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**REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRM
SELECTION) --Readvertised**

Country: Ethiopia

Name of Project: DIGITAL TRANSFORMATION FOR AFRICA/ WESTERN AFRICA
REGIONAL DIGITAL INTEGRATION PROGRAM (DTFA/ WARDIP) SOP-1

Grant No: P180117

Assignment Title: CONSULTANCY SERVICE TO CONDUCT MID TERM EVALUATION
OF THE DIGITAL TRANSFORMATION STRATEGY FOR AFRICA 2020-2030 AND
DEVELOP DIGITAL MATURITY ASSESSMENT TOOL – DTfA/ WARDIP SOP-1
PROJECT

Reference No. ET-AUC-486512-CS-QCBS

The African Union Commission has received financing from the World Bank toward the cost of DIGITAL TRANSFORMATION FOR AFRICA/ WESTERN AFRICA REGIONAL DIGITAL INTEGRATION PROGRAM (DTFA/ WARDIP) SOP-1 and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include Selection of Consulting firm TO CONDUCT MID TERM EVALUATION OF THE DIGITAL TRANSFORMATION STRATEGY FOR AFRICA 2020-2030 AND DEVELOP DIGITAL MATURITY ASSESSMENT TOOL – DTfA/ WARDIP SOP-1 PROJECT

The detailed Terms of Reference (TOR) for the assignment are attached to this Request for Expressions of Interest.

The African Union Commission now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are:

- a) **Proven Track Record:** Demonstrated in prior assignments experience on monitoring and evaluation of Digital Transformation initiatives preferably of supranational entities as well as development digital maturity assessment tools. The firm should have relevant 5 years of experience in monitoring and evaluation of Digital Transformation at national / regional levels.

Demonstrated success in managing and delivering at least 3 similar projects or services with similar scope and activities, preferably at national, regional and/or continental levels.

b) Technical and Professional Capabilities:

Qualified Personnel: A team of skilled professionals with relevant expertise, including advanced degrees, certifications, and practical experience in the area concerned.

Technical Resources: Access to the latest technology, tools, and methodologies required to execute projects effectively.

c) Financial Stability:

Financial Health: Strong financial standing with evidence of profitability, financial management practices, and the ability to sustain operations and project delivery over time.

Insurance and Liability Coverage: Adequate insurance coverage, including professional liability insurance, to protect against potential risks.

d) Quality Assurance:

Certifications: Relevant industry certifications such as ISO 9001 for quality management systems or other standards that demonstrate commitment to quality.

Processes and Methodologies: Established processes and methodologies for project management, quality control, and continuous improvement.

e) Compliance and Risk Management:

Regulatory Compliance: Adherence to relevant laws, regulations, and standards within the industry.

Risk Management Practices: Well-defined risk management procedures to identify, assess, and mitigate potential risks associated with projects.

f) Client References and testimonials:

References: Positive references and testimonials from previous or current clients, demonstrating the firm's reputation and reliability.

Case Studies: Detailed case studies showcasing successful project delivery and outcomes.

g) Organizational Structure:

Effective Management: An effective organizational structure with clear roles and responsibilities, ensuring efficient project management and execution.

Support Systems: Robust support systems for administrative, logistical, and operational functions.

h) Project Management Expertise:

Project Management Certifications: Certifications such as PMP (Project Management Professional) or similar credentials that validate expertise in project management. **Track Record of Delivery:** Proven ability to deliver projects on time, within budget, and to the required quality standards.

i) Communication and Collaboration:

Stakeholder Engagement: Skills in engaging and managing relationships with various stakeholders, including clients, vendors, and team members.

Reporting and Documentation: Ability to provide clear and comprehensive reports and documentation throughout the project lifecycle.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2020 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultants Quality and Cost-based Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours *0900 to 1700 hours*.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **4 August 2025**

**African Union Commission,
Attn: Head of Supply Chain Management Division
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E-mail: tender@africanunion.org**

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**TERMS OF REFERENCE TO CONDUCT MID TERM EVALUATION OF
THE DIGITAL TRANSFORMATION STRATEGY FOR AFRICA 2020-2030
AND DEVELOP DIGITAL MATURITY ASSESSMENT TOOL – DTfA/
WARDIP SOP-1 PROJECT**

