

# **Construction of Data Centers for National ID System Project (TZA-9)**

**– Executive Summary–**

**February 2025**



## 1. Purpose of the TZA-9 Ex-Post Evaluation

### ☐ Overview

- ♦ The purpose of this ex-post evaluation (hereinafter referred to as “evaluation”) is to analyze the 1st Construction of Data Centers for the National ID System Project (TZA-9), supported by the Economic Development Cooperation Fund (EDCF), by conducting a comprehensive performance assessment and examining the effectiveness of mechanisms to ensure sustainability.
- ♦ The evaluation also aims to assess whether the project’s final outputs have been achieved and to evaluate its contribution to the development goals. This will provide an opportunity to confirm the feasibility of additional support and identify areas for improvement in similar future projects.

## 2. Evaluation Method and Results

### ☐ Evaluation Method

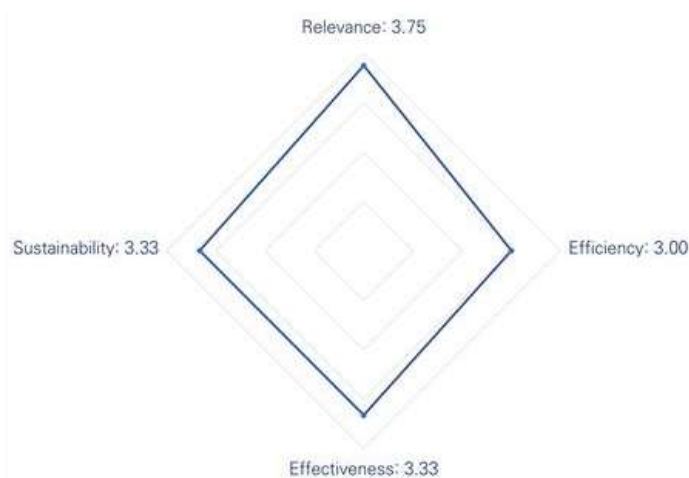
- ♦ The evaluation reviewed the appropriateness of the performance evaluation indicators designed during the project planning phase (feasibility study and appraisal) and reconstructed them into practical indicators that could be collected and measured using the database of the project site.
- ♦ The evaluation was constructed based on the OECD DAC evaluation criteria, with comprehensive consideration of cross-cutting issues such as environment, gender. It utilized data collected through documentary review, domestic stakeholder interviews, and on-site field investigation.
- ♦ However, due to the challenges in obtaining raw data (e.g., spreadsheets) related to the project and limitations in the quality and reliability of data provided by the local stakeholders, the evaluation of efficiency and effectiveness was limited to completed projects. Data and related materials necessary for the evaluation were further validated through additional document reviews.

## □ Comprehensive Evaluation Result

- The comprehensive evaluation rating was determined by considering the scores for the four evaluation criteria: relevance, efficiency, effectiveness, and sustainability. The EDCF projects for Tanzania were rated as "successful" with a score of 3.35.

**[Comprehensive Ex-Post Evaluation Result]**

Criteria	Weight	Result	Rating
Relevance	25%	3.75 / 4	Very Relevant
Efficiency	25%	3.00 / 4	Efficient
Effectiveness	25%	3.33 / 4	Effective
Sustainability	25%	3.33 / 4	Sustainable
Overall Result	100%	3.35 / 4	Successful



