



Ministry of Innovation and Technology
Ethiopia Digital Foundations Project (EDFP)

Terms of Reference for
Preparation of draft Implementation Completion Report (ICR) on behalf of the Ministry of
Innovation and Technology (MinT)

September 2025
Addis Ababa, Ethiopia

PROJECT SUMMARY/BASIC INFORMATION

Type of Assignment	Draft Project Completion Report
Name of the project	Ethiopia Digital Foundations Project (EDFP)
Project ID	P171034
Signing Date:	May 7, 2021
Effectiveness Date	July 23rd, 2021
End Date	31-Oct-2026
Project duration	Five Years
Project Development Objective:	to increase the inclusiveness and affordability of digital services and digital job creation in Ethiopia
Source of Fund:	World Bank IDA
Borrower	The Ethiopian Federal Government
Financing Instrument	Investment Project Financing
Initial Total fund:	USD 200 Million
Revised Fund	USD 170 Million
Project locations	Ethiopia nationwide
Beneficiary Institutions	Ministry of Innovation and Technology (MInT), is the implementing agency, coordinating the work of the different beneficiaries and implementing partners including the Ministry of Finance (MOF), Ethiopian Education and Research Network/EthERNet/ under the Ministry of Education (MOE), Ethiopian Communications Authority (ECA), and National ID Program (NIDP).
Project Components	Component 1:- Digital economy, enabling legal and regulatory environment Component 2:- Digital government and connectivity Component 3:- Technical Assistance for MInT Component 4:- Project management

ABBREVIATIONS AND ACRONYMS

AWPB	Annual Work Plan and Budget
EARDIP	East African Regional Digital Integration Project
ECA	Ethiopian Communications Authority
EDFP	Ethiopia Digital Foundations Project
EFY	Ethiopian Financial Year
ESMF	Environmental and Social Management Framework
ESS	Environment and Social Standard
EthERNet	Ethiopian Education and Research Network
FM	Financial Management
FMM	Financial Management Manual
ICT	Information and Communication Technologies
IDA	International Development Association
IFR	Interim Financial Report
ITU	International Telecommunication Union
KPI	Key Performance Indicator
MInT	Ministry of Innovation and Technology
MoE	Ministry of Education
MoF	Ministry of Finance
M&E	Monitoring and Evaluation
NIDP	National ID Program
PAD	Project Appraisal Document
PDO	Project Development Objectives
PIM	Project Implementation Manual
PIU	Project Management Unit
VAS	Value Added Services
WB	World Bank

1. INTRODUCTION

This document provides Terms of Reference for completion of the draft implementation completion report (ICR) for the Ethiopia Digital Foundations Project (EDFP).

Since July 2021 EDFP has been implementing a five-year project funded by the International Development Association (IDA) of the World Bank Group. The project is implemented through one implementing agency, Ministry of Innovation and Technology (MInT), and four other implementing partners and beneficiaries: Ministry of Finance (MOF), EthERNET under the Ministry of Education (MOE), Ethiopian Communications Authority (ECA), and National ID Program (NIDP).

The project is intended to lay the building blocks to develop Ethiopia's digital economy through support to the policy and regulatory environment, improving infrastructure and quality of broadband connectivity and supporting the digitalization of services. The project development objective is "to improve Ethiopia's competitiveness in the digital age through increased inclusiveness and affordability of digital services and through digital job creation". The project will be implemented in all regions of the country including the Federal, regional and woreda levels. The project benefits the public by creating new opportunities for digital transformation in Government and education and new opportunities for innovation and entrepreneurship.

Given the detailed and structured nature of the WB's own Implementation Completion Report, the MinT, as implementing agency for EDFP seeks to will develop its own, client-side ICR. To this end, MinT seeks to hire an experienced consultancy firm to lead the drafting aa report, to be finalized by MInT, and ensuring it meets all the World Bank's requirements, especially regarding the project's indicators and results framework.

2. PROJECT BACKGROUND

To realize the ambitious plan and strategies set for the Federal Democratic Republic of Ethiopia, the Ministry of Finance (MoF), has received financing from the World Bank toward the cost of the Ethiopia Digital Foundations Project through an SDR 138.9 million (US \$200 million equivalent) IDA credit that involved a range of stakeholders through four components having as leading implementing partners the Ethiopian Communication Authority (ECA), the Ministry of Innovation and Technology (MinT), EthERNet under the Ministry of Education, Ministry of Finance and the National ID Project as the main beneficiary institutions.

Accordingly, the Ethiopia Digital Foundations Project (EDFP) has been designed and implementation started in July 2021 and is currently at the verge of completion (October 31, 2026), and it is under progress, with disbursement currently at 69 percent.

The project has four components which are designed to meet the set targets, including project management.

- a) Component 1: Digital economy, enabling legal and regulatory environment,
- b) Component 2: Digital government and connectivity,
- c) Component 3: Technical Assistance to the Ministry of Innovation and Technology, and,
- d) Component 4: Project Management.

The importance of the project is high as its economic impact remains strong in a sense that its activities are central to support implementation of the Digital Transformation Agenda and Digital Ethiopia 2025 Strategy, and the successor program to 2030, by strengthening the legal and regulatory environment, and digital government and connectivity to develop Ethiopia's digital economy through support to the policy and regulatory environment, improving infrastructure and quality of broadband connectivity and supporting the digitalization of services.