Proc. Ref : ET-AUC-486512-CS-QCBS

June 2025

ISD/IED

I. Introduction

[The Digital Transformation Strategy for Africa \(DTS\) 2020-2030](#) is the framework to support the African Union's vision of creating an integrated and inclusive digital society and economy in Africa that improves the quality of life of Africa's citizens, strengthens the existing economic sector, enables its diversification and development, and ensures continental ownership with Africa as a producer instead of a consumer in the global economy by 2030. The strategy was endorsed at the 36th Ordinary Session of the AU Executive Council in February 2020. It was developed under the auspices of the Information Society Division (ISD) of the African Union Commission (AUC) Infrastructure and Energy Department (IED), which is also in charge of coordinating the overall implementation, monitoring the performance and evaluating the impact of the DTS implementation.

The overall objective of the DTS is to harness digital technologies and innovation to transform African societies and economies to promote Africa's integration, generate inclusive economic growth, stimulate job create, break the digital divide, and eradicate poverty for the continent's socio-economic development and ensure Africa's ownership of modern tools of digital management. The strategy lists 17 specific objectives, covering inter alia a secured Digital Single Market in line with Africa's Continental Free Trade Area (AfCFTA); the ability of all African people to access quality internet safely and securely at an affordable price; harmonization of policies, legislations and regulations with a view to strengthen intra-African trade, intra-investment and capital

flows; cybersecurity and personal data protection; digital skills; relevant sector applications in agriculture, health and education; or citizen participation.

As part of the coordination effort, AUC developed and operationalized the Institutional Architecture (IA) and Implementation and Monitoring, Evaluation and Learning (MEL) Frameworks for the implementation of DTS for Africa 2020-2030 that aimed at creating strong and formal collaboration with stakeholders and accelerate the implementation of the digital transformation strategy across Africa. While the IA describes the roles and responsibilities of key institutions and procedural organs, the implementation framework details the focus areas, interventions and activities to be implemented in three phases towards creating the envisioned African Digital Society & Economy by 2030.

Moreover, the DTS Monitoring, Evaluation and Learning (MEL) Framework defined indicators and tools for tracking the performance and impact of the proposed intervention and actions. Result statements are also identified within the Theory of Change model for the five priority outcomes and 20 outputs. In addition, 63 quantitative, qualitative or change indicators were also developed for monitoring and evaluation of outputs and outcomes. A data collection framework exists for these indicators, however the responsibilities for data collection, as well as identifying baseline values and target values, have not yet been fully addressed in the latest version of the MEL Framework. As the implementation of the DTS is soon to reach its middle point, a Mid-Term Evaluation would allow to address the gaps in the baseline and targets completion in the current MEL Framework, to take stock of progress achieved and to ensure that capabilities are in place to enable full-scale implementation of the DTS.

The World Bank (WB), in collaboration with development partners, has supported this major initiative since 2019 to provide a framework for the continental digital transformation in support of the regional integration agenda, to boost the job market across Africa, bring additional revenues to economies, encourage entrepreneurship among women and youth, and help improve the enabling environment for peace, conflict prevention, and resilience building. The Digital Economy for Africa (DE4A) initiative was designed to support the implementation of the AU's DTS through WB digital economy-enabling projects and country diagnostics. The intermediary target of the DE4A initiative was to double broadband penetration from 16% in 2016 to 32% in 2021. This has been achieved, having effectively reached 36% in 2022. Going forward, it has become necessary to collaborate and work more closely between AU Member States, RECs, African Specialized Institutions (ASIs) and development partners, in order to better track regional donor-funded digital initiatives and support coordination to ensure that a) the DTS IA and Implementation Framework are fully implemented to achieve its objectives by 2030, and b) an effective MEL Framework is operational with relevant data updates and information systems in place.

As the implementation of the Digital Transformation Strategy (DTS) marks its five-year milestone, the Mid-term Evaluation of the DTS—part of the World Bank’s Digital Transformation for Africa/West Africa Regional Digital Integration Project (WARDIP SOP-1)—aims to support the African Union Commission (AUC) in tracking progress, addressing gaps between the baseline and targets, and evaluating the impact of the DTS.

