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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 Cuba for 2022

**Action Document: “Support to the Public Administration - Modernisation of the Economy”**

**ANNUAL PLAN**

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

**1 SYNOPSIS**

**1.1 Action Summary Table**

<b>1. Title Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Support to the Public Administration - Modernisation of the Economy CRIS number: NDICI LA/2022/44160 OPSYS. PROG 10123, ACT-61523 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefitting from the action</b>	The action will be carried out in Cuba
<b>4. Programming document</b>	Multiannual Indicative Programme (MIP) — EU-Cuba Cooperation 2021-2027
<b>5. Link with relevant MIP (s) objectives/expected results</b>	This action responds to the second priority of the MIP <i>Modernisation of the economy: maximising the potential of economic actors</i> . In particular, it responds to the following specific objectives: <ul style="list-style-type: none"> <li>• Support the modernisation of key public policies and services including those that have an impact on the business environment and attractiveness for foreign direct investment, including the judicial system, by promoting information and communication technologies (ICTs) towards digital administration and the integration of registers, as well as one-stop shops for trade and investment.</li> <li>• Support measures to increase the tax revenue rate and further develop its principles of fair taxation by reducing the size of its informal economy, expanding fiscal space and public financing capacities, while fostering entrepreneurship.</li> </ul>

<b>PRIORITY AREAS AND SECTOR INFORMATION</b>				
<b>6. Priority Area (s), sectors</b>	151 Government, Civil Society-General			
<b>7. Sustainable Development Goals (SDGs)</b>	Major SDG (1 only): Objective 8: Promoting inclusive and sustainable economic growth, employment and decent work for all The project has an impact on Sustainable Development Goals (SDGs) 3, 4, 5, 9, 11, 12, 16 and 17.1 of the 2030 Agenda.			
<b>8 (a) DAC code (s)</b>	15110 Public sector policy and administrative management (95 %) 15196 Government and civil society statistics and data (5 %)			
<b>8 (b) Main Delivery Channel</b>	41000 United Nations (UN) agency, fund or 11004 Other public entities in donor country (Member States agency to be confirmed)			
<b>9. Involvement of multilateral partners</b>	No			
<b>10. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>11. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>

<b>12. Internal markers and Tags:</b>	Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	Connectivity @ transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>13. Amounts concerned</b>	Budget line(s) (article, item): BGUE-B2022-14.020141 Total estimated cost: EUR 8,500,000 Total amount of EU budget contribution EUR 8,500,000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>14. Type of financing</b>	<b>Indirect management</b> 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

Facing the social-economic constraints set out by the COVID-19 crisis, as well as the US economic, trade and financial embargo, the provision of public services in Cuba is currently facing significant challenges. While the use of digital tools to improve the access and quality of public services and the efficiency of the public administration has picked up slowly over the recent years, challenges such as lack of sufficient access to these digital tools, low technical capacity and insufficient equipment still hold back the impact that new technologies can have on citizens' well-being. This action aims to support the digital transition of the Cuban public administration in order to contribute to the modernisation of the economy and to increased inclusion, transparency and civic participation in a sustainable manner. In particular, this action will focus on supporting access to public services, the functioning of public administration, and the public's digital skills to ensure an inclusive digital transition. It will strengthen the legal framework for the management, use, access and sharing of data, based on a high level of data protection and privacy respecting the high international standards established, for example, by the General Data Protection Regulation (GDPR) of the European Union. Based on previous experiences, the action will be demand-driven and implemented in a flexible way responding to the needs of the institutions involved.

## 2 RATIONALE

### 2.1 Context

While the COVID-19 health pandemic has put significant pressure on the Cuban economy, it has also put to the test the provision of public services, the care of citizens, and the social protection of groups living in vulnerable situations. Forcing many of the public services and activities to be carried out digitally, the crisis also highlighted the challenges for the public administration to deliver services and ensure wellbeing, and particularly the lack of capacity, digital policies and digital infrastructure. Replying to these issues in part, the Revision of the Conceptualisation of the Cuban economic model and the 2021-2026 Guidelines for the implementation of the National Plan for Economic and Social Development until 2030 (PNDES)<sup>1</sup> approved in 2021 are highly relevant. Apart from seeking to revitalise the economy, the PNDES contains a strategic axis on e-government and its use for the modernisation of services.