The project started its implementation in July 2021 and is now in its fifth-year project implementation period with nearly one year remaining.

For this, the project coordination office (PIU) is seeking the service of consulting firm to conduct a draft project implementation completion report, to be finalized by the MinT and a beneficiary satisfaction survey of the Project Development Objective (PDO) as defined in the PAD. The consultant should also develop materials (blogs, video interviews, user testimonies etc) that will show the benefits delivered by the program, at a user level.

The assignment details such as project development objective, specific objectives, project outputs / targets, purpose of the study, methodology to be used and etc are hereunder.

3. OBJECTIVE OF PROJECT COMPLETION REPORT

The overall objective of the assignment is to prepare Project Implementation Completion Report (ICR) by comprehensively and objectively evaluating the progress of the project since the project implementation, the completion of the expected objectives, project output, challenges and best practices as per Project Appraisal Document (PAD), Project Implementation Manual (PIM), Project Results Framework (RF) etc; and conducting Beneficiary Satisfaction Survey in order to identify the level of beneficiary's satisfaction of the project.

4. SCOPE OF THE ASSIGNMENT

The selected consulting firm needs to complete the project implementation completion report (ICR) that meets the requirements of the project coordinating office and the World Bank's standard. In line with this, the scope of the final project report for the Ethiopia Digital Foundations Project (EDFP) (2021–2026) is defined as follows:

- The consultant will comprehensively evaluate the entire project, focusing on its achievement of the Project Development Objective (PDO). The ICR will cover the full project lifecycle, from inception in July 2021 to completion in October 2026, ensuring a summative analysis of all activities, outputs, and outcomes.
- The report will also cover the analysis of the project's efficacy, defined as the extent to which the EDFP project's objectives were achieved and directly attributable to its supported activities. This will necessitate a thorough discussion of attribution and the counterfactual, exploring what would have transpired in the absence of the project. This analysis will include identifying and discussing external factors that may have influenced outcomes, tracing evidence along the causal chain, and examining trends in outcomes both within and outside project areas.
- The report will also assess the project's efficiency, evaluating how economically resources and inputs were converted into results,
- Geographically, the survey will cover/focus on federal and regional institutions benefited from the project output, where the EDFP project was implemented. The list of institutions to be covered in the survey for ICR are annexed in this TOR and represent basically cities/towns. The geographical scope will be clearly defined to facilitate sampling and budgeting for data collection. Concerning the federal institutions, they are in Addis Ababa, and the rest of the institutions are in the capital city of regional administrations,

- To meet the set objective of the assignment, the Ethiopia Digital Foundations Project (EDFP) coordination office will provide the consulting firm with the relevant materials and data needed to complete the report, ensuring that the consulting organization can communicate and consult with the specific implementation units of the project, as well as the project stakeholders, and provides necessary administrative support for the consulting organization to complete the report. The selected consulting organization needs to complete the completion report that meets the requirements of the project coordinating office and the World Bank standard.
- Record all assessments and outputs of the project through multimedia (Audio, Video and in written Format) and generate a series of impact stories using blogs, testimonies and interviews.

4.1 SPECIFIC TASKS OF THE ASSIGNMENT INCLUDE: -

- a) **Complete the project completion report.** The report should include but not limited to the following aspects:
 - ⇒ **Project basic information data sheet:** The consulting firm will summarize the basic information of the project, key dates, rating results, framework analysis of results (indicators), etc,
 - ⇒ **The background, development, and how to achieve Project Development Objective:** Introduce the background of the project, the development goals and key indicators of the project, the components of the project, and the design goals.
 - ⇒ **Summary and explanation of the main output results of each project component.** Including the formulation of relevant policy measures, strategies, standards etc.
 - ⇒ **Environmental and Social (E&S) compliance:** Briefly elaborate the key E&S instruments that governed the project (e.g., Environmental and Social Impact Assessment [ESIA], Environmental and Social Management Plan [ESMP], Stakeholder Engagement Plan, ESCP) and provide an overall statement on compliance, and apply the satisfaction rating scale;
 - ⇒ **The main factors affecting implementation and results.** Project implementation and results summary, the implementation progress of the project, as well as the phased results and final results.
 - ⇒ **Analyze the key factors affecting project implementation,** including project preparation, design, and project management, changes in any policies, and the project's safeguard mechanism and project management implementation.

- ⇒ **Evaluation results.** Assess project-related goals, design and implementation, project development goals, overall results based on an analysis of the project’s indicators and results framework.
 - ⇒ **Beneficiary survey results summary and/or stakeholder workshops.** Arrange/ conduct a representative survey to reflect the satisfaction level of beneficiaries of the project. The results will be captured/ summarized in this report.
- b) **Complete the project performance evaluation report.** Evaluate the relevance, efficiency, effectiveness, timeliness and sustainability of the performance appraisal in five aspects. Each evaluation Performance Indicator (the five criterion) corresponds to a number of key evaluation questions and a series of specific evaluation indicators. Performance evaluation measures the five aspects of the evaluated project by examining and analyzing the actual achievement of each evaluation indicator.
- ⇒ Relevance refers to the degree to which the project objectives are consistent with the development strategies, policy priorities and needs of the country, industry and region;
 - ⇒ Efficiency refers to the contrast between project inputs and outputs, that is, whether the expected output can be obtained at a lower cost or faster;
 - ⇒ Effectiveness refers to the degree of achievement of the project objectives and the actual results and the degree of benefit of the relevant target groups;
 - ⇒ Timeliness refers to activities implemented timely in comparison to project planning;
 - ⇒ Sustainability refers to the transition from a project-driven activity to a permanently integrated practices (operations), owned and supported by the community, local institutions, or government.

