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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 2

to the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Botswana for 2022

Action: EU support to Digital Transformation in Botswana

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, and action plans/measures in the sense of Article 23 of the NDICI-Global Europe Regulation.

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1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	EU support to Digital Transformation in Botswana CRIS number: NDICI AFRICA/2022/44217 OPSYS number: ACT-60893 / JAD.981002 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Botswana
4. Programming document	Republic of Botswana Multi-Annual Indicative Programme 2021-2027
5. Link with relevant MIP(s) objectives / expected results	Specific objective SO 2.2 Contribute to Botswana's Digital Transformation Expected results: • Legal, regulatory and institutional frameworks for data, cybersecurity and e-commerce is improved • E-government services are developed and rolled-out across ministries and sectors • Equitable access to affordable, secure and quality digital infrastructures is expanded in view of addressing the digital-divide in rural areas • Digital innovation and entrepreneurship is promoted • General digital literacy is enhanced • Improved connectivity infrastructure, esp. in remote and inaccessible • Increased connection to open, affordable and secure broadband infrastructure esp. youth, women, vulnerable groups, and rural communities

	PRIORITY AREAS AND SECTOR INFORMATION			
6. Priority Area(s), sectors	Priority Area 2: Economic Diversification and Jobs			
7. Sustainable Development Goals (SDGs)	Main SDGs: • Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. • Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Other significant SDGs (up to 9) and where appropriate, targets: • Goal 1. End poverty in all its forms everywhere. • Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture. • Goal 3. Ensure healthy lives and promote well-being for all at all ages. • Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. • Goal 5. Achieve gender equality and empower all women and girls. • Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. • Goal 10. Reduce inequality within and among countries. • Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.			
8 a) DAC code(s)	DAC code: N/A Digitalisation internal marker DAC code 110 – Education- 10% DAC code 150 – Government & Civil society- 45% DAC code 160 – Social infrastructure- 15% DAC code 250 - Business & other services- 30%			
8 b) Main Delivery Channel	Third Country Government (Delegated co-operation) - 13000			
9. Targets	☐ Migration ☐ Climate ☒ Social inclusion and Human Development ☒ Gender ☐ Biodiversity ☒ Education ☒ Human Rights, Democracy and Governance			
10. Markers (from DAC form)	**General policy objective @**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	☐	☒
	Aid to environment @	☒	☐	☐

	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☐	☒	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☒	☐	☐
	Inclusion of persons with Disabilities @	☐	☒	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☒	☐	☐
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☒	☐	☐
	Climate change adaptation @	☒	☐	☐
11. Internal markers and Tags	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☐	☐	☒
		YES	NO	
	digital connectivity	☒	☐	
	digital governance	☒	☐	
	digital entrepreneurship	☒	☐	
	digital skills/literacy	☒	☐	
	digital services	☒	☐	
	Connectivity @	☐	☐	☒
		YES	NO	
	digital connectivity	☒	☐	
	energy	☐	☒	
	transport	☐	☒	
	health	☒	☐	
	education and research			
	Migration @ (methodology for tagging under development)	☒	☐	☐
	Reduction of Inequalities @	☐	☒	☐

	(methodology for marker and tagging under development)			
	Covid-19	☒	☐	☐

BUDGET INFORMATION	
12. Amounts concerned	Budget line(s) (article, item): BGUE-B2022-14.020122-C1-INTPA Total estimated cost: EUR 5 000 000 Total amount of EU budget contribution EUR 5 000 000
MANAGEMENT AND IMPLEMENTATION	
13. Type of financing	Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.1.

1.2 Summary of the Action

The European Union's cooperation strategy with Botswana, the Multi-Annual Indicative Programme (MIP) 2021-2027, focuses on two priority areas: (1) green transition and (2) economic diversification and jobs. Under the second priority area, EU cooperation aims to facilitate Botswana diversify its economy, currently too reliant on one single sector. For that purpose, Botswana has adopted a digital transformation strategy (SmartBots). The implementation of the interventions outlined in this Action Document will help realise the GoB ambition to transform the public sector and its economy, in ways that supports diversification, economic growth and the Economic Recovery and Transformation Plan (ERTP) strategic initiatives. The specific objectives of the Action are to strengthen the legal, regulatory, institutional and governance frameworks for open and people-centred digital transition; to improve the digitalisation and accessibility of the Public Service; and to strengthen digital innovation and entrepreneurship ecosystems.

The activities will address six core areas of Botwana's digital ecosystem and help:
1. Strengthen the governance and intergovernmental coordination, cooperation and collaboration
2. Improve the legal, regulatory and institutional frameworks for data, cybersecurity and e-commerce frameworks.
3. Improve the service provision (backoffice) and service delivery (frontoffice) ecosystem and facilitate the development and roll-out of online services in an inclusive way.
4. Strengthen the digital skills and capacities of the GoB, that digital innovation and entrepreneurship is promoted and that digital literacy is enhanced, including for women.
5. Support the improved connectivity and affordability of internet.
6. Support the economic diversification and job creation through capacity development for digital innovation and entrepreneurship in particular for women and youth.

The support to the digital transformation of Botswana is aligned with the Sustainable Development Goals (SDGs) and particularly SDG 9 and SDG 16 as well as the Mid Term of National Development Plan 11 (2017-2023) and the Economic Recovery and Transformation Plan of Botswana. Preparation of NDP12 is currently ongoing and should be completed by March 2023 to allow for implementation in April 2023.. It also contributes to advancing the objectives of the EU Gender Action Plan III and the National Policy on Gender and Development, which adopted gender mainstreaming as a core strategy for sustainable development[1].

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[1] https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/BWA/INT_CEDAW_STA_BWA_34126_E.docx

2 RATIONALE

2.1 Context

The Government of Botswana (GoB) recognises that digitalisation is key to move the country towards a Knowledge-Based Economy (KBE) and transition to a high-income status by 2036. The COVID-19 pandemic has also highlighted the need to accelerate this digital transformation in order to provide services to citizens in a safe manner and boost the economic recovery through innovation and entrepreneurship. For this purpose, the GoB, in July 2020, adopted the Botswana Digital Transformation Strategy (SmartBots) with a view to guide digital transformation across all sectors of the economy.

The main objectives of the strategy are to:
- Connect the country so that no one is left behind.
- Provide knowledge and tools to compete and build a knowledge workforce through an overhaul of the education system.
- Digitise the Public Service through the development of e-government services which are accessible, integrated, seamless and trusted leveraging digital technologies.
- Co-create data-driven products and services.
- Build an innovation ecosystem for digital start-ups and entrepreneurships.