This evaluation will also assess whether the necessary capabilities are in place for the full-scale implementation of the DTS. Additionally, the evaluation will propose adjustments to the DTS implementation, and the Monitoring, Evaluation, and Learning (MEL) Frameworks as needed to ensure that the overall objectives and impacts are achieved by 2030. The outcome of the evaluation is expected to realign the DTS implementation, enhance collaboration among stakeholders, and support resource mobilization efforts by estimating the required budget.

Therefore, this document outlines the terms of reference to hire a Consulting firm to conduct midterm evaluation of the Digital Transformation Strategy for Africa (DTS) 2020 – 2030 as well as developing Digital Maturity Assessment in Member States.

II. Aim and Objectives

The overall objective of this assignment is to advance Africa’s Digital Transformation towards an inclusive digital society and economy universal access to meaningful digital connectivity, in line with the African Union Digital Transformation Strategy for Africa (2020-2030).

III. Scope of work

1: Conduct DTS Mid-Term Evaluation

- Key tasks

- Conduct the baseline assessment of key indicators of the DTS towards achievement of DTS’s key policy recommendations and actions.
- Assess the progress and continued relevance of the interventions undertaken at the continental, regional and country level made towards achieving DTS objectives according to the DTS Implementation and MEL Frameworks
- Based on the progress achieved, propose modification at input, output and outcome level of the DTS Implementation framework including the

required estimated budget towards the achievement of DTS objectives by 2030 following latest approach.

- Support updating the key indicators of the DTS MEL framework for the period of 2025 – 2030 based on the findings of the Mid-Term evaluation
- Document lessons learned from 2020-2025 and issue recommendations to develop clear and realistic course of actions to achieve the overall DTS objective
- Participating in the inception, consultation and validation workshops as required
- Dissemination of findings

2: Digital Maturity Assessment Toolkit

- Key tasks

- Development of the digital maturity assessment toolkit that helps member states RECs and AUC to assess their status in realizing the vision of creating inclusive digital society and economy by 2030. The Maturity assessment toolkit is expected to follow the structure of the Digital Transformation Strategy for Africa 2020-2030 namely the foundational pillars, the critical sectors, the cross-cutting teams and the strategic enablers. The development of the toolkit can benefit from the existing WB tools including Digital Government Readiness Assessment (DGRA) and customized to suits the African Union Member States' situation and needs. The final and operational version of the toolkit will be transferred and hosted in the AUC IT environment,
- System design of the self-assessment tool including questionnaire, data aggregation and testing, focusing on the foundational pillars and critical sectors of the DTS
- Training of selected Member States, African Specialized Institutions, RECs and AUC staff.
- Pilot the implementation of the tool implementation in at least five African Union Member states

IV. Key Deliverables

- ✓ Inception report

- ✓ Baseline data for DTS indicators
- ✓ Draft DTS Evaluation report
- ✓ Final DTS Evaluation report
- ✓ Documented lessons learned
- ✓ Adjusted and costed DTS strategy and implementation plan for the remaining 5 years
- ✓ Digital Maturity Assessment toolkits
- ✓ Capacity building materials

V. Duration of Assignment

The duration of the assignment is between March 2025 to December 2026.

VI. FIRM/ CONSULTANTS PROFILE

The organization will review and assess the corporate-level qualifications of the consulting firm's bidding, based on the criteria and capabilities necessary to be deemed competent and reliable for delivering high-level services or products, particularly for strategic projects such as the on monitoring and evaluation of Digital Transformation initiative.

The following key qualifications will be required for the firm:

1. Organizational Experience:

- j) **Proven Track Record:** Demonstrated in prior assignments experience on monitoring and evaluation of Digital Transformation initiatives preferably of supranational entities as well as development digital maturity assessment tools. The firm should have relevant 5 years of experience in monitoring and evaluation of Digital Transformation at national / regional levels.

Demonstrated success in managing and delivering at least 3 similar projects or services with similar scope and activities, preferably at national, regional and/or continental levels.

k) Technical and Professional Capabilities:

Qualified Personnel: A team of skilled professionals with relevant expertise, including advanced degrees, certifications, and practical experience in the area concerned.

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l) **Financial Stability:**

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m) **Quality Assurance:**

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Processes and Methodologies: Established processes and methodologies for project management, quality control, and continuous improvement.

n) **Compliance and Risk Management:**

Regulatory Compliance: Adherence to relevant laws, regulations, and standards within the industry.