Currently, the country's digital transformation process is taking place rather gradually and challenges in the public sector are still very prominent with rather little use of digital tools for better public management, transparency and participation. On the one hand, digital technologies are partly being used by national, provincial and municipal governments to develop public management processes, to create timely and better communication, and to improve the quality of public services. On the other hand, the number of administrative processes and services accessible online is still low, with high bureaucratic barriers and long waiting periods remaining the norm. These barriers are even more evident for the older population and their need for social services in a context of an ageing population, coupled with other phenomena such as the emigration of the skilled and active population. In addition, there is almost no digital infrastructure and habits of digital payments of e.g. taxes which contributes to tax evasion, the informal economy, unfair practices, and a shrinking fiscal space. These weaknesses hamper the process of opening up the economy to important economic actors, in particular the new ones such as MSMEs and local development projects, which are targeted in a parallel project. Already during the last programming cycle, the EU has supported governance and economic processes with the aim of increasing the efficiency of the civil service and supporting inclusive public policy-making. Based on the dynamics created, this project aims to continue this cooperation by adapting it to the new national context, focusing on e-Governance and e-commerce and its facilitating effect for new economic dynamics in Cuba, in close synergy with the project to support new economic actors.

In this context, this action aims to support the digital transition of the Cuban public administration and economy to contribute to the modernisation of the economy and greater inclusion, fairness, transparency and civic participation in a sustainable manner. It will support the development of knowledge and skills to improve the quality and equitable access of citizens to public services, promote the use of online information among citizens and entrepreneurs, and contribute to the development and implementation of fair tax policies to gradually reduce the size of the informal economy and increase the fiscal space. It will accompany the public administration in its digital transition, guided by a high level of data protection, privacy and interoperability. It will strengthen the legal framework for the management, use, access and sharing of data, respecting the high international standards established, for example, by the General Data Protection Regulation (GDPR)<sup>2</sup> of the European Union. In addition, it will form the basis for an exchange between Cuba and the EU on public policies on the wider digital transition following a human-centric approach and will support the preparation of statistics and data analysis linked to sustainable development. Similarly, the initiative will seek to address the digital gender gap, contribute to digital literacy and digital skills targeting women, young people and older adults with priority, ensuring that public services respect gender equity. Given the good implementation experiences gained with the past EU-funded *Experts Exchange programme* concluded in June 2022, the action will follow a demand-driven logic based on the needs of the institutions involved. Support will be concentrated around the themes addressed under the project, with the Ministry of Communications as leader and coordinator of work in the different areas, involving the other relevant actors.

In its digital essence, the action responds strongly to the *Digital Compass Communication*<sup>3</sup> and the *Digital4Development* strategy<sup>4</sup> in its various axes, covering both the digital governance and e-Governance and digital skills issues, reflecting the ambition to support a human-centric digital transformation. The approach to

<sup>1</sup> <https://www.presidencia.gob.cu/es/gobierno/plan-nacional-de-desarrollo-economico-y-social-hasta-el-2030/>

<sup>2</sup> <https://eur-lex.europa.eu/eli/reg/2016/679/oj>

<sup>3</sup> <https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A52021DC0118>

<sup>4</sup> [Home - d4dhubdev](#)

strengthening data protection and privacy policies underlines this commitment to the Communication. In accordance with the National Plan for Economic and Social Development 2030 (PNDES), specifically with its sections 1.5 *Effective and Efficient Government* and 3.2. *Information technology and communications programme*, this action seeks the digital transformation of the civil service by supporting the government's efforts to strengthen the development of policies for institutional management through ICTs.

The action is in line with the EU's gender priorities and in particular with the Gender Action Plan III (2021-2025) regarding its thematic areas of engagement "Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation" and "Promoting economic and social rights and empowering girls and women".

## 2.2 Problem Analysis

Although Cuba has shown some progress in its digital transformation in recent years, the country still scores low on the United Nations E-Government Development Index (IDGE). Moreover, the Cuban economy has been severely impacted by the outbreak of the COVID-19 pandemic, having faced significant challenges in recent years, including through the US embargo. While information and communication technologies are being used to improve public management processes to a limited extent, some key challenges prevent the use of digital tools to ensure access to and quality of services, and to revitalise the Cuban economy. Currently, the services and processes available online, social protection schemes, and communication campaigns to increase awareness about digital tools remain limited and the management of governmental digital portals remains weak. There is also a low level of digitisation, a high level of complexity and a high level of bureaucracy in the processes of public entities, which causes dissatisfaction among the population and economic actors with regard to the high number of procedures, the delay in responses and their quality. The lack of technical and financial capacity, combined with a weak inclusive vision in the Cuban regulatory frameworks hinders the possibility of an equal and inclusive economy based on digital government. Moreover, very low data interoperability limits the exchange of data, and the use citizens and researchers can make of it. The recently adopted legal framework for data protection is yet to be analysed with regards to its compliance with high data protection standards such as those put in place, for example, by the General Data Protection Regulation (GDPR) of the EU. Compatibility between the Cuban legal framework and the GDPR is a fundamental pre-condition for the implementation of the action, especially for activities linked to access, transfer and management of personal data. **If this compatibility is not ensured, a phased implementation model will be envisaged to ensure that each activity respects the security and protection of private data.**