Botswana's digital transformation requires improved governance that involves a coordinated approach of the actors and stakeholders, structures, processes and implementation of interventions and initiatives. Due to the limited coordination and cooperation among ministries, departments and parastatals , the current structure is failing to unlock the digital transformation benefits in the public sector. To this end, the SmartBots team has identified key issues in implementing the Strategy that require external assistance. These key issues include:
- Stagnant regulatory and policy environment;
- Limited digital connectivity and emerging technology infrastructure due to fragmented infrastructure deployment and limited funding;
- Lack of coordination and prioritisation of strategic digital initiatives/projects;
- Slow and uncoordinated innovation ecosystem;
- Change management;
- Lack of quality data for monitoring and evaluation of government programmes and projects.

Based on the analysis of past and current assessments, policy documents, data, three stakeholder workshops (with approximately 20 participants each), interviews and validation exercise, a number of gaps were identified. The gaps are clustered around six (6) themes:
1. Governance framework and the strategic focus;
2. Legal and regulatory framework (including standards);
3. Service production and delivery ecosystems;
4. Human resources – skills and capacities related to the digital transformation;
5. Infrastructure, and;
6. Economic growth, jobs, and diversification.

Based on the stakeholder consultation, the situation and gap analysis, a number of policy-relevant recommendations are outlined for consideration in the upcoming EU – Botswana collaboration in the context of the MIP 2021-2027. The recommendations are provided with respect to gaps identified, with specific interventions at the national and regional levels, alongside actions that could be taken by the international donor community. The recommendations include the need to:

- Strengthen the governance for SmartBots and digital ecosystem.
- Review/update existant policies and regulations – for example policies on cybersecurity, data protection and consumer protection; establish and apply principles of regulatory assessment, impact assessments (including on human rights and gender equality) and digitisation-ready legislation.
- Establish relevant Interoperability (IOP) framework guidelines and tools.
- Conduct a skills assessment of the digital ecosystem (also covering related ecosystems – innovation, entrepreneurship, business and policy (government)).
- Establish a clear plan to ensure that the basic but essential digital (and ICT) infrastructure are accessible, affordable, reliable and of quality standards.
- Make industry the center of innovation in Botswana to help refocus attention on innovation and digital entrepreneurship that goes over and beyond the Botswana Digital and Innovation Hub (BDIH).

The EU support in the implementation of SmartBots strategy aims at assisting the successful digital transformation of the Public Sector, the private sector and the society at large. The recommendations are all aligned to the national priorities of Botswana (including Vision 2036 and SmartBots Strategy), the NDICI-Global Europe and the UN Sustainable Development Goals (SDGs).

No TEIs are currently foreseen in Botswana. The scope for a TEI has been restricted due to the limited presence of EU MS (Germany, France) and the lack of bilateral envelopes. Options remain to pursue cooperation with Botswana through a Team Europe approach via means that go beyond direct financial assistance (e.g. expert exchanges, private sector engagement and/or policy dialogue).

2.2 Problem Analysis

A brief overview of the main indicators for ICT development is beneficial to understand the achievements of Botswana in the past 15 years, but also to understand the untapped potential of the ICT in the country, its public, private and ICT sectors. Using UNDESA's biannual E-Government Development Index (EGDI), a country's performance is based on a weighted average of three normalised scores namely: scope and quality of online services; development status of the telecommunication infrastructure; and the inherent human capital. The development and sustenance of the three (3) areas considered by the EGDI require a strong and vibrant ICT sector in the whole of government, with institutions fostering cross-ministry/agency collaboration, a comprehensive ICT legal and regulatory framework, and a well-developed ICT leadership capacity building framework. Botswana's EGDI improved between 2018 and 2020.

Although Botswana's score on the EGDI has improved, it is below that of the global average. While the 2003 score of 0.3466 ranked the country 101st (out of 173 countries) the 2020 score of 0.5383 ranks the country 115th (out of 193 countries). In an African context, Botswana performs above the African average overall but it merely keeps pace with the global average in 2020, and the country's lack of progress means that this may slide further behind over the coming years. The 2020 edition of the EGDI shows that Botswana outperforms most of its African peers on telecommunication and human capital, but this does not give it an international edge. While Botswana hovers around the African average for online service availability and electronic participation, this is well below the global average. The EGDI, GMSA[2] and other indices on Botswana illustrate the untapped potential of ICT use, and more broadly, digitalisation, in the country. The untapped potentials, coupled with the impact of Covid-19 pandemic – which seriously affected Botswana's two major economic sectors, mining and tourism – led the GoB to place greater emphasis on digitalisation as a means to help diversify the economy and foster economic growth.

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[2] Global System for Mobile Communications Association Index (https://www.gsma.com/r/somic/)

For an inclusive and non-discriminatory digital transition, all efforts in the sector should address the digital divide in the country, including the potential exclusion of women, the rural population, people living in poverty and people living with disabilities – to name a few groups in a vulnerable situation – from the benefits generated.

The main digitalisation ecosystem stakeholders consists of four key groups as listed below.

Key national development stakeholders:

1. Ministry of State President: oversee and coordinate the implementation of SmartBots
2. Ministry of Finance: provide financing and incentives
3. Ministry of Communications, Knowledge & Technology: ICT policy and regulatory frameworks
4. Ministry of Education and Skills Development: Human capital, research and capacity building
5. Ministry of : implement Lobu Smallstock farm strategy
6. Ministry of Investment, Trade, and Industry: Promote trade and entrepreneurship
7. Ministry of Foreign Affairs MFA)
8. Ministry of Nationality, Immigration And Gender Affairs

Digital ecosystem actors and stakeholders:

9. Botswana Communications Regulatory Authority: regulate the communications sector
10. Botswana Fibre Networks: digital infrastructure & connectivity
11. Botswana Internet Service Providers:digital infrastructure & connectivity
12. Botswana Telecommunications Corporation: digital infrastructure & connectivity
13. Botswana Digital & Innovation Hub: innovation ecosystem
14. Mascom: digital infrastructure & connectivity
15. Orange: digital infrastructure & connectivity
16. Citizen Owned Businesses in IT: representing IT companies in the private sector

Actors from other key / broader sectors – academia, industry and trade:

17. University of Botswana
18. Botswana International University of Science and Technology
19. Business Botswana
20. Special Economic Zones Authority
21. Botswana Investment and Trade Centre
22. Civil society organisations, notably those involved in the delivery of basic and social services; those working on community development, SMEs and entrepreneurship; and those working with women and other specific groups (people living with disabilities, etc.)