Record all assessments and outputs of the project through Audio, Video and in written Format

- ⇒ Prepare short Documentary videos (typically 3-5 minutes) that show the overall output or outcome of the project and focus on the impact on individual users

5. Methodology

The consulting firm is required to develop data collection tools for both the **Project Terminal Evaluation and Beneficiary’s Satisfaction Survey**. The data collection approach will include primary and secondary sources. The primary sources include interviews, group discussion, Focus group discussion and observation. Therefore, there is a need to design separate questionnaires and data collection checklists in order to capture the required data for the project evaluation and

beneficiary satisfaction survey. Similarly, the consulting firm need to conduct desk review through project documents, periodical reports etc. Relevant documents include:

- Basic project documents including PAD and Financing Agreement and restructuring documents. To date, the project has been restructured twice in 2023 and 2024.
- Safeguards documents, including ESCP, ESMF, GRM and LMP and quarterly safeguards monitoring reports generated by the PIU specialists,
- Implementation Status Reports (ISR), prepared by the Bank team, which include data on disbursements, indicators, project ratings etc
- Implementation Progress Reports, prepared by the PIU.
- Mission aide mémorise and management lettres.
- Other relevant project documents, such as procurement plan, interim final reports, terms of reference etc.
- Analytical work produced during the project, notably the Ethiopia Market Assessment Report, August 2025.

The majority of these documents are available at: <https://projects.worldbank.org/en/projects-operations/project-detail/P171034>.

In general, the following qualitative and quantitative evaluation tools will be used to collect primary and secondary data and evidence and answer the main evaluation questions and Beneficiary's Satisfaction Survey:

- ⇒ The evaluation will be results-focused. It will use the Theory of Change of the project to inform the analysis of the contributions made by the project to the expected project results (reference -PAD).
- ⇒ Desk-review of existing project documents and reports, to better understand the context and structure of the project and identify the project milestones.
- ⇒ Semi-structured interviews with key informants, stakeholders and project participants and government authorities conduct face to face interviews will be carried out as needed.
- ⇒ Interviews will be supported by the evaluation matrix.
- ⇒ Focus group discussions with beneficiaries at institutional and organization will be conducted supported by structured questionnaires.

6. DELIVERABLES AND SUBMISSION OF REPORTS AND PAYMENTS

The consultant is expected to lead, accomplish and submit the following deliverables within the agreed timeframe and budget. The Submission of reports (Inception report, Interim report, Draft report, and Final report) and time intervals shall be arranged during negotiation considering the deliverables and their nature of complexity.

Each report will be reviewed, commented by a technical team which will be established for this assignment by Ethiopia Digital Foundations Project/Ministry of Innovation and Technology. The final acceptance will be given by the project director. Then the payment approval follows.

The final report requires review and acceptance by the World Bank team, in accordance with their mandate to supervise and lead the project.

Phase	Deliverables	Payment modality	Agreed Time frame
Tools development phase	<p>Deliverable one: An inception report, which will serve as an agreement between parties on how the project evaluation and beneficiary's satisfaction survey will be conducted.</p> <p>Items to address:</p> <ul style="list-style-type: none"> • Understanding the issues and questions raised in the ToR, • Data sources; how to assess the questions in the ToR, • Research methodology, including suggested sample size, • Schedule of activities and traveling to the regions (timeline), • validation of evaluation findings via workshop, • budget with detailed breakdown of all estimated costs, • Appropriate validated draft data collection tools (e.g. methodological guidelines, group interview questions etc) 	20%	
Interim Report	<p>Deliverable two: Project Terminal Evaluation & Beneficiary's Satisfaction interim report which clearly indicate:</p> <ul style="list-style-type: none"> • The Title-Interim Progress Report" or "Status Report, • Summary (The Most Important Section), • Introduction / Project Background, • Progress Summary (The Detailed Core), • Key Issues, Risks, and Changes, 	10	

Phase	Deliverables	Payment modality	Agreed Time frame
	<ul style="list-style-type: none"> Plan for the Next Reporting Period, and, Conclusions and Recommendations. 		
Data collection & Evaluation report phase	<p>Deliverable two: Draft Project Terminal Evaluation & Beneficiary's Satisfaction Survey Report which clearly includes:</p> <ul style="list-style-type: none"> Designing data collection tools, Data collection and analysis including desk review, Data collection and analysis including desk review, Presentation of initial findings of the study and draft report, Lessons Learned under each component. Documentary videos in USB (Three, 30minutes, 20 minutes and 10 minutes) 	40%	
Final Report	<p>Deliverable three: Draft evaluation report. This includes</p> <ul style="list-style-type: none"> Incorporating all comments gathered through workshop and other means, Revision of the report, and preparation of final version by MInT Accepted and Approved by the World Bank team 	30%	
	Total	100%	

Note: -

- All documents are to be submitted in editable MS Word format via email to PIU Director and Monitoring and Evaluation Unit or assigned focal point. Only the final report can be submitted in PDF and MS Word formats,
- PowerPoint presentations must also be provided in editable digital format,
- The final report should be in a hard and soft copy form,
- The consultant firm should publish copy of the final and approved report using the standard publishing quality in consultation with the EDFP.