From a statistical point of view, there is currently no GDP and GINI data with a breakdown by territory or population group, as well as other disaggregated indicators that can support better government management. Despite progress in digital payments for tax matters, digital payments remain underused, hampering the transformation of the informal economy into the formal economy. On the other hand, in Cuba as in the rest of the world, further efforts should be made to reduce the gender gap in the use of and access to digital devices, as well as in overall internet access, which is a declared priority for the Cuban government. In this regard, national institutions are deliberately working to eradicate these differences. The presence of women in technology still needs to increase in both universities and the professional environment, with different barriers linked to culture, economics, education, among others, still hampering greater participation. The United Nations High Commissioner for Human Rights highlighted that the "gender digital divide [is] a reflection of the overall discrimination faced by women and girls. Issues of access to, use and misuse of digital technologies should be guided by international human rights norms and principles, especially equality, non-discrimination, inclusion, participation and the provision of effective remedies."

**Identification of the main actors and corresponding institutional or organisational issues (attributions, potential roles and capabilities) to be covered through the action:**

The first public counterpart (duty-bearer) to the project will be the Ministry of Communications (MINCOM) with close links with the Ministry of Higher Education (MES), the Ministry of Economy and Planning (MEP) and the Ministry of Foreign Trade and Investment (MINCEX), and in synergy with the other relevant institutions in the e-Government and e-commerce programme (ONEI, INOTU, ONAT, MININT, MINSAP, MINCIN, MINED, legal

system (MINJUS + FGR + TSP)<sup>5</sup>. Other public bodies responsible for setting policies, rules, strategies and providing services and formalities for the population and economic actors in their respective roles will also be included. The involvement of ETECSA, the national telecoms company, will also be needed to link the actions to the challenges of digital infrastructure/services and synergy with investments related to EFSD +/blending.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected outputs

The **Overall Objective (Impact)** of this action is to **boost the digital transition of the Cuban public administration to contribute to the modernisation of the economy and increased inclusion, transparency and civic participation in a sustainable manner**. Following the concept of a digital government, it seeks to improve the quality of and equal access to public services and the functioning of the public administration by using digital tools, facilitating interactions between women and men in all their diversity, economic actors, and the public administration, and the production of statistics and analyses linked to sustainable development.

The **specific objective (Outcome)** of this action is to improve equal, inclusive and transparent access to public and private services by using digital tools and promoting the use of online information for interaction between citizens, economic actors and public authorities.

The **Outputs** to be delivered by this action are:

1. Created and refined legal frameworks for the use of public and private information, based on a high level of data protection and privacy.
2. Improved capacities and infrastructure for digital public services linked to public registers, the cadastral system, the Single Window for Development Cooperation.
3. Strengthened digital skills and digital culture, in particular for women, young people and older adults.
4. Digital portals for public services and tele-care based on interoperability and high data protection as a pre-condition, are established.
5. Strengthened capacities of the government for the production of inequality-sensitive public statistics focusing on gender equality, income and equity and territorial discrepancy.

#### 3.2 Indicative Activities

Activities relating to Output 1:

- Studies on the international experiences related to open data laws to inform the national legislative framework.
- Analysis of and expert exchanges on issues related to the protection, use, and transfer of personal and non-personal data on best practices such as the General Data Protection Regulation.
- Diagnosis of possible gender gaps in the use of and access to digital data.

Activities relating to Output 2:

- Digitisation and updating of the Land Registry Information System as a public register of immovable property, linked to the land register.
- Development of an integrated system of public registers towards a single citizens file, provided that it complies with the high international standards laid down, for example, by the General Data Protection Regulation.
- Development of a Single Window for Development Cooperation to be hosted by MINCEX

<sup>5</sup> ONEI: National Office for Statistics and Information; INOTU: National Institute for Territorial and Urban Planning; ONAT: National Office for Tax Administration; MININT: Ministry of Home Affairs; MINSAP: Ministry of Public Health; MINCIN: Ministry of Internal Trade; MINED: Ministry of Education; MINJUS: Ministry of Justice; FGR: Attorney General Office; TSP: Supreme Court.