Selected actors from the region and development partners:

23. SADC (Southern African Development Community)
24. EU
25. EU Africa RISE (Reform for Investment and Sustainable Economies)
26. UNECA (United Nations Economic Commission for Africa)
27. UNDP (United Nations Development Programme)
28. World Bank
29. UNICEF (United Nations International Children's Emergency Fund)
30. GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)
31. JICA (Japan International Cooperation Agency)
32. South Korea

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** (Impact) of this action is to:
- Contribute to Botswana's digital transformation.

The **Specific Objectives** (Outcomes) of this action are:

1. Improved legal, regulatory, institutional and governance frameworks for open and people centred digital transition.
2. Improved citizens' access to a transparent and inclusive digital public service.
3. Strengthened digital innovation and entrepreneurship ecosystems, with a specific focus on women and youth.

The Outputs to be delivered by this action, contributing to the corresponding Specific Objectives (Outcomes), are:

1. **Improved legal, regulatory, institutional and governance frameworks for open and people centred digital transition.**
   1.1. Strenghtened legal and governance framework for SmartBots implementation and digital ecosystem.
   1.2. Strengthened governance and intergovernmental cooperation, collaborations, coordination of service delivery, actors and stakeholders in the public sector.
   1.3. Improved policies and regulations on data, cybersecurity, e-commerce, and consumer protection.

2. **Improved citizens' access to a transparent and inclusive digital public service.**
   2.1 Enhanced integration of ICTs/digital technologies in public service delivery
   2.2. National Interoperability framework, standards, guidelines and tools for e-government services are improved and aligned with best practices.
   2.3. Digital by default and effective communication strategy is enforced.

3. **Strengthened digital innovation and entrepreneurship ecosystems, with a specific focus on women and youth.**
   3.1. Improved participation of the privat sector in digital innovation and entrepreneurship
   3.2. Strengthened digital, innovation, entrepreneurship ecosystems and corresponding value chains
   3.3. Enhanced digital skills and capacities, in particular of women and youth.

3.2 Indicative Activities

Activities relating to Output 1.1: Strengthened legal and governance framework for SmartBots strategy implementation and digital ecosystem.
- Conduct a comprehensive mapping of the digital ecosystem – policies, regulations, stakeholders, and actors, and their mandates. The mapping will integrate and assess human rights and gender equality stakeholders to ensure the needs of different groups and potential human rights and gender risks are taken into consideration.
- Develop a robust governance framework for the implementation of SmartBots strategy.
- Establish a clear and strong mandate for operationalising SmartBots and related visions, missions, strategies and action plans incl. monitoring, measurement, compliance and conflict resultion – with a view to strengthing the ecosystem.

- Establish principles of regulatory assessment, impact assessments and digitisation-ready legislative frameworks aiming to facilitate the use of digital tools and platforms to (i) provide information for decision making, (ii) assess effectiveness of policies and regulations, or (iii) ensure public access to information on the state of the environment and on related decision making.
- Accelerate whole-of-government and government as platform initiatives and thinking though a joint-govenrmental approach.

Activities relating to Output 1.2: Strengthened governance and intergovernmental cooperation, collaborations, coordination of service delivery, actors and stakeholders in the public sector.
- Improve the coordination, collaboration, compliance and decision-making across the public sector (whole of government and government as a platform approach), policy coherence, evidence based decision-making, benefit realisation, co-ownership and strengthen digital (incl. innovation and entrepreneurship) ecosystems.
- Establish a strong project management model for strategic projects (esp. in SmartBots and similar strategies) with a large digital component for improved efficiency and effectiveness and benefit realisation (incl. business case model with links to annual budget cycles and performance) for long-term sustainability.
- Improve the service provision (back office) and service delivery (front office) ecosystem and facilitate the development and roll-out of online services, starting with the public sector, ensuring the principles of accessibility, availability, acceptability and quality are respected.

Activities relating to Output 1.3: Improved policies and regulations on data, cybersecurity, e-commerce and consumer protection.
- Support the:
  - Review of existing policies and regulations on data, cybersecurity, e-commerce, and consumer protection and other policies and regulations related to digital that are older than five years;
  - Update of existing policies and regulations, in cases where gaps have been identified;
  - Formulation of new policies and regulations that promote a green and digital transition and are human rights and gender-responsive
- Strengthen the capacities and skills of relevant actors, especially government policymakers, in the review, formulation, implementation and governance of relevant policies and regulations.
- Design and apply the principles of regulatory and impact assessments (e.g. sandbox) and digitisation-ready legislation and "no-harm principle"

Activities relating to Output 2.1: Enhanced integration of ICTs/digital technologies in public service delivery.
- Develop IOP standards, guidelines and once-only principle for all GoB registries and databases
- Establish a legal framework to guide a national IOP standard
- Institute a support facility for IOP (or incorporate it into existing advisory or innovation ecosystem and facilities e.g. SmartBots team, MTC DIT / GovOnline).
- Propose the structure and taxonomy to guide registries, and assess core registries and data quality according to IOP standard, completeness and data quality.
- Apply IOP standards to all SmartBots services, systems, registries and initiatives.
- Advisory support for the establishment of once-only data exchange infrastructure including certification, time-stamp compliant with BofinNet and encrypted data exchange on the public web, and relevant support and management unit (e.g. MTC' DIT, or other key GoB data manager). This should a) be aligned with cybersecurity, privacy and data protection standards; and b) include a timeline for connecting key GoB

registries to create G2G (government-to-government) trust services on a once-only principle, as well as for key G2B (government-to-businesses) trust services.

- Ensure adoption of IOP standards and compliance with guidelines.

Activities relating to Output 2.2: National Interoperability framework, standards, guidelines and tools for e-government services are improved and aligned with best practices.

- Develop relevant design and web accessibility standards, guidelines and toolkits for all GoB portals, websites, registries, apps, transactional services and online content.
- Establish support mechanism or incorporate it into existing facilities (e.g. BDIH or MTC DIT / GovOnline).
- Apply new design and web accessibility standard (i.e. W3C[3] WCAG[4] AA) to all SmartBots service initiatives, ensuring accessibility for people living with disabilities.

Activities relating to Output 2.3: Digital by default and effective communication strategy is enforced.