7. REPORTING AND GOVERNANCE

Having the above-mentioned reporting arrangements in mind, the consultant will be responsible for providing regular reports aligned with the agreed project deliverables. The following reporting and quality assurance mechanisms will be applied:

A written Progress Report (possibly not more than 1-page) submitted via email every 10 working days (on late Friday) to the PIU Director and M & E unit of EDFP. These reports should be outlined:

- Progress against deliverables,
- Any emerging challenges or issues requiring attention.
- Planned activities for the upcoming period.

Additionally, the consultant is expected to be available for regular coordination meetings with Ethiopia Digital foundations Project coordinating team or the leader of the same and with relevant stakeholders to provide progress updates as required. The frequency and format of these meetings will be determined in consultation with all parties, based on projects' needs.

8. DURATION OF THE CONSULTANCY SERVICE

The whole assignment process from the desk review and inception phase to dissemination and presentation phase is expected to be completed in not more than 4 months (120 Calendar days) from the date of contract signing.

9. MODE OF SUBMISSION OF REPORTS AND REQUIREMENTS

The consultant will utilize all the methods it proposed and must submit a report in soft and hardcopies. The consultant s required to submit intermediate monitoring reports and the evaluation report as required by the project. It may also include publishing the report approved by the steering committee and the World Bank.

10. REQUIRED QUALIFICATION AND WORK EXPERIENCE

The consulting service provider should have both contextual knowledge of the World Bank projects and the Ethiopian public services in particular knowledge of the working conditions and occupational safety.

- A minimum of 5 years of experience in business and development programs, preferably with World Bank and/or Donner-funded ICT/Digital development projects.

- Proven track record in use of extensive and comprehensive qualitative and quantitative data to develop high quality completion report, implementation completion report and writing high-quality donor reports, especially for the World Bank or similar donors.
- Proven experience in handling large datasets and extracting key insights is essential for this role to generate findings that directly related to project success,
- Extensive knowledge of Theories of Change and demonstrate ability to apply them in evaluation design and analysis,
- Should have practical, demonstrable and relevant experiences similar/related to the assignment in conducting project review with multidisciplinary team and Data analysis and interpretation skills related to the assignment with a strong research and evaluation methods,
- Proven experience and track record in project impact evaluation, including counterfactual analysis and efficacy, efficiency and effectiveness assessment, is highly desirable,
- Proven track record of conducting ethical, inclusive, and participatory studies with marginalized, deprived, and vulnerable groups,
- Proven experience and track record in engaging with multiple stakeholders. In addition, to managing and coordinating a range of government, non-government, and various groups of stakeholders,
- Strong written and verbal skills in communicating technical and/ or complex findings to non-specialist audiences (especially report writing and presentation skills),
- The consultant must demonstrate its availability, including adequate skilled resources, to fully commit to the project timeframe and deliverables. A proven ability to adapt and work flexibly, especially in response to contextual changes during project implementation, is highly valued,
- Must have good experience in the country's regions, knowledge of local language is an advantage,
- Multimedia communications skills, including video editing (this activity may be sub- contracted by the lead consultant)
- Shall present at least 3 evaluations for similar projects successfully completed,

Position	Expertise
Project evaluation / Beneficiary's satisfaction	<ul style="list-style-type: none"> • Master's degree in management, Economics, project management Statistics, and any other relevant field. • A minimum of 10 years demonstrated experience in impact assessment / final evaluation of developmental project / similar project.

Position	Expertise
Survey expert /Team Leader	<ul style="list-style-type: none"> • Good analytical skill and hands on experiences in conducting project evaluation locally and internationally • Good English communication and writing skills, especially in report writing, are essential. • Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research evaluation methods; • Prior impact assessment experience is required; - Experience in organizational management, structures and systems, operations, capacity development, reporting, and monitoring is desired but not essential, • Extensive experience of Monitoring and Evaluation of the World Bank or other donor projects,
Digital data analyst	<ul style="list-style-type: none"> • with a minimum of 5 years experience preferably 5 years with the similar/related assignment and must have relevant second degree in Information Science, Computer Science, Data Science or Statistics, or related fields with proper certification on Konbotoolbox, SPSS, or any digital analysis tools and, • He/She will be responsible for data storage, interpretation, data cleaning and preprocessing, and advanced data analysis, ...etc
Safeguards and Gender Expert	<ul style="list-style-type: none"> • The Expert should have Master's degree or equivalent qualification in a relevant field (Environmental Science, Social Science, Anthropology, Sociology, Gender) with a minimum experience of 8 years. • Experience out of which at least 5 years of experience working as Safeguards and Gender Expert for major developmental projects, • He/She will be responsible for assessing the extent to which the project achieved its environmental and social objectives. • Evaluate the effectiveness of E & S safeguards planning, implementation, and monitoring throughout the project cycle, • Identify key environmental and social issues, challenges, and lessons learned,