- Capacity created for public services linked to digital payments, taxation and transparency of public finance management services with a particular focus on women, young people and the elderly.
- Skills support in data management for public finance services for public authorities ensuring a high participation of women.
- Public campaigns for the citizens at large on the promotion of a culture of fiscal responsibility and contributing to the common good.
- Exchanges on a more efficient and equitable tax system and universal social protection, through the creation of improved systems to collect quality, sex-disaggregated and globally comparable data on women's political participation and leadership.

#### Activities relating to Output 3:

- Training for citizens on the use of digital tools to access public services.

#### Activities relating to Output 4:

- Creation of an Interoperability Platform to ensure secure and efficient access to databases for the exchange of data between citizens and public authorities, provided they respect the high international standards, e.g. laid down in the General Data Protection Regulation.
- Creation of a Citizens' Portal to facilitate interactions between citizens and public authorities and access to services such as one-stop-shop, if it complies with the high international standards laid down, for example, in the General Data Protection Regulation.
- Support for platform management skills by the public authorities by ensuring the participation of women in empowerment activities.
- Developed a system of tele-care for older adults in vulnerable situations.

#### Activities relating to Output 5

- Skills support for the analysis of socio-economic indicators and development of gender-sensitive indices in Cuba, disaggregated by sex, territories and population groups (in line with SDG 10) and the 2030 Agenda reports (including GDP and HDI estimates).
- Analysis of population equity dynamics by province and municipality to inform decisions on fiscal progressivity and territorial cohesion.

Support in terms of equipment, software and capacity building shall be comprehensive and cover all results. Digital infrastructure needs will be diagnosed, including connectivity via submarine cables. A possible connection to the BELLA network and the relevant investments via EFSD + will be explored.

### 3.3 Mainstreaming

#### **Environmental Protection & Climate Change**

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action is "low risk" (no need for further assessment).

With regard to climate change in general, this programme emphasises the need for an efficient transfer of environmentally friendly technologies that contribute to developing countries' efforts, such as Cuba, to tackle climate change and make progress towards achieving the SDGs. Governments have a key role to play in tackling climate change and protecting the environment through public investment, the creation of incentive instruments, tax incentives and, above all, regulations that influence the behaviour of all public and private, economic and social actors. In this way, the creation of digital portals for data collection and consultation can contribute to more effective public management to mitigate the effects of climate change. The process of digitalising public strategies

and policies will allow for better synergy between decision-making organisations and CITMA (Cuban Ministry of Science, Technology and the Environment), as well as greater public awareness of the need for individual actions contributing to resilience to adverse climatic conditions. This action is in line with *Tarea Vida*, which constitutes the Cuba's plan for tackling climate change and disaster prevention by supporting the digitalisation of thematic maps by municipalities, popular councils and human settlements to facilitate action.

### **Gender equality and empowerment of women and girls**

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that in line with the Gender Action Plan established by the EU and Cuba's National Programme for Women Advancement (NAP) that governs the institutional mechanisms for steering and coordinating gender equality policies in Cuba, this action addresses the digital gender divide and support female participation in public management to strengthen female political leadership and support women's access to decision-making at all levels of society. Digitalisation is a particular challenge and opportunity for women as it can contribute to improving their living and working conditions in many respects. In this respect, it has to be underlined that women are the majority among the most disadvantaged sections of the population when it comes to digital environments. ICTs can give a major boost to women's economic, political and social empowerment and can contribute to strengthening gender equity in the country. This potential will only be captivated if women are supported to overcome barriers to access and use of ICT and to fully integrate into the information and knowledge society. This is why this programme envisages supporting women in the use of and access to digital tools to access public services and digitalise those services with the greatest impact on female livelihoods. This action builds on Cuba's 3<sup>rd</sup> National Programme for Women advancement, in particular by:

1. Strengthening the mechanisms and professional capacity of public officials to mainstream gender issues in policy-making, programmes and service delivery.
2. Promoting women's access to and participation in the conceptualisation of the Cuban Economic and Social Model.
3. To improve policies that make it possible to promote women, at all levels of decision-making, in particular in the digital world.

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### **Human Rights**

The action will also apply the working principles of the HRBA: applying all human rights for all, meaningful and inclusive participation and access to decision-making, non-discrimination and equality, accountability and rule of law for all, and transparency and access to information supported by disaggregated data. The action will pay attention to data protection and the right to privacy. It will ensure that data collection, treatment and analysis (as well as reporting) respect the international standards and that data are treated in an anonymous manner.