- Develop and establish digital by default and communication strategy for the government ecosystem of specialised portals, and key online services.
- Identify key high-volume and high-frequency services for which the paper options should be closed in favour of online, calls and physical service centers (ref. e.g. Botswana One Stop Service Centre (BOSSC).
- Assess the business case and benefit realisation model and implementation timelines, and develop clear and targeted communication messeges tailored to specific services, and target audiences.

Activities relating to Output 3.1: Increased participation of the private sector in digital innovation and entrepreneurship.

- Develop a clear plan to incentivise industry towards more active involvement in innovation and digital
- Facilitate industry's ability to drive the processes involved in innovation and digital, increase the demand for ideas, concepts and products from BDIH, foster a higher degree of technology transfer and commercialisation
- Capacity building of industry operators in digital technology, artificial intelligence, cybersecurity, ensuring equal participation of women and men,
- Enhance interactive learning and effective collaboration among actors and stakeholders – especially among industry, academia, government.
- Enhance digital literacy for women, youths and marginalised groups including persons with disabilities.
- Support improvements in internet connectivity and affordability.
- Support integration of green economy principles in the digital transformation

Activities relating to Output 3.2: Strengthened digital, innovation, entrepreneurship ecosystems and corresponding value chains.

- Strengthen digital innovation and entrepreneurship ecosystems and corresponding value chains.
- Conduct a robust Technology Needs Analysis (TNA) to help determine the demand for innovation and digital, and ensure alignment with supply in ways that support economic diversification and job creation.
- Support MSMEs in securing access to the right skills and empower them to use innovative - notably circular economy - business models.
- Establish a clear plan to ensure that the basic but essential digital infrastructure are reliable and of quality standards.
- Support access to finance for digital and green tech start-ups

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[3] https://www.w3.org/standards/
[4] https://www.w3.org/WAI/standards-guidelines/wcag/

- Update, formulate and implement policies, regulations that help foster business ecosystems improvements and crowd-in international private funding for digital infrastructure.

Activities relating to Output 3.3: Enhanced digital skills and capacities, in particular women and youth.
- Map existing skills and capacity building interventions and initiatives in the pipeline (such as the EU Digital Competency Framework anticipated to be introduced by SmartBots).
- Conduct a detailed skills assessment of the relevant ecosystems covering – digital, innovation, entrepreneurship, business, civil society organisations including women's organisations, academia and policy (government) ecosystems – as a basis for developing a training needs analysis framework.
- Establish re-skill and upskill programmes in digital targeting key sectors – education, industry, government, and civil society actors in a co-creation manner and aiming to promote resource efficiency and circular economy business models.
- Improve the capacities of intermediary business support organisations to mainstream digital skills in professions, aiming to improve their members' resource efficiency and circularity.
- Establish re-skill and upskill programmes with an emphasis on women and youth in digital targeting key sectors – education, industry, government, and civil society actors in a co-creation manner.
- Work with ecosystem actors to improve understanding of the status of digital (and complimentary) skills to support digital transformation and its links with sustainability . And more efficient and cost effective training and capacity building mechanisms to support Botswana's digital transformation.
- Support of educational and vocational training institutions in integrating and effectively deploying learning of digital technologies for sustainability.
- Clarity on areas for collaboration among skills and capacity development providers, leading to better coordination while considering prior recognition of learning and quality standard setting .
- Enhance the adoption of online offers and potentials for improved returns on investments.
- Update and accelerate existing initiatives on skills and mainstream STEM alongside innovation and entrepreneurship (i.e STEM-IE) encouraging women and youth participation.
- Support the integration of digital literacy and basic digital competences in general TVET training, as key transversal skills for participation in the digitally transformed economy

3.3 Mainstreaming

Environmental Protection & Climate Change

The intervention promotes an IT-based economy that can serve to the promotion of circular economy business models, promoting resource efficiency and green jobs. It will be important that any review of current, or the development of new, take into account the positive and negative impacts that digitalisation can have on the environment. |During implementation, the action will ensure that the principles of sustainability and circularity will be integrated in the digital transformation model and processes.

Gender equality and empowerment of women and girls

The gender digital divide is a matter of concern in Botswana. Women are, for example, 34% less likely to have a smartphone with an internet connection than men[5]. The connection's high cost, as well as more limited ICT skills, is hampering women in the country to benefit equally from the potential that digital technologies can generate. Women tend to have less access to this job market and decision-making spaces for policy formulation.

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1.

One of the key expected results is the improved access and connectivity to an open, affordable and secure broadband infrastructure especially for youth, women, vulnerable groups, and rural communities. Thus, the

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[5] https://paradigmhq.org/wp-content/uploads/2021/05/lr-Botswana-Digital-Rights-Inclusion-2020-Report.pdf

activities, outputs and outcomes resulting from the interventions outlined in this action will facilitate greater gender equality and empowerment of women and girls.

The action will mainstream gender at all stages, including by supporting specific activities with gender analysis and integrating sex-disaggregated data and gender-sensitive indicators to better assess the impact on gender equality.

Human Rights

Digital technologies can expand people's access to information and open the space for participation in the public sphere, improve service delivery and create new opportunities for employment and entrepreneurship. But ICTs can also be used for surveillance (affecting people's right to privacy) and to limit freedom of expression.

This project will follow a human rights based approach, by ensuring its working principles (apply all human rights for all, meaningful and inclusive participation, non-discrimination, accountability and transparency) are applied at all stages of the intervention. When relevant, a human rights impact assessment will also be conducted to ensure the activities and support are doing no harm and are leaving no one behind.

The activities, outputs and outcomes resulting from the interventions facilitating the improved access, education, capabilities and skills, will promote Human Rights of the people of Botswana, with positive implications for the region (SADC) and Africa as a whole.

Disability

The activities, outputs and outcomes resulting from the interventions will contribute to improving inclusion of marginalised and excluded groups such as people with disabilities through improvements in their access to digital technologies, skills and capabilities.

Democracy

An important area of SmartBots is e-democracy. The activities, outputs and outcomes focusing on improvement the capacities of the GoB and the legal and regulatory framework will help strengthen democracy by improving citizens access to e.g. news, information and resources, fostering greater inclusion of the society in democratic activities and duty-bearers transparency and accountability. Implementation of this action will keep in mind the corruption risks linked to digitisation processes.

Conflict sensitivity, peace and resilience

Although not the core focus of this implementation, the activities and outputs and outcomes focusing on improving the governance, coordination and collaboration across the GoB service production and delivery ecosystems will contribute to conflict sensivity, peace and resilience by, for example, improving people's access and awareness, strengthening democratic institutions and governance, and building the capabilities and skills of the society. These attributes are key ingredients for peace and resilience.