## □ Result by Evaluation Criteria

- ♦ (Relevance) The project was not initially included in Korea's priority partner countries; however, it aligns with Korea's strategy of diversifying its support regions and directly addresses Tanzania's development priorities, as outlined in its national strategy. The active participation of Tanzania's NIDA in both the project's design and post-management phases demonstrates strong national ownership and alignment with institutional strategies. The performance evaluation indicators formulated during the feasibility study were logically structured into outputs, short-term outcomes, and long-term outcomes, providing measurable metrics despite some scope for enhancement. Certain outputs remained partially unachieved due to environmental constraints, but adjustments and coordination with the implementing agency enabled partial resolution. No significant changes in Tanzania's development needs or policies were observed during the project period, and any modifications, substitutions, or additions to the scope enhanced project completeness, reflecting effective adaptability over time.
- ♦ (Efficiency) Delays in the Tanzanian government's allocation of counterpart funding postponed the contractor's construction start date, resulting in an extension of approximately 15 months beyond the original project timeline. Additional setbacks arose from the bankruptcy of a subcontractor, necessitating contract termination. Despite these challenges, the project ultimately concluded within a reasonable time-frame, an outcome regarded as positive. Budget execution remained within the original loan amount, with no additional project costs incurred. Cost increases associated with additional tasks were managed through budget re-allocations and prudent utilization of contingency funds, thereby upholding overall efficiency in budget management.
- ♦ (Effectiveness) The foundational infrastructure and regional registration offices in densely populated areas, essential for NIDA's nationwide population registration project, were completed as planned, though delays in AFIS-related outputs occurred due to the implementing agency. An analysis of NIDA's registration data and Tanzanian National Audit Office reports shows the government is on track to meet its five-year development plan targets by 2025/26. While the project did not directly target vulnerable groups, its benefits were equitably distributed to the elderly, children, persons with disabilities, women, and the poor. The inclusion of rural registration offices and mobile units ensured high inclusivity with minimal disparities across socioeconomic groups.

- ♦ (Sustainability) NIDA's financial stability remains secure, and the Tanzanian government has largely secured the budget necessary to maintain and expand the project's outputs and outcomes over the long term. While some facilities and equipment require additional maintenance funding, a robust institutional framework underpins both financial and organizational sustainability. Although there are no major challenges concerning staffing or human resource allocation, further capacity building and systemic enhancements are needed to facilitate specialized use of the established infrastructure and systems. Tanzania's commitment to a second (expansion) phase underscores its determination to sustain the project's positive results. No internal or external factors appear likely to impede the implementation of this subsequent phase, resulting in a highly favorable assessment of the project's sustainability.
- ♦ (General Evaluation Criteria) The evaluation proceeded according to the criteria of impact, coherence, cross-cutting issues, and grant-loan linkage, as outlined below.
  - (Impact) The project demonstrates a high level of inclusivity by encompassing the entire population aged 18 and above, with a particular emphasis on vulnerable groups. The construction of 13 Regional Registration Offices (RROs) and the provision of mobile registration services for marginalized communities, such as nomadic populations, have significantly enhanced both physical and informational accessibility. However, additional measures remain necessary to improve access for persons with disabilities and the elderly, as well as to establish a safer registration environment. From social, economic, and institutional perspectives, the project contributes to SDGs 9 and 16 by promoting infrastructure development, fostering industrialization, and providing legal identity for all, thus supporting Tanzania's sustainable development. Moreover, it has laid the groundwork for expanding electronic payment mechanisms, advancing economic growth, and facilitating market entry for Korean companies, while also bolstering institutional frameworks related to personal data protection and cybersecurity.
  - (Coherence) The project integrates public administration and ICT by prioritizing infrastructure support that drives Tanzania's socio-economic digital transformation and technological progress. This approach aligns with Korea's Comprehensive Implementation Plan for International Development Cooperation and its mid-term operational strategy, preventing duplication with other EDCF and inter-ministerial initiatives while creating synergies. Collaboration with the private sector has

broadened public-private partnerships. Furthermore, the project aligns with Tanzania's "Tanzania Vision 2025" and Five-Year Development Plan, thereby advancing sustainable development and contributing to the achievement of SDG objectives. This includes strengthening infrastructure, introducing e-government services, fostering the digital economy, and implementing capacity-building measures. Cooperation among donor countries and organizations is expected to enhance the technological sophistication of data center operations and expand the scope of services.