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### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that while tackling disabilities is not in itself an objective, the project's support to digital tools for access to public services, including telemedicine, the action can have a decisive impact on the livelihood of persons with disabilities.

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### **Democracy**

While supporting democratic principles is not the main focus of the action, increasing access to public services and the transparency of the public administration is an important part of the project. In addition, the Action will seek ways to engage with new social actors and in particular with youth, with the objective to enhance their digital skills, employability, capacity to participate to policy and political dialogue

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### **Conflict sensitivity, peace and resilience**

The action contributes to peace and resilience by supporting access to public services and building up digital systems for the state to be able to provide social protection. This contributes to overall wellbeing and a peaceful society while equally strengthening the resilience of public institutions and public services.

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### **Disaster Risk Reduction**

By supporting the production and analysis of statistics and availability of data in general, despite disaster risk reduction not being targeted in particular, it is tackled through strengthening the overall functioning of public institutions and their capacity to analyse, plan, and react for disaster risks.

### 3.4 Risks and Lessons Learnt

Category	Risk	probability (high/ medium/ /low)	Impact (high/ medium/ low)	Mitigation measures
Political	Insufficient legal frameworks that do not guarantee the protection of citizens' private data	<b>H</b>	<b>H</b>	The action includes continuous exchange on data protection and data sharing policies and the construction of digital platforms, in view of the recently passed data-protection law.
Technical	Infrastructures and technical capabilities do not allow successful deployment of digital platforms	<b>H</b>	<b>H</b>	The action will provide capacity building measures and selected support to the teams for the implementation of the action.
Social	A continuous digital divide that excludes women and girls from the benefits of this action and wider digital participation in general	<b>M</b>	<b>H</b>	Not only will women and girls be particularly beneficiaries, but the action will focus on those public services that are most likely to be used by women. Ensure the direct participation of an equal number of men and women in the design, development and implementation of all phases of the project in order to bridge the digital divide.
Political	Difficulties and delays in imports needed due to the persistence of the US embargo and the effects of the COVID-19 pandemic	<b>M</b>	<b>H</b>	Explore ways to avoid the effects of the embargo and its extraterritorial measures through expert advice.

#### Lessons learnt:

An important source of lessons learnt are the two previous phases of the *Expert Exchange Programme* that were implemented during the periods of 2013-2017, and 2018-2022. The two editions proved to be a very successful vehicle for exchanging best practices of public policy making and strengthening capacities in a wide range of institutions with high ownership by Cuban counterparts. In addition, the programmes succeeded in launching new dynamics in previously unexplored areas of cooperation such as the digital transition, which will now be built upon. The nature of the programme, guided by the demands of the institutions, proved to be very useful in responding to the country's needs, both in terms of the topics discussed and the public authorities supported. However, there was a lack of greater cohesion and streamlining among the actions carried out. The programme was structured around the beneficiary entities and not the priority themes, resulting in repetitions of some of the capacity building actions carried out in different institutions or a lack of awareness of activities that could have been important for various public authorities. Therefore, this action will be structured around thematic areas, rather than beneficiary entities. In terms of content, the focus on the digital transformation of public administration was underdeveloped in the past and will therefore be at the forefront of this action.

### 3.5 The Intervention Logic

This action will strengthen the capacity of the public administration to serve citizens and economic actors in an efficient, participatory and transparent manner with a particular focus on digital tools.

In a first instance, it considers the existing and necessary legal parameters. If the existing international experiences and best practices in the field of open data laws are analysed and a dialogue on the protection, use, and transfer of personal and non-personal data on best practices is created, then the national legislative framework can be improved for a solid ground of the digital transformation to be built upon. If these analysis, exchanges and recommendations feed into the legislative process and if the legal framework ensures high data protection and privacy ensuring that citizens and rights-holders trust the governmental e-services, then inclusive legal frameworks and policies are designed that effectively use public and private information as a pillar of functioning digital services.

In line with this legal environment, if an integrated system of public registers towards a single citizens file is created, if the Land Registry Information System is digitised, if the capacity of public entities to manage digital financial and taxation issues is strengthened, if a culture of fiscal responsibility is fostered, and if exchanges on a more efficient and equitable tax system are organised, then the digital transition of the public administration will allow for a more efficient function of the public bodies and an improved taxation system. In addition, if public policy and e-governance systems ensure high data protection and privacy, if trained officials stay at their job and that government further informs the population on the e-governance systems, then the information that feed public services, and in turn the services themselves, will be significant improved.