Disaster Risk Reduction

Focusing on improving the governance, coordination and collaboration across the GoB service production and delivery ecosystems will contribute to disaster risk reduction, for example, through the application of digitalisation in sectors such as weather, agricure and food, weather and environment - forecasts, predications and management.

Other considerations if relevant

The activities, outputs and outcomes resulting from the interventions will support good governance, poverty reduction and economic growth, gender equality and mainstreaming, peace, partnership and resilience, education,

innovation and entrepreneurship, and strong institutions. And, therefore, contribute to various SDGs outlined in Section 2.3.1 above.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood	Impact	Mitigating measures
1. People and organisation	Risk 1: The implementation and maintenance is hampered by lack of staff with digital skills, competences	Medium	High	Escalate to Office of the President, under which the implementing GoB beneficiary (i.e. SmartBots) is embedded. Capacitation of SmartBots team with digital skills and competencies
	Risk 2: Unvalidated delivery capacities of local partners in new activity areas	Medium	Medium	An inception phase of six (6) months should be factored into the planning, to allow for a validation of the capacities of partners
2. Funding	Risk 3: Inadequate funding for implementation	Medium	High	Ensure adequate funding. Align the number of activities to be implemented with the funding and recources available. Escalate to Office of the President if needed and the Ministry of Finance.
3. Communication and information	Risk 4: Lack of coordination among the main stakeholders engaged in the MIP	Medium	Medium	Continued participation at stakeholder meetings throughout the implementation. Ensure that SmartBots team at Office of the President coordinates and ensures compliance.
	Risk 5: Resistance to change among key stakeholders	High	Medium	The action will involve key stakeholders at every stage of implementation and will closely monitor the impact of capacity building and training. Escalate to SmartBots and Office of the President, as a last resort.
	Risk 6: Political sensitivities and conflicting priorities / mandates slow down implementation	Medium	Medium	Ensure effective stakeholders coordination and supported, manage politically sensitive topics, monitor and identify potential tensions early on. Escalate to SmartBots and Office of the President, as a final option.
Lessons Learnt: • Good political support for innovation and digitalisation. • Weak governance systems, which negatively impact on stakeholders coordination, linkages and interactions, and their ability to effectively optimise and exploit available resources. • Weakness in the implementation of policies, programmes and projects. • Resistance to innovation and change; necessitating ecosystems strengthening and capacity building.				

3.5   The Intervention Logic

Overall objective: Contribute to Botswana's inclusive digital transformation and by so doing, support the Government of Botswana's efforts to transform its public sector and its economy.

1. **Improved legal, regulatory, institutional and governance frameworks for open and people-centred digital transition.**

The underlying intervention logic for this action is that appropriate policies, legislations, regulatory and institutional frameworks for aspects that include governance, data, cybersecurity, e-commerce, gender mainstreaming in digital, accessibility and people's human rights protection, are vital for digital transformation. Weaknesses in this regard will hamper progress towards SmartBots operationalisation, implementation and beneficiation.
Strengthened legal, regulatory, institutional and governance frameworks will support open and citizen centred digital transition, implementation of SmartBots, the establishment of principles of regulatory assessment, impact assessments and digitisation-ready legislative frameworks; and improved frameworks for national IOP standards, guidelines and once-only principle.

2. **Improved citizen's access to a transparent and inclusive digital public service.**

The underlying intervention logic for this action is that a strengthened governance and intergovernmental framework will foster the coordination of service delivery, actors and stakeholders in the public sector, resulting in improve digitalisation of the public sector/service. Key components of such governance framework will include the main digital actors, structure, mandates, collaboration mechanisms, steering committee and working group, with supporting secretariat and monitoring and measurement approaches. These are essential to improving cooperation and collaboration among stakeholders. These elements are vital to realising the activities outlined in this action and achieving a successful implementation of the Smart Botswana Digital Transformation Strategy (SmartBots). Design and web accessibility standards, guidelines and tools established and improved, alongside core registries to support data completeness and quality in line with IOP standards will be key to realising these aspirations. Likewise, an emphasis on digital by default and effective communication strategy would need to be established and adopted.

3. **Strengthened digital innovation and entrepreneurship ecosystems, with a specific focus on women and youth.**

The underlying intervention logic for this action is that increasing the role of industry (private sector) in innovation is vital to focusing attention on digital innovation and entrepreneurship that goes beyond the BDIH. Currently many innovations emanating from the BDIH end up as prototypes, do not scale, and are often not commercialised. Greater involvement of industry in innovation (and digital) will help bridge the existing gaps between the demand and supply sides of innovation, improve service delivery, strengthen the ecosystems, and support the economic diversification and job creation in particular for women and youth. To achieve these objectives, digital skills and capacities must be enhanced, alongside improved connectivity and affordability of internet to promote the adoption of digital technologies.

3.6 Logical Framework Matrix

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Impact	Contribute to Botswana's inclusive digital transformation.	*Not applicable (N/A)*	*N/A*	*N/A*	*N/A*
Outcome 1	**1. Improved legal, regulatory, institutional and governance frameworks for open and people centred digital transition.**					
Output 1 relating to Outcome 1	1.1. Strengthened legal and governance framework for SmartBots implementation and digital ecosystem.	1.1.1. The governance framework for SmartBots is reviewed.

1.1.2. Mandate for SmartBots reviewed including responsibilities. | 1.1.1. 0 in 2022

1.1.2. 0 in 2022 | 1.1.1. Updated governance framework by 2023.

1.1.2. Upated governance framework by 2023. | 1.1.1.M&E system

1.1.2.M&E system | For 1.1. is a preconductions for 1.2 under which the recommendations will be implemented |
| **Output 2 relating to Outcome 1** | 1.2. Strengthened governance and intergovernmental cooperation, collaborations, coordination of service | 1.2.1. Coordination, collaboration, compliance and decision making mechanisms across the public sector (whole of government and | 1.2.1. TBD by output 1.1.1. | 1.2.1. Minimum 95% of entities and initiatives are in compliant with SmartBots Strategy's | 1.2.1. M&E system | Timely development of new governance framework for GoB. |