Position	Expertise
	<ul style="list-style-type: none"> • Assess the sustainability of environmental and social outcomes and the capacity of the implementing agency to manage future risks. • Evaluate the implementation and achievement of results against the project's Gender Action Plan (GAP) or gender-related results indicators in the Results Framework, • Identify key challenges, successes, and lessons learned in addressing gender issues during implementation.
Senior Monitoring and Evaluation Expert	<ul style="list-style-type: none"> • With a minimum of 5 years experience with similar/related assignment and must have second degree in Economics, Statistics, Project Management, Development Studies, Sociology, • Proven experience in designing and managing M&E systems for large-scale development projects, with specific experience evaluating World Bank or other multilateral development bank projects, • Should have extensive experience of both quantitative and qualitative evaluation methods, survey design, and data analysis techniques, • Familiar with World Bank Systems, that is in-depth knowledge of the World Bank's results framework, ICR guidelines, and rating system, • The ability to be impartial and base all conclusions on verified evidence, and present complex data clearly and succinctly in the standard World Bank reporting format.
Multimedia communications specialist	<ul style="list-style-type: none"> • With a minimum of 5 years experience with similar/related assignment and must have degree in Media, communications or a related discipline, • Proven experience in developing multimedia communications materials, including social media and video editing skills,

11. SCHEDULE OF PAYMENT

The following payments will be made to the consultant using and agreed mode of payment

- Upon approval of inception report and tools: (20%),
- Upon receipt and approval of interim report: (10%),

- Upon submission of First Draft Final Completion Report: (40%),
- Upon approval of Final Completion Report: (30%)

12. LANGUAGE

All written communication and contractual agreement for this consultancy service will be in English. Where user video testimonies are recorded in local languages, subtitles shall be provided in English

13. RESERVATION AND CONFIDENTIALITY

The project office reserves to withhold all to portion of payment if performance is unsatisfactory, or assignment / output is incomplete or not delivered, or failed to meet deadlines.

The consulting firm undertakes to maintain confidentiality on all the information that is not for public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

14. Notes to be Considered by the Consultant

- All annexes are part of these Terms of Reference and must be thoroughly examined and complied with.

Annex 1: Project Result Framework

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
Penetration rate of internet users (fixed and/or mobile) per 100 inhabitants, disaggregated by gender (Number, Custom)	This indicator, which is based on household survey data measures the number of people who have used the internet at least one within the last month (internet users), as a percentage of the population aged 15+.	ITU / ECA / household survey	The baseline data, from ITU (see https://www.itu.int/net/4/ITUD/icteye/#/topics/2001) is that there were 18.62 people using the internet for 100 inhabitants at the end of 2018. Assuming a population at that time of 108 million, that gives an estimated 20,109,600 internet users (ie 18.6 internet users per 100 population). The increase will be measured

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
			<p>from this baseline with a target to reach 30 per 100 by the close of the project. Insofar as survey data allows, the penetration rate of internet users will be further disaggregated by age, by urban/rural divide and for disabled persons, as well as for gender</p>
<p>Penetration rate of internet users (fixed and/or mobile) per 100 inhabitants, who are female</p>	<p>This indicator, which is based on household survey data. measures the number of women and girls who have used the internet at least one within the last month (internet users), expressed as a percentage of the population aged 15+ (ie penetration rate)</p>	<p>ITU / ECA / household survey</p>	<p>The baseline data, from ITU (see https://www.itu.int/net/4/ITUD/icteye/#!/topics/2001) shows there were 18.62 people using the internet for 100 inhabitants at the end of 2018. Assuming a population at that time of 108 million, that gives an estimated 20,109,600 internet users. The increase will be measured from this baseline. Unfortunately, ITU does not provide estimates for female internet users (as no household surveys have been carried out to date in Ethiopia). But based on experience in similar countries, we may presume that around 35 per cent of internet users in Ethiopia are female, which would give a base line of 7,038,360 million (ie 13.0 female internet users per 100 population). The team will seek to conduct an ICT household study at an early opportunity. The target is</p>

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
			to grow this to 25 per 100 females by the end of the project; thereby reducing the gender gap so that over 45 per cent of internet users are women.
Broadband internet prices per month, mobile, in US\$	The price of 1 GB per month of mobile data, expressed in US\$	Price data from cable.co.uk. GDP data from World Bank.	Mobile broadband data for 1 GB per month data usage, based on average of sampled prices.
Price of 1 GB of mobile data per month, as a percentage of Ethiopia's GNI per capita	Price of 1 Gigabyte of mobile data, per month, expressed as a percentage of GNI per capita (in the previous year)	Cable.co.uk for the price of mobile data. World Bank for GNI per capita.	Price for 1 GB of data based on average of sampled prices (cable.co.uk methodology) and converted to US\$. GNI per capita, Atlas method, in current US\$, divided by 12 to provide a monthly figure. For 2017, using a figure of US\$61.67 per month.
Increase in the number of jobs created, facilitated or sustained by digital businesses under the project	Digital economy direct jobs are the salaried staffs hired by a digital firm. Digital economy indirect jobs are the jobs facilitated and sustained by digital businesses, e.g. working as a supplier or individual contractor for digital businesses and earn a commission from them.	PIU M&E document	The grant applications in component 3 window 2 will list out number of direct and indirect employees: e.g. Gebeya Ethiopia stated they have 14 tech gigworkers currently working for a client; while the more mature Ride Ethiopia has 750 taxi drivers. Assuming there are on average 50 direct and indirect jobs for each digital firm, component 3's window 2 will on average benefit 125 digital firms. This gives us an estimate of job creation for