Moreover, if the digital skills are strengthened for the use of digital tools to access public services and digital skills more generally, and if the trained people have access to internet and devices and experience accessing public services online, the possibility of citizens to take part in the digital transformation of the country will be reinforced significantly.

Based on this work, if an Interoperability Platform ensures secure and efficient access to databases for the exchange of data with high standards in data protection, if platform management skills of the public authorities ensure the participation of women, if sufficient funds for their operation and maintenance are assigned in the yearly budgets, and if rights-holders have technical means to access the portal, a key component of the offer of digital public services can be provided that serves as a as one-stop-shop for services and support the attention to the elderly by means of tele-care.

If the public administrations' skills to analyse and provide socio-economic indicators, develop of gender-sensitive indices in Cuba, investigate equity dynamics and to produce inequality-sensitive public statistics are improved, if public policy on data and statistics is favourable to the production and dissemination of statistics, if the competent state agencies are capable of integrating and maintaining the developed statistical methods and systems, and that trained officials stay at their job, the public administration will be able provide essential data for an inclusive digital transition that underpins policy making at large.

Looking at this from a larger perspective, if the government elaborates on and implements a digital transition strategy with sufficient funding for maintaining and developing the human, technical resources while development partners continue supporting the country by bringing in the best practices and solutions from other successful transition processes, then action will be able to make a valuable contribution to the country's digital transition. In particular, if adequate legal frameworks exist, if the public administration obtains the necessity infrastructure and capacities, if the general population is skilled, and if public policy is underpinned by strong statistical analysis, then the equal, inclusive and transparent access to public and private services by using digital tools and promoting the use of online information is fostered and the digital transition of the Cuban public administration to contribute to the modernisation of the economy and increased inclusion, transparency and civic participation in a sustainable manner is boosted.

### 3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention. On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at reading one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Boost the digital transition of the Cuban public administration to contribute to the modernisation of the economy and increased inclusion, transparency and civic participation in a sustainable manner	1. E-Government Development Index (EGDI) 2. ITU ICT Regulatory tracker (** GERF 1.8) 3. Percentage of population using e-governance systems	1. 140 in 2022  2. G1/33 by 2020  3. TBD in inception stage by 2023	1. TBD in inception stage  2. TBD in inception stage  3. TBD in inception stage	1. E-Government Development Index (EGDI)  2. ITU ICT Outlook  3. Government statistics	<i>Not applicable</i>
Outcome 1	Improve the equal, inclusive and transparent access to public and private services by using digital tools and promoting the use of online information for interaction between citizens, economic actors and public authorities.	1.1. Number of people using e-governance systems and services established or improved through investment support, disaggregated by sex and age (** GERF 2.12, EFSD Digital 2.1., OPSYS 1.2. Number of actions, taken by	1.1. To be defined at inception stage	1.1. To be defined at inception stage	1.1. Statistics of the portal for public services	The government elaborates on and implements a digital transition strategy with sufficient funding for maintaining and

		<p>partner government, which contribute to the development of legal or regulatory frameworks governing online abuse, violence and bullying</p> <p>1.2. The status of the legal framework drafted with the support of the Action (** GEF 2.10)</p> <p>1.3. The status of the public electronic registers</p> <p>1.4. Status of the national statistics on inequality dimensions and social macro-data</p>	<p>1.2. Incomplete by 2022</p> <p>1.3. Incomplete by 2022</p> <p>1.4. None by 2022</p>	<p>1.2. Officially adopted by end of the project</p> <p>1.3. Registers are integrated into the public services portal and administered by a specialised public institution</p> <p>1.4. Published regularly</p>	<p>1.2. The official registry of legal documents</p> <p>1.3. Portal, list of registers from the managing institution</p> <p>1.4. Statistical yearbooks and specific publications</p>	<p>developing the human, technical resources.</p> <p>The Development partners continue supporting the country by also bringing in the best practices and solutions from other successful transition processes.</p>
<p>Output 1 related to Outcome 1</p>	<p>Created and refined legal frameworks supporting inclusive policies and governance frameworks for the use of public and private information, based on a high level of data protection and privacy.</p>	<p>1.1.1 Status of draft legal frameworks governing the collection, use of and access to public and citizen information</p> <p>1.1.2. Number of participants of expert exchanges on the draft legal frameworks, disaggregated by location and sex</p>	<p>1.1.1. Partly</p> <p>1.1.2. 0</p>	<p>1.1. Elaborated jointly with the stakeholders, complies with GDPR</p> <p>1.1.2. TBD by end of inception period</p>	<p>1.1.1. Draft legal acts and discussion minutes</p> <p>1.1.2. Lists of participants and records of exchanges</p>	<p>Legal framework ensures high data protection and privacy and contributes to the trust of the citizens and rights-holders to the government e-services.</p> <p>Recommendations on the legal frameworks are lead into legislative process</p>