- **(Cross-Cutting Issue)** The project aims to establish a civil registration data center and build digital infrastructure, with a relatively low environmental impact. However, adopting renewable energy and energy-efficient facilities is anticipated to be necessary during the operational phase. By legally guaranteeing identity, the project is expected to protect human rights and expand vulnerable groups' social and economic participation, thereby improving access to welfare, financial services, education, and employment opportunities. Additionally, if security policies for personal data protection are implemented, the project can safeguard residents' privacy while enhancing government transparency and trust. In the second phase, incorporating the opinions of vulnerable groups to strengthen equity and social inclusion is expected to improve the project's sustainability. Furthermore, improving the issuance rate of national ID cards for women and providing equal benefits are anticipated to contribute to achieving gender mainstreaming objectives.
- **(Grant-Loan Linkage)** This project serves as a model for maximizing outcomes through the strategic integration of EDCF's concessional loan program and the Ministry of the Interior and Safety's grant-based ODA capacity-building initiative. By combining the establishment of a data center and system with digital government training programs for invited participants, the project effectively leveraged resources to achieve its objectives. Additional available approaches include developing an operational master plan and providing technical advisory services to optimize the data center as a collaborative hub, expanding infrastructure through inter-ministerial cooperation, strengthening the legal framework for civil registration data management, and creating a robust data-sharing system to support more effective administrative services and evidence-based policymaking. Tailored training programs for public officials and the cultivation of local trainers are essential to ensuring sustainable capacity-building efforts within NIDA, while

partnerships with organizations such as KOICA can minimize redundancy and maximize synergy. Moreover, linking maintenance efforts and local capacity building under grant-based programs with infrastructure established through concessional loan projects has proven to be an effective strategy for ensuring project sustainability. By addressing these considerations, the project is expected to enhance the Tanzanian government's administrative efficiency, broaden international cooperation in ICT and e-government, and contribute to the country's long-term development.



### 3. Lessons and Recommendations

#### □ Lessons learned

##### ◆ Success factor

- (Relevance to the Partner Country's Development Policy) The project aligns with the partner country's medium- to long-term development strategies, incorporating the country's demands into the selection of project sites and the overall design and implementation process. By reflecting these demands, the project achieved high satisfaction from NIDA, thereby enhancing its sustainability.
- (Essential Infrastructure Support for Establishing Advanced Administration) Through the provision of data centers and regional registration offices, the project established a foundation for advanced administrative systems by addressing discrepancies in personal information management across various agencies, such as tax, immigration, and election systems. This has contributed to resolving inconsistencies in individual records, such as passports, driver's licenses, and voter registration cards, caused by a lack of systematic resident registration management.
- (Utilization of Korea's Administrative Digitalization Experience and ICT Expertise) Leveraging Korea's ICT expertise, the project has contributed to the digitalization of Tanzania's administrative systems, advancing the country's economic and social development. Furthermore, it has strengthened economic exchanges between Korea and Tanzania while supporting the entry of Korean companies into the Tanzanian and broader African markets for e-government projects, including the establishment of centers and resident registration systems.

##### ◆ Limitations

- (Insufficient Capacity for Maintenance of Project Outputs) The overall condition of the resident ID data centers and regional registration offices, which constitute the project outputs, has been generally satisfactory. However, issues related to power supply systems, drainage facilities, and building conditions have been identified in certain areas. Some regional offices have experienced partial service limitations due to system malfunctions and faulty equipment, including PCs and peripheral devices essential for administrative work. Furthermore, data centers, disaster recovery centers, and regional registration offices face challenges procuring repair parts and consumables locally.

- (Issues of Building Scale and Utilization) In some registration offices, inadequate power systems and suboptimal building conditions have been observed, and upper-level spaces are not being utilized efficiently.
- (Limited Operational Capacity for Professional Output Assessment) Although there is a maintenance workforce for equipment, hardware, software, and networks, professional inspections and maintenance services by external experts, in addition to NIDA's personnel, are expected to be required.
- (Existence of Low Fingerprint Recognition Rate and Constraints in ID Card Supply and Distribution) The existing AFIS has shown a high failure rate due to inadequate fingerprint recognition, prompting the inclusion of an ABIS with iris recognition in the second project phase. While ID number generation has been progressing smoothly according to the planned process, interviews and surveys with NIDA staff have revealed considerable delays in card printing and in applicants actually receiving their cards. Although insufficient transportation and delivery systems have been cited as contributing factors, contractual issues between NIDA and the blank card supplier appear to be the greater obstacle, creating constraints on blank ID card supply.