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
			125*50=6250. Adding window 1's expected beneficiary size of 100-300 digital start-ups owners, this gives us a target of approximate 6,500 jobs to be created, facilitated or sustained under this project.
Number of digital economy jobs created for females	Female direct and indirect jobs	PIU M&E document	The grant applications in component 3 will list out number of direct and indirect employees that are benefiting from the grants (and female breakdown)
Number of digital economy jobs created for disabled persons	Direct and indirect jobs created for disabled persons	PIU M&E document	The grant applications in component 3 will list out number of direct and indirect employees (and disabled persons breakdown)
Number of digital economy jobs created for rural persons	Direct and indirect jobs created for persons not located in Addis Ababa or other secondary cities. Can include persons from peri-urban's rural areas of large towns.	PIU M&E document	The grant applications in component 3 will list out number of direct and indirect employees (and rural persons breakdown)
Monitoring & Evaluation Plan: Intermediate Results Indicators			
Climate Indicator: Increase in the number of citizens able to receive alerts via their phone (eg for extreme weather events)	This indicator is based on the increase in the number of cellular mobile subscribers in the country. The service of extreme weather alerts (climate indicator) is typically delivered by short message service (SMS), and is therefore available on all	ITU / GSMA / ECA	The methodology used for this indicator is to measure the increase in cellular subscriptions, starting from the baseline of 31 December 2019. According to GSMA data (in turn based on Ethio Telecom statistics), there were some 36,328,800 unique mobile subscribers as at 31 December 2019 (ie taking account of multiple

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
	phones in use -- 2G, 3G or 4G.		SIM card ownership). The increase in mobile subscriptions will be measured from this baseline.
Number of telecom service licenses awarded by ECA, including class licenses	Number of awards of telecom operator licenses in Ethiopia by ECA, including class licenses. Thus, this would include both full service licenses as well as class licenses awarded to internet service providers, satellite operators, wholesale fiber operators etc	ECA	Total number of valid licenses awarded (excluding licenses cancelled)
Percentage of the population covered by at least a 4G network signal	Percentage of the population covered by a mobile broadband signal that is 4G or higher (ie 4G and 5G)	ECA, GSMA, licensed operators	Based on an analysis of mobile coverage -- ie linking together maps of population density with maps of area covered by 4G and 5G cellular mobile towers.
Level of market competition, as measured by change in the level of concentration in the provision of broadband telecom services, using the Herfindahl-Hirschman Index (HHI).	The Herfindahl-Hirschman Index (HHI) is a commonly accepted measure of market concentration. It is calculated by squaring the market share of each firm competing in a market and then summing the resulting numbers. It can range from close to zero to 10,000, where zero equals perfect competition and 10'000 is complete monopoly.	GSMA / ECA	The HHI is calculated by squaring the market share of each firm competing in a market and then summing the resulting numbers. It can range from close to zero to 10,000, where zero equals perfect competition and 10'000 is complete monopoly.

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
Number of Government services accessible from the ePortal	This indicator measures the number of eGovernment services that are accessible from an official eGovernment portal (for instance using the domain name .gov.et). There is no specification of the type of Government service but it might, for instance, include birth, marriage or death certificates, ID cards or passports, applying for visas, filing taxes	PIU / MInT	Based on a survey of actual government websites providing transactional services. The only eGovernment service available online as at 31 December was application for eVisas (see: Number of Government services accessible from the website at: https://www.evisa.gov.et/).
Number of Ministries, Departments and Agencies served with enhanced connection to broadband internet, under the project	Number of ministries, departments and agencies connected to broadband internet. The count measure locations (ie, if the same ministry has more than one site, it is counted multiple times). The definition of broadband internet here would include digital subscriber line, ethernet or fiber. It would also include a 3G, 4G or 5G mobile signal if fixed line connection were available.	PIU	Based on locations served under tenders for pre-purchase of internet capacity, under the project. Data on total number of Ministries, Departments and Agencies (MDAs), ie including those served by the market, without project intervention, would also be collected.
Number of universities and TVETs connected to broadband internet	This indicator measures the number of higher education institutes provided with	EthERNET	Number of universities with a high-speed internet connection. Note, this would not be restricted to those

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
	<p>broadband internet. The definition of a higher education institution includes TVETs and Research Institutes as well as Universities, and it covers the number of locations (ie if a university has two separate campuses in different locations, it would be counted twice). The definition of connection would be a fixed line broadband connection (eg DSL, Ethernet, fiber) and would also be extended to cover 4G or above mobile signal, if this was available at an unmetered tariff. The indicator would be a measure of support provided "under the project", so would be mainly limited to the increase under the program administered by EthERNet.</p>		<p>provided, under the project, but effectively it is the support offered to EthERNet under the project which will enable it to increase its membership (including in partnership with EU AfricaConnect 3.</p>
<p>Number of students receiving access to enhanced internet services, under the project, of which percentage female</p>	<p>Number of students provided with enhanced internet access as a result of the project. This covers students at universities and TVETs that receive</p>	<p>EthERNet</p>	<p>Students enrolled at universities served with enhanced internet access under the project.</p>

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
	additional bandwidth under the project as well as beneficiaries of campus WIFI networks.		
Percentage of students receiving access to enhanced internet services, under the project who are female	Number of students provided with enhanced internet access as a result of the project. This covers students at universities and TVETs that receive additional bandwidth under the project as well as beneficiaries of campus wifi networks.	EthERNet	Students enrolled at universities served with enhanced internet access under the project, who are female. In 2014, women made up around 30 percent of all tertiary students (UIS).
Number of senior government officials receiving training in digital economy policies, of which percentage female.	Number of senior government officials receiving training in digital skills, under the project	PIU	Count of participants in training courses organised under the project, including virtual training.