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o) **Client References and testimonials:**

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Effective Management: An effective organizational structure with clear roles and responsibilities, ensuring efficient project management and execution.

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Project Management Certifications: Certifications such as PMP (Project Management Professional) or similar credentials that validate expertise in project management. **Track Record of Delivery:** Proven ability to deliver projects on time, within budget, and to the required quality standards.

r) Communication and Collaboration:

Stakeholder Engagement: Skills in engaging and managing relationships with various stakeholders, including clients, vendors, and team members.

Reporting and Documentation: Ability to provide clear and comprehensive reports and documentation throughout the project lifecycle.

2. Consultant's Team Composition

The firm is expected to have at least 5 senior experts (3 for category 1 and 2 in category 2) that meet the following requirements

Category 1.: Senior Digital Transformation Experts

Qualifications:

Educational Background:

- University Master's degree or higher in a relevant field such as Information Technology, Computer Science, Business Economics (digital), Finance and/or related discipline.
- Specialized training or certification in digital transformation

Professional Experience:

- Extensive and proven experience (10 years) in the field of ICT, with a focus on assessing the implementation of digital transformation in Africa and globally and/or its development.
- Track record of contributing to and leading initiatives related to digital transformation.
- Experience in working with government agencies, regulatory bodies, or international organizations related to digitalization
- Experience in the digital transformation of critical sectors including agriculture, health and education

- Proven experience in translating digital strategies into programs and projects including the costing
- Experience in the development of digital maturity assessment tool kits
- Good understanding of performance measurement and improvement
- Good knowledge of the African Digital Landscape and knowledge of AU context preferred.

Knowledge and Expertise:

- In-depth understanding of digital transformation strategies and frameworks.
- Comprehensive knowledge of emerging technologies

Stakeholder Engagement:

- Excellent communication and negotiation skills to engage with a diverse range of stakeholders.
- Ability to build and maintain relationships with governmental bodies, industry partners, and civil society.

Global Perspective:

- Awareness of international developments and trends in digital transformation and emerging technologies
- Ability to apply global best practices to local contexts.

Problem-Solving Skills:

- Analytical mindset to identify and solve complex challenges in the digital space.
- Excellent report writing skills in English, ability to produce concise reports.
- Excellent interpersonal, presentation and communication skills, both orally and in writing.
- Proficiency in the use of standard office software packages, email and internet.

Collaboration and Teamwork:

- Ability to work collaboratively within a team and across departments.
- Experience in mentoring and guiding junior professionals.

Language Skills:

- Advanced level English or French is required and Proficiency in other official languages of the AU in both spoken and written communication will be considered an added advantage.

Category II: Senior Monitoring and Evaluation Expert/s

Qualifications:

Educational Background:

- University Master's degree or higher in a relevant field such as social science, monitoring and evaluation, or a related discipline.
- Specialized training or certification in digital transformation.

Professional Experience:

- Extensive and proven experience (10 years) in the field of monitoring and evaluation of large-scale projects at national, regional and/or continental/global level
- Experience in monitoring and evaluation of digital transformation/related initiatives at national/regional and/or continental level
- A good knowledge of the AU context is preferred.

Knowledge and Expertise:

- Expertise knowledge of the latest monitoring and evaluation methodologies and tools
- In-depth understanding of digital transformation strategies and frameworks.
- Ability to monitor and evaluate digital transform initiatives and forward recommendation for adjustment

Skills:

Digital Transformation Leadership and Technical Skills:

- Proven ability to lead digital transformation initiatives within organizations.
- Strategic thinking to align digital strategies with business goals.
- Strong technical background in ICT, with an understanding of emerging technologies and their implications.

Stakeholder Engagement:

- Excellent communication and negotiation skills to engage with a diverse range of stakeholders.
- Ability to build and maintain relationships with governmental bodies, industry partners, and civil society.

Global Perspective:

- Awareness of international developments and trends in digital transformation and emerging technologies
- Ability to apply global best practices to local contexts.

Collaboration and Teamwork:

- Ability to work collaboratively within a team and across departments.
- Experience in mentoring and guiding junior professionals.

Language Skills:

- Advanced level English or French is required and Proficiency in other official languages of the AU in both spoken and written communication will be considered an added advantage.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.