	delivery, actors and stakeholders in the public sector.	government as a platform approach) are implemented. 1.2.2. Policy decisions made by the Cabinet and OP on digital must be anchored in statistical evidence and/or project management and business case model.	1.2.2. TBD by output 1.1.2.	timeline, budgets original output and outcomes by 2027. 1.2.2. Minimum 90% of all policy decisions made by the Cabinet and OP on digital are anchored in statistical evidence and/or project management and business case model by 2027.	1.2.2. M&E system	Approval by Cabinet and Office of the President (OP). Degree of compliance across GoB. For 1.2.1. output 1.1.1. and 1.1.2. are precondition.
Output 3 relating to Outcome 1	1.3. Improved policies and regulations on data, cybersecurity, e-commerce, and consumer protection.	1.3.1. Impact assessments of key digitisation regulation are done in intervals of less than 5 years. 1.3.2. Number of policies/laws/ revised with EU support Number of countries supported by the EU to a) develop and/or revise, b) implement digital-related policies/strategies/laws/regulations (Number of) [EURF-Level 2];	1.3.1. Currently no principles, criteria and processes. 1.3.2. TBD	1.3.1. Approval of principles, criteria and processes by 2023. 100% of all new or adjusted polices and regulations are assessed prior to proposal from 2023. 100% of policies and regulations are assessed as they reach 5 years of age from 2023. 1.3.2. TBD	1.3.1. M&E system 1.3.2. M&E system	Timely development. Approval by Cabinet and OP. Dependend on input from GoB entities to SmartBots (ref. governance framework and reporting under 1.1 and 1.2).

Outcome 2	**2. Improved citizens' access to a transparent and inclusive digital public service.**	2.1 Number of e-services rolled out with EU support 2.3 Number of people supported by the EU with enhanced access to digital government services support 2.4 Number of people with access to internet with EU support	2.1 0 in 2022 2.2 0 in 2022 2.3 0 in 2022	2.1 : 12 in 2026 2.2: 1400 in 2026 2.3 : TBD	M&E system	
Output 1 relating to Outcome 2	2.1. Enhanced integration of ICTs/digital technologies in public service delivery	2.1.1. Legal framework and standard for IOP and once-only principle in Botswana is approved. 2.1.2. IOP standards, guidelines and once-only principle for all GoB registries and databases are developed. 2.1.3. A support facility for IOP is adopted and instituted. 2.1.4. A structure and taxonomy to guide registries is instituted according to IOP standard, completeness and data quality. 2.1.5. Advisory reports on once-only data exchange infrastructure are released regularly.	2.1.1. Currently no principles, criteria and processes. 2.1.2. Currently no standard or guidelines. 2.1.3. Currently no support facility for IOP. 2.1.4. Currently no structure or taxonomy. 2.1.5. Currently no such reports exist.	2.1.1. Approval of principles, criteria and processes by 2023. 2.1.2. Approval of standard or guidelines by 2023. Minimum of 90% of all GoB systems and registers comply with the IOP standard by 2027. 2.1.3. Launch of support facility for IOP by 2023..	2.1.0. M&E system 2.1.1. M&E system 2.1.2. M&E system 2.1.3. SmartBots MTC DTI / GovOnline, OP approval. SmartBots annual reports. 2.1.4. SmartBots MTC DTI / GovOnline, OP approval.	Timely development. Approval by Cabinet and OP. Dependend on input from GoB entities to SmartBots (ref. governance framework and reporting under 1.1 and 1.2). Note, baseline for targets developed in 2.1.1 for 2.1.2-2.1.5 Note, 2.1.5 is dependent on 2.1.1-2.1.4.

				2.1.4. Approval of structure or taxonomy by 2023. Minimum of 90% of all GoB systems and registers comply with the taxonomy by 2027. 2.1.5. Advisory report(s), quarterly from 2023.	2.1.5. SmartBots and OP approval. SmartBots annual reports.	
Output 2 relating to Outcome 2	2.2. National Interoperability framework, standards, guidelines and tools for e-government services are improved and aligned with best practices	2.2.1. Legal framework and standard for design and web accessibility established. 2.2.2. Guidelines and tools for design and web accessibility in Botswana are developed responsive to the needs of people living with disabilities.	2.2.1. Currently no legal basis. 2.2.2. Currently no guidelines or tools.	2.2.1. Approval of legal framework and standard for for design and web accessibility in Botswana by 2023. 2.2.2. Approval and launch of guidelines and tools by mid-2023. 100% of all new or updated GoB portals, websites, apps and services	2.2.1. Government Gazette and OP approval. 2.2.2. SmartBots and OP. SmartBots MTC DTI / GovOnline annual reports.	Timely development. Approval by Cabinet and OP. Dependend on input from GoB entities to SmartBots (ref. governance framework and reporting under 1.1 and 1.2). Note, baseline is developed in

				comply with standard as launched from mid-2023. 100% 100% of all GoB portals, websites, apps and services launched prior to mid-2023 must be comply with standard by end-2024.		2.2.1 for both 2.2.2 Note 2.2.2 is dependend on the approval of 2.2.1.
Output 3 related to Outcome 2	2.3. Digital by default and effective communication strategy is enforced.	2.3.1. Both a digital by default and communication strategy in Botswana are adopted (it should include duration, high-frequency/high-volume services to be covered, plus KPIs and business cases). 2.3.2. Both digital by default and communication strategy defined in 2.3.1. are implemented 2.3.3. Number of people supported by the EU with enhanced access to digital government services (disaggregated by sex, age and disability)	2.3.1. Currently no digital by default or communication strategy. 2.3.2. TBD by 2.3.1.	2.3.1. Approval of digital by default and communication strategy by 2022, Target must be equivilent to a minimum 80% of Batswana and MSMEs online for any given year. Allow for flexibility if services targeting marginalised communities. 2.3.2. Relisation of benefits and business case as defined in 2.3.1	2.3.1. M&E system 2.3.2. Annual SmartBots digital by default and benefit annual report to Cabinet and OP. 2.3.3. M&E system 2.3.4 M&E system	Timely development. Approval by Cabinet and OP. Note 2.3.1. establish the baseline for 2.3.2. Note, 2.3.1. and 2.3.2 must be aligned with selected eService areas in SmartBots the targeted degree of digitisation should be atleast 80% of Botswanans