<p>Output 2 related to Outcome 1</p>	<p>Improved capacities and infrastructure for digital public services linked to public registers, the cadastral system, the Single Window for Development Cooperation.</p>	<p>2.1.1. Status of digital Land Registry Information System</p> <p>2.1.2 Status of the digital integrated system of public registers</p> <p>2.1.3 Status of the Single Window of Development Cooperation</p> <p>2.1.4.a Number of people trained to better use the electronic public finance services, disaggregated by location and sex</p> <p>2.1.4.b. Number of officials capable of better administering electronic public finance systems, disaggregated by institution, location and sex</p>	<p>2.1.1. Cadastre not updated or digitised</p> <p>2.1.2. Few digital and non-integrated registries</p> <p>2.1.3. Single Window not existent</p> <p>2.1.4.a. 0</p> <p>2.1.4.b. 0</p>	<p>2.1.1 Updated and digitised Land Registry Information System in priority parts with the support of the Action</p> <p>2.1.2. Digital integrated system of priority public registers with the support of the Action</p> <p>2.1.3. Single Window functioning and running</p> <p>2.1.4.a. TBD by end of the project</p> <p>2.1.4.b. TBD by end of the project</p>	<p>2.1.1. The electronic Land Registry Information System and its acceptance by the relevant state agency</p> <p>2.1.2. Integrated system and its acceptance by the relevant state agency</p> <p>2.1.3. The Single Window and its acceptance by the relevant state agency</p> <p>2.1.4. a. and b. Pre- and post-training</p>	<p>Policy and E-governance systems ensure high data protection and privacy</p> <p>Trained officials stay at their job</p> <p>The government undertakes to further inform the population on the e-governance systems, including property register, integrated public registers and public finance systems.</p>
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		2.1.5. Number of participants in education and awareness raising campaigns promoting a culture of fiscal responsibility and contribution to the common good	2.1.5.0	2.1.5. TBD by end of the project	tests; sign in lists 2.1.5. Dissemination lists	
Output 3 related to Outcome 1	Strengthened digital skills and digital culture in particular for women, young people and older adults.	3.1.1 Number of individuals trained to use digital public services disaggregated by location and sex. 3.1.2 Number of participants of public campaigns in the area. 3.1.3 GERF 2.14 Number of people who have benefited from institution or workplace based skills development interventions supported by the EU: (b) only skills development for digitalisation	3.1.1.0 3.1.2.0 3.1.3.0	3.1.1. TBD by the end of the project 3.1.2. TBD by the end of the project 3.1.3. TBD by the end of the project	3.1.1. Pre- and post-training tests, sign-in lists 3.1.2. Dissemination lists 3.1.3 Pre- and post-training tests, sign-in lists	The trained people have access to internet and devices and experience accessing public services online.
Output 4 related to Outcome 1	Digital portals for public services and tele-care based on interoperability and high data protection as a pre-condition, are established.	4.1.1 Status of citizens' portal 4.1.2. Number of services accessible on the citizens' and rights-holders portal with the support of the Action 4.1.3 Status of tele-care assistance system for elders 4.1.3. Status of tele-care assistance system for elders 4.1.4. Number of officials capable of administering and maintaining the rights-holders' portal,	4.1.1. Not existing 4.1.2.0 4.1.3.0 4.1.4.0	4.1.1. Portal established 4.1.2. To be defined at an inception stage 4.1.3. To be defined at an inception stage 4.1.4. To be defined at an inception stage	4.1.1. Acceptance by relevant agency 4.1.2. Project M&E report 4.1.3. Acceptance by relevant agency 4.1.4. Pre- and post-training	Public policy and digital service platform ensures high data protection and privacy The rights-holders' portal and tele-care system are assigned to a competent state agency and properly maintained and administered.