## □ Recommendations

### ♦ Korea Eximbank

- (Shared Understanding of the Logical Framework Among Domestic and International Stakeholders) Clearly define overarching objectives among stakeholders, including NIDA, and strengthen performance monitoring and management systems. Involve performance management experts at the feasibility study stage and establish a framework that the partner country can lead. After project completion, consider deploying consultants to reinforce NIDA's performance management capacity.
- (Promoting EDCF-Supported Project Achievements and Strengthening Collaboration) To effectively publicize the achievements of EDCF-supported projects and foster shared understanding and performance management between EDCF and NIDA, it is essential to establish visible promotion strategies. One such strategy could involve installing commemorative plaques or local signage at project sites or key facilities to highlight EDCF's support. These plaques would not only visually showcase the project's achievements but also reinforce accountability and the collaborative relationship between the two organizations.
- (Realistic Project Timelines and Proactive Management of Repeated Delay Risks) Draw on previous cooperation experiences to set realistic implementation periods and prevent delays. Record the causes of delays and reflect them in loan agreements while introducing incentives and accountability mechanisms to avoid resource wastage.
- (Establishing a Data Accumulation System Aligned with the Characteristics of EDCF Project Implementation Period) Given the long-term nature of EDCF projects, a systematic approach should be established for the structured collection and management of key data and information. Timely sharing of documents among stakeholders is essential to ensure access to records that facilitate the review of project issues and the rationale behind major decisions.
- (Promotion of Technical Cooperation for Post-Project Management and Strengthening Grant-Loan Linkages) Enhance local self-reliance by promoting technical cooperation and digital capacity-building programs. As needed, consider developing training programs, including invitation-based or on-site courses, and incorporate technical cooperation items into the loan budget. Establish a collaboration platform with grant-based aid agencies to reinforce cooperation at each stage and systematically link grant and loan programs.

- ◆ NIDA

- (Strengthening the Reliability of the Civil Registration System through ABIS, Iris Recognition, and ID Card System Distribution Improvement) To address the low fingerprint recognition rate of the existing AFIS, the adoption of ABIS incorporating iris recognition is essential. Priority actions include developing iris registration servers and solutions, integrating Korean and foreign technologies, and migrating data from the existing AFIS. Designing a user-friendly interface for iris registration and improving the supply and distribution system for public cards would significantly enhance data accuracy and system reliability. These improvements are expected to drive substantial progress in the digital transformation of e-government services.
- (Streamlined Resident Registration Procedures Through Flexible Collaboration Between NIDA and RITA) Strengthen information linkages between NIDA and RITA, and pursue digitalization of birth and death records. This will streamline administrative procedures, enhance data reliability, contribute to SDG goals, and expand international development cooperation opportunities.
- (Improving the Convenience of E-Government Services Across the Resident Life Cycle) Reduce registration failure rates and issuance delays by improving operational efficiency and expanding the use of biometric data. Strengthen ID card supply processes and bolster personal data protection to enhance overall service quality.
- (Developing Efficient Management Measures for Resident ID Data Center Facilities and Equipment) Establish preventative measures against natural disasters and utilize unused spaces more effectively. Ensure operational stability of data centers by maintaining UPS units, batteries, and generators, and by securing backup generators.
- (Joint Performance Management Model with EDCF and Project Performance Management) Build a performance database at NIDA for real-time data management and review. Collaborate with EDCF to set goals and performance indicators and implement a regular monitoring system.
- (Adjusting Regional Registration Office Scale to Match Population Fluctuations) Address the issue of unoccupied office spaces by reducing facility size where necessary and establishing more offices in other regions, thereby enhancing budget efficiency and improving accessibility to resident registration services.