				from 2023 – 2027 period. 2.3.3. TBD		online for any given year. Allow for flexibility if services targeting marginalised communities.
Outcome 3	**3. Strengthened digital innovation and entrepreneurship ecosystems, with a specific focus on women and youth.**					
Output 1 relating to Outcome 3	3.1. Improved participation of the private sector in digital innovation and entrepreneurship	3.1.1 A clear plan to incentivise industry towards more active involvement in innovation and digital is developed 3.1.2 Transfer or technology outcome 3.1.3 Number of Innovation initatives (enhancing learning and effective collaboration among actors) that are completed on time. 3.1.4 Training events / training hours. 3.1.4.b Number of people who benefitted from training events disaggregated by sex and age. 3.1.5 GSMA score.	3.1.1. Currently no plan. 3.1.2. TBD by 3.1.1. 3.1.3. TBD by 3.1.1., include the nature of linkages and frequency of interactions by 2027. 3.1.4. TBD by 3.3.1. 71.5 (of 100) GSMA customer readiness score in 2020. 3.1.5. Overall GSMA score of	3.1.1. Plan developed by 2023. 3.1.2. 50% improvement in the transfer of technology and commercialisation targeting 200 MSMEs of which a minimum 70% must be lead by women, in low-income of rural communities by 2027. 3.1.3. 20 innovation initiatives with	3.1.1. Report that outlines the plan.3.1.2. TBD by 3.1.1. 3.1.3. M&E system 3.1.4. M&E system and GSMA/Dataportal country report for Botswana. 3.1.5. BOCRA anual reports and GSMA/Dataportal country report for Botswana.	3.1.1. Timely development and endorsement of the plan. Approval by Cabinet and OP. Note, 3.1.1. developes baseline for 3.2.2 – 3.2.4. 3.1.2. Timely implementation and willingness by industry and capabilitie. 3.1.3. Incentives to collaborate, and engage in

		3.1.6 Global Entrepreneurship Index score 3.1.7 Global Innovation Index	51.3 score by GSMA in 2020, 52.5 affordability (52.5), 85% of the population enjoy 3G coverage but download speeds are low (20.79 mbps for mobile and 10.95 mbps for fixed line) 3.1.6 Overall score of 34.9 (52/137 countries) in 2020 3.1.7 TBD	90% completed on time, on budget and according to defined outputs and outcomes by 2027. 3.1.4. TBD by 3.3.1 minimum 100 training events of a minimum 2400 effective training hours targeting a minimum of 1500 participants of which 70% must be youth, women, persons with disabilities and/or from low-income of rural communities by 2027. Successful completion rate of a mimum 90%. 90 (of 100) GSMA customer readiness score by 2027. 3.1.5. Overall GSMA score of		interactive learning 3.1.4. Resource availability to support capacity building 3.1.5. Resource availability

				70 score by GSMA in 2027, 70 affordability, 30% of the population have access to broadband download of 100mbps (mobile or fixed), with 70% of population having access to minimum 40 mpbs download speeds by 2027. 3.1.6 TBD 3.1.7. TBD		
Output 2 relating to Outcome 3	3.2. Strengthened digital, innovation, entrepreneurship ecosystems and corresponding value chains	3.2.1 % of MSMEs that engage with the GoB for selected services under the SmartBots strategy. 3.2.2 A robust and gender-responsive Technology Needs Analysis (TNA) to help determine demand for innovation and digital is approved. 3.2.3 A clear plan to ensure that the basic but essential digital infrastructure is reliable,	3.2.1. TBD by activity baseline. 3.2.2. No assessment has been doen to date. 3.2.3. Currently no plan exist. 3.2.4. TBD by 3.2.3. 3.2.5 TBD	3.2.1. TBD by activity baseline. Minimum 50% of all MSMEs engage with GoB for selected services under the SmartBots strategy by 2027 (ref. SmartBots strategy, digital by default	3.2.1. M&E system 3.2.2. M&E system 3.2.3. M&E system 3.2.4. M&E system	Timely development and endorsement of the plan. Approval by Cabinet and OP. Note, 3.2.2 and 3.2.3 must align to relevant policies, regulations, standards and taxonomies

		accessible and of quality is approved. 3.2.4 Policies, regulations that help foster business ecosystems improvements and crowd-in international private funding for digital infrastructure are adopted and implemented. 3.2.5 Improvement in Digital Evolution Index Country Score		strategy under 2.3.2). 3.2.2. Approval of analysis by SmartBots, Cabinet and OP by 2023. 3.2.3. TBD by 2025 3.2.4. Approval by SmartBots, Cabinet and OP by 2027. 3.2.5 TBD	3.2.5. Digital Evolution Index Country Score	under Outcomes 1 and 2. Note, 3.2.4 develop baseline for 3.3.4.
Output 3 relating to Outcome 3	3.3. Enhanced digital skills and capacities, in particular of women and youth.	3.3.1 Mapping of existing skills, competences and capacity building interventions and initiatives in the pipeline exists, with a focus on women and youth. 3.3.2 GSMA customer readiness score. Detailed skills assessment of the relevant ecosystems (covering – digital, innovation, entrepreneurship, business, academia and policy ecosystems) is adopted as a basis for developing a training needs analysis framework.	3.3.1. No assessment has been done to date, must establish baseline for 3.3.3 – 3.3.7, incl. training methods, approaches, target groups (incl. baseline for these), baseline unit cost for training and capacity building. 71.5 (of 100) GSMA customer	3.3.1. 90 (of 100) GSMA customer readiness score by 2027. 3.3.2 TBD by 3.3.1 and 3.3.2. 90 (of 100) GSMA customer readiness score by 2027. 3.3.3 TBD by 3.3.1 and 3.3.2. 90 (of 100) GSMA customer	3.3.1. M&E system. 3.3.2. M&E system. 3.3.3. Annual report by Statistics Botswana, GSMA/Dataportal country report for Botswana.	Timely development and endorsement of the plan. Approval by Cabinet and OP. Note, 3.31-3.3.4 are interconnected and interpendend activities.

