TERMS OF REFERENCE	
Title of the Consultancy:	Consultancy Services to provide data governance capacity building of relevant stakeholders and/or development of a draft National Data Policy for 17 African Union Member States as follows: Lot 1: Algeria Lot 2: Botswana Lot 3: Cabo Verde Lot 4: Comoros Lot 6: Egypt Lot 6: Gabon Lot 7: Uganda Lot 8: Liberia Lot 9: Cameroon Lot 10: Congo Republic Lot 11: Ethiopia Lot 12: Mauritania Lot 13: Senegal Lot 14: Sao Tome and Principe Lot 15: South Africa Lot 16: South Sudan Lot 17: Togo
Consultancy type: *(Individual or firm)*	Firm
Directorate & Division	Economy, Infrastructure, Industrialisation and Trade
Procurement Number (from procurement plan)	112/AUDA/DIIT/GIZ/CQS/2025

BACKGROUND

Data governance plays a pivotal role in shaping the socio-economic landscape of nations. In line with the continent's leadership efforts to prioritise and accelerate digitalisation, the Africa Union Commission (AUC) engaged in the development of a comprehensive Digital Transformation Strategy (DTS). To implement some of the DTS recommendations, the AUC developed the AU Data Policy Framework (DPF) which was endorsed in February 2022. This strategy among others, seeks to harness digital technologies and innovation to transform African societies and economies while promoting Africa's integration, generate

inclusive economic growth, stimulate job creation, bridge digital divides, and eradicate poverty. It also provides a common, coordinated digitalization agenda to enhance synergies and avoid duplication of efforts. This strategic framework aligns with Africa's goal for inclusive and sustainable development, emphasizing unity, self-determination, freedom, progress, and collective prosperity.

AUDA-NEPAD has organized a series of virtual inception meeting with Member States to have a better understanding of their digital ecosystems and their priorities to design an informed Technical Assistance solution for the AU DPF domestication. This followed the successful launch of the implementation of the Data Governance project in February 2024 and a series of virtual inception meetings with AU member states and Regional Economic Communities (RECs).

RATIONALE

In the view of AU vision to domesticate the AU Data Policy Framework, it is imperative to implement its key recommendations and propose policy interventions both at national, regional and continental levels.

Following consultations with the Member States, AUDA-NEPAD seeks to support the domestication of the AUDPF through the facilitation of a multi-stakeholder national consultations to obtain consensus on data governance requirements, facilitate capacity building on data governance, and support the development of a draft data policy development in the various Member States. In this way, the countries' citizens and economy may derive benefit from the data and digital economy.

THE OBJECTIVES OF THE ASSIGNMENT

The consultancy is aimed at ensuring that the technical assistance provided to AU Member States is aligned to national development and economic needs and the AU Data Policy Framework.

Specifically, the consultancy has the following objectives across the different Member States:

(1a) Conduct data governance capacity-building for relevant officials and stakeholders in the Member States.

(2a) Facilitation of a multi-stakeholder national dialogue on data governance in the Member State.
(2b) Ensuring that there is cooperation in the development of a roadmap for the AUDPF domestication and implementation process.
(2c) Design and development of a data governance policy in the Member State.

SCOPE OF WORK, ACTIVITIES AND TASKS

Data governance capacity building

The firms shall work with the AUDA-NEPAD and Member State to deliver on the following tasks:

➢ Review the existing digital ecosystem and the self-capacity assessment completed by the country to better understand the Member State's data governance capacity building needs.
➢ Conduct a detailed assessment to determine the current level of knowledge and skills
➢ among potential trainees.
➢ Adapt the existing training curriculum in collaboration with local and international data governance experts, ensuring it aligns with local regulations and standards.
➢ Conduct capacity-building for data governance officials and relevant stakeholders in the Member State.

Draft data policy development

The firms shall work with the AUDA-NEPAD and the Member State to conduct all relevant activities necessary to develop a draft national Data Policy including:

➢ Initiation with information gathering (Capacity Self-Assessment Tool, stakeholders' engagement meeting, etc.);
➢ Research & Analysis, including literature review, benchmark, comparative analysis, assessment, interviews of the key informants for the policy development.
➢ Facilitation of a multi-stakeholders' engagement meeting, followed with a clear roadmap for the draft policy development.
➢ Draft Development of a national data policy for the Member State, ensuring that it aligns with AU DPF and national, regional and continental data governance frameworks.
➢ Facilitation of the Draft reviews and validation.

Below are the details per lot:

Lot No.	Scope of Work
Lot 1: Algeria	Data governance draft data policy development and capacity building
Lot 2: Botswana	Data governance draft policy development
Lot 3: Cabo Verde	Data governance draft data policy development and capacity building
Lot 4: Comoros	Data governance draft policy development and capacity building
Lot 5: Egypt	Data governance capacity building
Lot 6: Gabon	Data governance draft policy development and capacity building
Lot 7: Uganda	Data governance draft policy development and capacity building
Lot 8: Liberian	Data governance draft policy development and capacity building

Lot 9: Cameroon	Data governance draft policy development and capacity building
Lot 10: Congo	Data governance draft policy development and capacity building
Lot 11: Ethiopia	Data governance draft policy development and capacity building
Lot 12: Mauritanian	Data governance draft policy development and capacity building
Lot 13: Senegal	Data governance draft policy development and capacity building
Lot 14: Sao Tome and Principe	Data governance draft policy development and capacity building
Lot 15: South Africa	Data governance draft policy development and capacity building
Lot 16: South Sudan	Data governance draft policy development and capacity building
Lot 17: Togo	Data governance draft policy development and capacity building

EXPECTED RESULTS AND DELIVERABLES

Data governance capacity building
The deliverables of the consultancy will include:

➢ Member State data governance training needs assessment report.
➢ A fully developed training curriculum tailored to local contexts and regulations, including
➢ technical skills, teaching methodologies, and assessment techniques.
➢ Complete training materials, including presentations, manuals, assessment tools, and
➢ any other necessary resources.
➢ Capacity building plan for the Member State officials and relevant stakeholders.
➢ Provide data governance capacity building.