Indicators Name	Definition/Description	Data Source	Methodology for Data Collection
Percentage of senior government officials receiving training under the project who are female	Percentage of participants in training for senior government officials, provided under the project, who are female	PIU	Based on a count of participants in training courses provided to government officials under the project, including virtual training, who are female.
Citizen engagement indicator: Percentage of beneficiaries receiving training under the	Based on feedback forms received from beneficiaries receiving training, this indicator will measure the percentage reporting	PIU	Based on feedback forms

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
project who expressed satisfaction	themselves to be satisfied or very satisfied with the quality and content of the training received.		
Number of owners of offline SMEs and farmers receiving benefits (eg digital platform training, access to digital devices) under the project	This indicator measures the number of users of digital platform and digital devices that receive benefits for productive purposes and generate income.	PIU's M&E document: This indicator is one of the conditions to receive component 3's grant window 2	Component 3 window 2 grant application has this information annually. PIU's M&E document:
of which female persons as the beneficiaries	Female breakdown of the indicator	The grant application for window 2 should contain female persons that will receive benefits (e.g. training, digital device)	PIU M&E document The grant application for window 2 should contain female persons that will receive benefits (e.g. training, digital device)
Number of digital start-ups created and received funding that use a tech solution for commercial purposes	Number of digital startups with HQ in Ethiopia receiving private funding from Angel, Early Stage VC, Product Crowdfunding or, Seed round. This indicator is also consistent with DE4A scorecard targets. Baseline figures	World Bank DE4A Scorecard	Project M&E document World Bank DE4A Scorecard

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
	<p>estimated from the Deloitte Digital Economy assessment commissioned by the project.</p>		
<p>of which there is at least one female in the founding team</p>	<p>Number of tech start-up's founding team that has at least one woman. This figure for AFR is estimated at 5%-12%, and this figure is estimated to be even lower for Ethiopia right now.</p>	<p>PIU's M&E document</p>	<p>PIU's M&E document</p> <ul style="list-style-type: none"> The grant application for window 1 should contain whether there is female in the founding team.
<p>Number of digital platform and data firms operating in the country, including MSMEs, to contribute to digital economy growth</p>	<p>This indicator includes all sizes, stages and ownership types (both foreign and local) of platform-based and data-driven firms not just start-ups. Platform and data-driven business models are essential to spur digital innovation and digital economy growth. This indicator is also consistent with DE4A scorecard targets.</p>	<p>World Bank DE4A Scorecard Baseline figures estimated from the Deloitte Digital Economy assessment commissioned by the project</p>	<p>PIU records and data from JCC World Bank DE4A Scorecard Baseline figures estimated from the Deloitte Digital Economy assessment commissioned by the project.</p>
<p>Percentage of grievances registered that receive an adequate response within 30 days</p>	<p>This indicator is based on the number of grievances or complaints received by the project implementation unit and expresses the percentage of those that are addressed, with a response</p>	<p>PIU grievance redress system</p>	<p>PIU monitoring of grievance redress system, and time taken to respond.</p>

Indicators Name	Definition/description	Data Source	Methodology for Data Collection
	to the complainant, within 30 days		
User satisfaction with the effectiveness of the selected public digital services	This indicator will be measured using the citizen feedback mechanism for selected digital public services to be developed under Component 2.1, and will focus on the level of satisfaction with convenience and ease of access	PIU	PIU will collect this information from MInT to feed the project progress report and the results framework. Assuming a five level scale, user satisfaction will be the percentage of responses in the top two levels (eg satisfied and very satisfied)

Annex 2:- Note for Intermediate Results Indicators by Components

SN	Indicator Name	Note
1	Component 1:- Digital Economy, enabling legal and regulatory environment	
1.1	Climate Indicator: Increase in the number of citizens able to receive alerts via their phone (eg for extreme weather events) (Number, Custom)	This indicator is based on the increase in the number of cellular mobile subscribers in the country. The service of extreme weather alerts (climate indicator) is typically delivered by short message service (SMS), and is therefore available on all phones in use -- 2G, 3G or 4G.
1.2	Number of telecom service licenses awarded by ECA, including class licenses (Number, Custom)	Number of awards of telecom operator licenses in Ethiopia by ECA, including class licenses. Thus, this would include both full service licenses as well as class licenses awarded to internet service providers, satellite operators, wholesale fiber operators etc.
1.3	Percentage of the population covered by at least a 4G network signal (Percentage, Custom)	Percentage of the population covered by a mobile broadband signal that is 4G or higher (ie 4G and 5G)
1.4	Level of market competition, as measured by change in the level of concentration in the provision of broadband telecom services, using the Herfindahl-Hirschman Index (HHI). (Number, Custom)	The Herfindahl-Hirschman Index (HHI) is a commonly accepted measure of market concentration. It is calculated by squaring the market share of each firm competing in a market and then summing the resulting numbers. It can range from close to zero to 10,000, where zero equals perfect competition and 10'000 is complete monopoly.
2	Component 2:- Digital Government and Connectivity	
2.1	Number of Government services accessible from the ePortal (Number, Custom)	This indicator measures the number of eGovernment services that are accessible from an official eGovernment portal (for instance using the domain name .gov.et). There is no specification of the type of Government service but it might, for instance, include

