ensure maximum inclusion of all programmes developed - 1 hybrid (virtual and physical) E-government training hub for public sector employees to attain 3.000 enrolments and skills certifications is set up - 1 digital literacy programme is designed and basic training is provided for the first 10.000 citizens - 1 multi-lingual digital library (website/wiki) with simple digital toolkits and basic information on how to use the internet is created and launched - 1 national digital leap programme for IT skills in education in collaboration with key education and private sector stakeholders is developed and launched <p><u>Sources of verification:</u> Database of training participants, pre- and post-training survey; Project progress reports; Intervention M&E system, government reports, expert analysis</p> <p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - 1 E-government advisory council consisting of E-government experts is established - 1 central E-government coordination unit is set up and its mandate institutionalised by law - 1 strategy and road map is developed and approved for implementation to transform the government IT department

		<p>into a state-of-the-art IT agency that supports the interoperability platform's technical needs</p> <ul style="list-style-type: none"> - 1 E-government virtual help desk that provides 24/7 support and can process up to 500 daily requests or tickets within 24 hours is established <p><u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis</p>
<p>Specific objective 3: E-government creates a pathway to unlock new economic value and opportunities created by the digital economy.</p>		
Expected results	Indicators	Baselines, targets and sources of verification
A. A sustainable financial and procurement model is established	A1. National budgetary allocation to aid private sector engagement is in place along with uptake of E-procurement	<p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - 1 multi-year E-government budget is set up and institutionalised - IT procurement guidelines in collaboration with the private sector are developed - Establishment of a special purpose mechanism to manage large-scale investments is given consideration <p><u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis</p>
B. An E-government enabling ecosystem is created	B1. The extent to which the availability of open data will contribute to transparency of governance, better policy-making, empowerment of citizens, data for (scientific) research, innovation and inclusive economic growth	<p><u>Baseline 2021:</u> 0</p> <p><u>Targets 2027:</u></p> <ul style="list-style-type: none"> - Digital payments for 80% of core government services is introduced - Digital leadership program is developed and 50% of all political leaders, ministers, and policy advisors are enrolled - Collaboration framework for open data and artificial intelligence is developed - Public-private collaboration platform is formalised and 3 collaboration initiatives to support the acceleration of E-government implementation and adoption are launched - 1 national block-chain coalition consisting of key public, private and academia partners is instituted <p><u>Sources of verification:</u> Project progress reports; Intervention M&E system, government reports, expert analysis</p>