Data governance policy development
The deliverables of the consultancy will include:

➢ Inception Report including road map and timelines with Country Data Governance landscape analysis.
➢ Member State Data Governance needs assessment report.
➢ Final Member State draft national data policy.

LOCATION
The firm will complete the assignment in the following locations in the Member States:
Lot 1: Algiers, Algeria
Lot 2: Gaborone, Botswana
Lot 3: Praia, Cabo Verde
Lot 4: Moroni, Comoros
Lot 5: Cairo, Egypt
Lot 6: Libreville, Gabon
Lot 7: Kampala, Uganda

TIMEFRAME OF THE ASSIGNMENT

It is anticipated that the assignment will be completed within a total of fifty (50) working days (per lot) from the signing of the contract until completion.

DELIVERABLES/REPORTS/MILESTONES SCHEDULE

Data governance capacity building (6 days)
1. National data governance capacity building plan for officials (curricula, presentations materials, etc.) (3 days).
2. Facilitation of data governance capacity building and reporting (3 days).

Data governance policy development (44 days)
1. Inception Report including road map and timelines and initial country landscape information, with Country Data Governance landscape analysis (5 days)
2. Facilitation of stakeholders Engagement Meetings (15 days)
3. Draft national data policy for Member State & reviews (15 days)
4. Final Draft national data policy for Member State and Validation workshop (9 days)

SUBMISSION & APPROVAL OF REPORTS
The consultant shall work under the direct supervision of the Senior Policy Analyst or her designated who shall receive and approve all reports before submitting for payments. All documents developed under the consultancy shall be reviewed by the AUDA-NEPAD before submitting to the member state.

LANGUAGE REQUIREMENTS:
- Ability to work in English and Member State official language.

PERSON DAYS/MONTHS
Data governance capacity building
A total of six (6) working-days.

Draft data policy development
A total of forty-four (44) working-days.

GOVERNANCE, SUPPORT AND FACILITIES TO BE PROVIDED BY AUDA-NEPAD
The Consultant will work under the AUDA-NEPAD. The work will be overseen by the senior Data Policy Analyst or her designated. Work progress will be discussed on a regular basis with the AUDA-NEPAD, from the date of the signature of the contract on a weekly basis. The AUDA-NEPAD will directly support travel costs for the consultant related to the delivery of the assignment where necessary.

PROPOSED PAYMENT SCHEDULE

1. 30% upon delivery of the national data governance capacity building plan for stakeholders (curricula, presentations materials, etc.) and facilitation of data governance capacity building workshop and report.

2. 40% upon delivering on the draft national data policy (including inception report and stakeholder engagement meetings).
3. 30% on completion of final draft national data policy (validation workshop and final report).

EXPERIENCE OF THE FIRM

1) 10 years' experience in dealing with Technology Law, Information Security, Data Governance, Public Policy, or any other related field.
2) Demonstrable expertise and experience in the development of policies, procedures and tools for institutional development.
3) Proven record of having similar development of national policies across AU member states.
4) Proven experience working in African countries.
5) Proven ability to work in English and AU Member State official language(s).

QUALIFICATION AND WORK EXPERIENCE REQUIRED FOR KEY EXPERTS
KEY EXPERT 1: DATA POLICY/STRATEGY DEVELOPMENT

1.1. Qualifications required
Master's degree in Law (with a focus on technology law), Information Security, Data Governance, Public Policy, or any other related field. A PhD or post graduate qualifications in a related field is an added advantage.

1.2. Experience required.
2. At least 10 years' experience working in matters relating to data governance.
3. Demonstrable expertise and experience in the development of policies, procedures and tools for institutional development.
4. Extensive experience in developing training curricula tailored to various audiences.
5. Proven record of having similar development of national policies across AU member states.
6. Good knowledge of working with development agencies.
7. Deep understanding of data governance instruments, globally and locally.
8. Proven experience working in African countries.

KEY EXPERT 2: DATA GOVERNANCE CAPACITY BUILDING

2.1. Qualifications required
Master's degree in Law (with a focus on technology law), Information Security, Data Governance, Public Policy, or any other related field. A PhD or post graduate qualifications in a related field is an added advantage.

2.2. Experience required.
1. At least 10 years' experience working in matters relating to data governance and capacity building.
2. Extensive experience in developing training curricula tailored to various audiences.

3. Proven record of having facilitated similar capacity development/training across AU member states.
4. Good knowledge of working with development agencies.
5. Deep understanding of data governance instruments, globally and locally.
6. Proven experience working in African countries.

Copyrights
Both data and materials used will be submitted to AUDA-NEPAD who retain copyrights to the report. Consultants may not divulge, extract, or quote national data or refer to the outcomes of this assignment in other work without the expressed written permission of AUDA-NEPAD.