		Indicators	Baseline	Targets	Sources	Assumptions/Notes
		3.3.3 Number of people disaggregated by sex and age that benefit from re-skill and upskill programmes in digital targeting key sectors – education, industry, government, and civil society actors in a co-creation manner. 3.3.4 Baseline unit costs of training and capacity building are reduced. 3.3.5 Assessment about skills and capacity development providers is adopted. 3.3.6 Online offers are adopted with potentials for improved returns on investments. 3.3.7 Increase in number of STEM students disaggregated by sex. 3.3.8 Number of people with access to Internet with EU support (disaggregated by sex, geographic region, urban/rural, age group, and type of connection, i.e. mobile or fixed) (EU RF)/GAP III indicator 3.3.9. Number of measures taken by partner country government to improve the access of women, men, girls and boys, in all their diversity, to basic digital	readiness score in 2020. 3.3.2. No assessment has been done to date. 3.3.3. TBD by 3.3.1. and 3.3.2. 71.5 (of 100) GSMA customer readiness score in 2020. 3.3.4. TBD by 3.3.1. and 3.3.2 for baseline unit cost for training and capacity building. 71.5 (of 100) GSMA customer.readiness score in 2020. 3.3.5. No assessment has been done to date. 3.3.6. TBD by benefit relisation and business case as defined in 2.3.1	readiness score by 2027. 3.3.4 TBD by 3.3.1 and 3.3.2. Minimum 20% reduction on baseline unit cost. 90 (of 100) GSMA customer readiness score by 2027. 3.3.5. Approval by SmartBots, Cabinet and OP. 3.3.6. TBD by benefit relisation and business case as defined in 2.3.1 from 2023 – 2027 period. 3.3.7. TBD by activity baseline. Minimum 20% increase in number of STEM students by 2027. Gender balance of STEM students by 2027. Minimum 75% of	3.3.4. M&E system. 3.3.5. M&E system. 3.3.6. Annual SmartBots digital by default and benefit ranual report to Cabinet and OP under 2.3.2. 3.3.7. Ministry of Education annual report. 3.3.8 M&E system	Note, 3.3.5 must be aligned with 3.3.1 – 3.3.4. For the 3.3.6 baseline and targets are defined in 2.3.1 business case, baseline and targets, plus partially dependend on the success of the 2.3.2 digital by default strategy and communication campaign. Note, 3.3.7 is dependent on the constructive coordination and coolaboration of the Ministry of Education, universities and technical colleges plus the timely development and accreditation of innovation and

		education and training, disaggregated at least3	from 2023 – 2027 period. 3.3.7. TBD, by Ministry of Education and Statistics Botswana, they should recommend accelleration in line with 3.3.1-3.3.5. 3.3.8. TBD	STEM degrees must incl. mandatory modules on innovation and entrepreenuryship with the remining degees allowing for elective modules. 3.3.8. TBD		entrepreneurship course.

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Botswana

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, **is 60 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures[6].

4.3.1 Indirect Management with a pillar assessed entity

This action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

• Nature of the action: The entity/(ies) is/(are) likely to be Member State development agencies or other Member State pillar assessed entities with a clear track record in the implementation of policies and programmes in the field of digital transformation, e-government, e-democracy and cybersecurity to support the implementation of the SmartBots Strategy across a range of sectors and experience in the delivery similar projects in the past that focus on innovation, digital, transformation with a strong focus on sustainability (SDGs).

• Operational capacity: The entity/(ies) to be entrusted with the implementation of the action will have a track record in implementation through indirect management of projects of similar size and scope and will have sufficient operational capacity to implement the action or components thereof successfully

• Value-added: The entity will have experience in project-based cooperation either on country or institutional level and an adequate setup to ensure a transfer of knowledge, processes and frameworks to the Government of Botswana.

• Transparency and absence of conflict of interest: The entity and its members must have no conflict of interest in the design and implementation of the action.

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[6] www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.3.2   EFSD+ operations covered by budgetary guarantees

A part of this action may be implemented through budgetary guarantees under indirect management. The budgetary guarantees would fall within the following priority areas, 1) the expansion of sustainable energy in the energy mix and, 2) digital transformation through the Government's SmartBots Strategy.

During implementation of the programme, opportunities to mobilise investments from the EU DFIs and the private sector will be studied to support the development and rollout of digital infrastructures and investment in the digital and ICT sectors.

In this way, it is expected to maximise the impact of the EU support, by mobilising a mix of EU financial tools and expertise, to leverage investments from the DFIs and the private sector in the expansion of the renewable energy sector.

This section 4.3.2 is included for information purposes only. A comprehensive action plan covering all EFSD+ budgetary guarantees and the financing decision for the entire annual commitment under the EFSD+ budget line are adopted separately.

4.3.3   Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

Should implementation through indirect management with a pillar assessed entity not be possible due to circumstances outside of the Commission's control, implementation through direct management (procurement) would be sought as an alternative.
The procurement will contribute to achieve Specific Objectives 1, 2 and 3 of the action.

4.3.4   Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.4   Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Objective 1 – Strengthen the legal, regulatory and institutional (or governance) frameworks for open and citizen centred digital transition	**1 100 000**
• Indirect management with a pillar assessed entity cf. section 4.3.1	1 100 000
Objective 2 – Improve the digitalisation of public service	**2 250 000**
• Indirect management with a pillar assessed entity cf. section 4.3.1	2 250 000
Objective 3 – Strengthen the digital innovation ecosystem	**1 350 000**

• Indirect management with a pillar assessed entity cf. section 4.3.1	1 350 000
Indirect Management with a pillar-assessed entity total envelope under section 4.3.1	4 700 000
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	**300 000**
Contingencies	N/A
Totals	**5 000 000**

4.5   Organisational Set-up and Responsibilities

The EU Delegation and the implementing partners will agree upon the appropriate formats for the steering committees of the programme component under the respective components. The implementing partners will be responsible of the day-to-day management of the agreements and the implementation of activities.

The EU Delegation will ensure that any form of steering committee encompasses a wide variety of stakeholders to ensure the representation of vulnerable people, including right holders such as vulnerable and marginalised groups. The steering committee shall include the implementing partners as well as the beneficiaries. It is foreseen that civil society organisations will be represented as steering committee members. The task of the committee is to provide strategic and political guidance as well as on a technical level.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5   PERFORMANCE MEASUREMENT

5.1   Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Indicators shall be disaggregated at least by sex. All monitoring and reporting shall assess how the action is taking into account the human rights-based approach and gender equality.

5.2   Evaluation

Having regard to the importance of the action, mid-term and final/ex-post evaluation(s) will be carried out for this action or its components via independent consultants contracted by the Commission via an implementing partner.

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to with necessary adaptions and adjustments in specific aspects that would have been highlighted such as the intention to launch a second phase of the action, update the intervention logic or realign specific components of the action.

The final or ex-post evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that digital is a fast-moving sector, it is possible that by the completion of this action, the ecosystem for digital may have changed quite considerably.

The evaluation of this action may be performed individually or through a joint strategic evaluation of budget support operations carried out with the partner country, other budget support providers and relevant stakeholders. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

All evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

Evaluation services may be contracted under a framework contract

5.3   Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6   STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as

Action level		
☐	Single action	Present action: all contracts in the present action
Group of actions level		
☐	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
☒	Single Contract 1	Contribution agreement (EUR 4 700 000) with MS pillar assessed entity
☒	Single Contract 2	Service contract (EUR 300 000) for evaluation
☒	Single Contract 2	Service contract (EUR 150 000) for evaluation