SN	Indicator Name	Note
		birth, marriage or death certificates, ID cards or passports, applying for visas, filing taxes,
2.2	Number of Ministries, Departments and Agencies served with enhanced connection to broadband internet, under the project (Number, Custom)	Number of ministries, departments and agencies connected to broadband internet. The count measure locations (ie, if the same ministry has more than one site, it is counted multiple times). The definition of broadband internet here would include digital subscriber line, ethernet or fiber. It would also include a 3G, 4G or 5G mobile signal if fixed line connection were available.
2.3	Number of senior government officials receiving training in digital economy policies, of which percentage female. (Number, Custom)	Number of senior government officials receiving training in digital skills, under the project
2.3.1	Percentage of senior government officials receiving training under the project who are female (Percentage, Custom Supplement)	
2.4	Citizen engagement indicator:- Percentage of beneficiaries receiving training under the project who expressed satisfaction (Percentage, Custom Supplement)	
2.5	Number of universities and TVETs connected to broadband internet (Number, Custom)	This indicator measures the number of higher education institutes provided with broadband internet. The definition of a higher education institution includes TVETs and Research Institutes as well as Universities, and it covers the number of locations (ie if a university has two separate campuses in different locations, it would be counted twice). The definition of connection would be a fixed line broadband connection (eg DSL, Ethernet, fiber) and would also be extended to cover 4G or above mobile signal, if this was available at an unmetered tariff. The indicator would be a measure of support provided "under the project", so would be mainly limited to the increase under the program administered by EthERNet.
2.5.1	Number of students receiving access to enhanced internet services, under the project, of which percentage female (Number, Custom Supplement)	
2.5.2	Percentage of students receiving access to enhanced internet services, under the project who are female (Percentage, Custom Supplement)	
3	Component 3:- Digital Business And Entrepreneurship	
3.1	Number of owners of offline SMEs and farmers receiving benefits (eg digital platform training, access to digital devices) under the project (Number, Custom)	This indicator measures the number of users of digital platform and digital devices that receive benefits for productive purposes and generate income.
3.1.1	of which female persons as the beneficiaries (Number, Custom Supplement)	
3.2	Number of digital start-ups created and received funding that use a tech solution for commercial purposes (Number, Custom)	Number of digital startups with HQ in Ethiopia receiving private funding from Angel, Early Stage VC, Product Crowdfunding or, Seed round. This indicator is also consistent with DE4A scorecard targets. Baseline figures estimated from the Deloitte Digital Economy assessment commissioned by the project.

SN	Indicator Name	Note
3.2.1	of which there is at least one female in the founding team (Number, Custom Supplement)	
3.3	Number of digital platform and data firms operating in the country, including MSMEs, to contribute to digital economy growth (Number, Custom)	This indicator includes all sizes, stages and ownership types (both foreign and local) of platform-based and data-driven firms not just start-ups. Platform and data-driven business models are essential to spur digital innovation and digital economy growth. This indicator is also consistent with DE4A scorecard targets.
4	Component 4:- Project Management	
4.1	Percentage of grievances registered that receive an adequate response within 30 days (Percentage, Custom)	This indicator is based on the number of grievances or complaints received by the project implementation unit and expresses the percentage of those that are addressed, with a response to the complainant, within 30 days
4.2	User satisfaction with the effectiveness of the selected public digital services (Percentage, Custom)	This indicator will be measured using the citizen feedback mechanism for selected digital public services to be developed under Component 2.1, and will focus on the level of satisfaction with convenience and ease of access

Annex 3: List of documents to be consulted

- Guidelines for Reviewing World Bank Implementation Completion and Results Reports,
- EDFP Project Appraisal Document (PAD),
- Project Implementation Manual (PIM),
- Narrative Progress Reports,
- EDFP audited Financial Reports,
- Science, Technology and Innovation Policy (STI),
- A Homegrown Economic Reform Agenda: A Pathway to Prosperity, March 2020
- Digital Ethiopia 2025 Strategy, and,
- Any other relevant documents relevant to the assignment including the PDO assessment report.

Annex 4:- Government and Private Institutions to be consulted by the Consultant

S/N	Institutions	Place/Location	Remarks
1	All EDFP implementing (beneficiary) institutions of the project (5 in total)	Addis Ababa	
2	Regional ICT/Digital Development Agencies	12 Regional Administrative Capital Cities and 2 City administrations (Addis Ababa & Dire Dawa)	
3	Federal institutions benefited from the project	Addis Ababa	For example, Establishment of Smart Communication Rooms' facilities
4	Digital business entities licensed by ECA including Ethio-Telecom and Safaricom Telecommunications Ethiopia PLC	Addis Ababa	The sample size needs to be agreed upon
5	22 cities across all 12 regional states and Dire Dawa city administration	Regions and Dire Dawa	Amhara & Oromia 5 cities in each, Southern Ethiopia 2 cities, and the rest 10 across 9 regiones and Dire Dawa