		disaggregated by institution and sex			tests, sign-in lists	<p>Sufficient funds for their operation and maintenance are assigned in the yearly budgets.</p> <p>Rights-holders do have technical means to access the portal</p> <p>Trained officials stay at their job</p>
Output 5 related to Outcome 1	Strengthened capacities of the government for the production of inequality-sensitive public statistics focusing on gender equality, income and equity and territorial discrepancy.	<p>5.1.1. Status of public statistics with analysis of macro-economic indicators and development indice</p> <p>5.1.2. Number of officials capable of using data for fair taxation and territorial cohesion decisions, disaggregated by institution and sex.</p>	<p>5.1.1. Not available</p> <p>5.1.2 0</p>	<p>5.1.1. Available with such indicators as GDP and GINI, and with social-economic indicators disaggregated into sex, age, wealth quintile, and territories, with the support of the Action</p> <p>5.1.2. TBD by end of project</p>	<p>5.1.1. Periodicals and reports of the national statistical agency</p> <p>5.1.2. Pre- and post-training tests, sign in list</p>	<p>Public policy favourable to the production and dissemination of statistics</p> <p>Competent state agencies capable of integrating and maintaining the developed statistical methods and systems</p> <p>Trained officials stay at their job</p>

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with Cuba

### 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 50 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<sup>6</sup>.

#### 4.3.1 Indirect Management with a pillar assessed entity

This action may be implemented in indirect management with one entity, to be selected by the Commission services using the following criteria:

- a) experience in project management in the action areas,
- b) experience in capacity building and organizing peer-to-peer exchanges,
- c) experience with equipment import processes, and
- d) experience in building digital tools in the action areas.

#### 4.3.2 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second choice)

With reference to point 4.3.1 in the event of exceptional circumstances beyond the Commission's control, direct management (procurement) will be considered according to the criteria defined in section 4.3.1 in support of the objectives of this action.

### 4.4 Scope of geographical choice for procurement and grants

Geographical eligibility in terms of the place of establishment for participation in procurement and grant award procedures and the origin of supplies purchased, as set out in the basic act and set out in the relevant contractual documents, shall apply.

The Commission's authorising officer responsible may extend geographical eligibility for reasons of urgency or unavailability of services in the markets of the countries or territories concerned, or in other duly justified cases where the application of the eligibility rules would make it impossible or excessively difficult to carry out this action (Article 28(10) of the NDICI-Global Europe Regulation).

<sup>6</sup> [www.sanctionsmap.eu](http://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.

## 4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Third-party contribution, in currency identified
R1.1 (Indirect Management) Created and refined developed inclusive policies legal frameworks supporting inclusive policies and governance frameworks for the use of public and private information, based on a high level of data protection and privacy.	500,000	To Be Confirmed
R 1.2 (Indirect Management) Improved capacities and improved infrastructure for digital public services linked to public registers, the cadastral system, the Single Window for Development Cooperation digital payments, taxation and transparency of public finance management services with a particular focus on women, young people and the elderly.	4,000,000	
R 1.3 (Indirect Management) Strengthened digital skills and digital culture in particular for women, young people and older adults.	750,000	
R 1.4 (Indirect Management) Digital portals for public services and tele-care for based on interoperability and high data protection as a pre-condition, are established.	2,500,000	
R. 1.5 (Indirect Management) Strengthened capacities of the government for the production of inequality-sensitive public statistics focusing on gender equality, income and equity and territorial discrepancy	750,000	
<b>Evaluation</b> — see section 5.2 <b>Audit</b> — see section 5.3	Covered by another Decision	
<b>Totals</b>	8,500,000	

## 4.6 Organisational set-up and responsibilities

A Steering Board will be set up to provide strategic guidance and to ensure coordination of the different activities and, in particular, with the second civil service project. It shall be composed of the European Union Delegation to Cuba, MINCEX, MEP, MINCOM, and MES, as well as the implementing agency. The meetings of the Steering Board shall also involve the other institutions involved in the project to be defined.

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.

## 4.7 Pre-conditions

A financing agreement covering this action will be signed with MINCEX prior to the signature of the contract and the start of activities, this is a pre-condition for the signature of the contract.

## 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).

Roles and responsibilities for data collection, analysis and monitoring: the specific monitoring and reporting measures will be designed with the implementing partners and will be consistent with the logical framework matrix of this Action Document.

### 5.2 Evaluation

Having regard to the importance and nature of the action, a mid-term and a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to the functioning of the action's support to economic operators and the relevant legal frameworks. The final evaluation will be carried out for accountability and learning purposes at various levels (including policy review), taking into account in particular the fact that the action is operating in a very politically sensitive field.

The Commission shall inform the implementing partner at least 2 months in advance of the dates envisaged for the evaluation missions. 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

Evaluation reports may be shared with partners and other key stakeholders following best practices for the dissemination of evaluations. The implementing partner and the Commission shall analyse the findings and recommendations of the evaluations and, where appropriate, make the necessary adjustments.

The financing of the evaluation shall be covered by another measure constituting a financing decision.

### 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;

<b>Action level</b>		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action