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TERMS OF REFERENCE

Data and AI Governance Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Dakar, Senegal, remote with travel to Senegal and regional countries
DURATION OF CONTRACT	12.8 months

Purpose of Assignment

Background:

UNICEF is a leading humanitarian and development agency working globally for children's rights. Child rights begin with safe shelter, nutrition, protection from disaster and conflict and traverse the life cycle. UNICEF strive to ensure that all children are born alive, stay safe and keep learning.

UNICEF is at the heart of reshaping how results for children are delivered at scale. We are committed to harnessing the full potential of digital technologies to advance UNICEF's mission. Guided by the UNICEF Digital Impact (DI) Strategy, UNICEF works closely with Digital Impact teams and colleagues across headquarters, regions, and country offices to accelerate progress on organizational goals, strengthen community resilience, and expand access to essential digital services and information.

UNICEF is implementing the Data Transformation Enabling Global AI (DT&AI) project as a foundational programme to strengthen how the organization governs, shares and uses data and AI. The initiative seeks to establish an integrated data and AI ecosystem that supports trustworthy data, responsible AI adoption, stronger data and AI governance, improved data quality and insights, innovation, foundational capabilities and evidence for future investment.

Within this global initiative, the West and Central Africa Regional Office (WCARO) supports the translation of global frameworks into practical country-level implementation. This consultancy will provide dedicated technical coordination and implementation capacity across Data Governance Council pilots, the Data Governance Toolkit and Maturity Assessment, AI capacity building and Champions activities, Global AI Hub coordination, communications and knowledge management, and development and enhancement of regional use cases. The assignment will anchor delivery in country operational realities, capture field evidence, and establish feedback loops between global design and regional and country implementation.

Purpose of Activity/Assignment:

The consultancy is designed as a deliverable-based assignment for one year. It will combine remote technical assistance with possible travel for country engagement and a regional design and knowledge-sharing workshop in Senegal.
The consultant will work under the supervision of the WCARO Digital Impact Manager and in close coordination with relevant Office of Strategy and Evidence, Digital Impact Division, Global AI Hub, regional and country office counterparts.

Scope of Work

The consultant will support technical implementation and coordination of WCARO's contribution to DT&AI. The work will emphasize usable outputs, adoption and evidence rather than stand-alone technology deployment. KEY DELIVERABLES

A.Project coordination and country engagement

- Prepare and maintain a detailed delivery plan, consultation plan, risk and issue log, review calendar and documentationapproach for the DT&AI project in WCAR.
- Coordinate country, regional and global stakeholders; plan consultations; prepare concise briefs and technical inputs;and track review, decision and follow-up actions.
- Ensure coherence between governance, AI adoption, capacity-building and knowledge-management outputs, and alignimplementation with country needs and global tools.

B.Data Governance Council pilots

- Support pilot country consultations (2-3 countries, initially focusing on Côte d'Ivoire and Nigeria), and map existing
- governance arrangements, decision rights, roles and operational needs.
- Adapt the global Data Governance Council model to country contexts and draft or refine council TORs, operatingprocedures, membership and role descriptions, decision logs and practical operating resources.
- Facilitate establishment sessions, provide remote coaching during implementation and document barriers, enablers,decisions and recommendations for replication.

C.Data Governance Toolkit and Maturity Assessment

- Review, contextualize and field-test relevant toolkit components, templates and implementation resources with regionaland country stakeholders.
- Support local implementation of the recommendations emerging from the Data Governance Maturity Assessment inselected pilot settings and particularly in the 2-3 countries were deep dives where conducted, synthesize findings andproduce recommendations for refinement and wider roll-out. Potentially design, organize, and run an in-country missionto support implementation.
- Connect country feedback to related DT&AI governance products, including data-asset mapping, catalogue approaches,data-quality guidance and role-based governance capability development.

D.Data & AI capacity building and champions engagement

- Assess learning and adoption needs, identify target audiences and support the activation and onboarding of regionaland country AI Champions.
- Contextualize training, facilitation and coaching materials; deliver 3 to 4 virtual learning and peer-exchange sessions;and capture use cases, good practices and implementation questions.
- Promote responsible use, practical adoption and cross-functional collaboration through role-based

learning andcontinuous feedback.

E.Global AI Hub coordination and knowledge management

- Prepare WCARO briefs and technical contributions to Global AI Hub and cross-regional exchanges, bringing countryuse cases, tools and lessons into global discussions.
- Develop a learning and documentation plan and produce implementation notes, case studies, good-practice briefs,presentation materials and a structured Sharepoint repository of tools and lessons.
- Support design, documentation, and delivery (remote or in-person) of a regional workshop in Senegal, includingagenda, facilitation materials, synthesis, recommendations and follow-up actions.

F.Development and enhancement of regional Data & AI use cases

- Design, develop and document at least two regional data visualization tools with UNICEF corporate tools (i.e.,PowerBI) that translate priority datasets into clear, decision-oriented insights for regional and country stakeholders.
- Design and develop at least two pilot data-management assets on UNICEF corporate platforms (e.g., MicrosoftFabric, Databricks), to address agreed regional use cases. This will include documenting requirements, developingand testing the assets, supporting user validation, and preparing technical and operational guidance.
- Establish, maintain and support a structured regional catalogue of data and AI use cases, capturing theirobjectives, users, data requirements, maturity, governance considerations, implementation status and lessonslearned.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
1.Inception and overall workplancoordination	Deliverable 1 Inception note, detailed workplan, consultation plan, stakeholder map. Thereafter, monthly coordination updates and consolidated technical inputs across all workstreams.	18/12/2026
2.Data and AI Capacity Building and Champions	**Deliverable 2** AI Champions engagement framework; learning-needs summary; champion identification/onboarding	31/01/2027

	package; contextualized training and facilitation materials; 3 to 4 virtual learning and peer-exchange sessions; and regional compilation of use cases and good practices	
3.Data Governance Toolkit and Maturity Assessment	**Deliverable 3** Annotated toolkit inputs and contextualized templates; facilitated country consultations (2 to 3 countries) and regional feedback sessions; selected-country maturity assessment summaries; consolidated findings and recommendations; and practical implementation guidance for future country roll-out.	31/03/2027
4.Data Governance Council pilotsupport	**Deliverable 4** Country consultation summaries; governance-arrangement mapping; draft and final country DG Council TORs; roles and responsibilities; operating procedures; decision-log and meeting templates; establishment-session materials; pilot implementation note; lessons and scale-up recommendations.	31.06.2027
5.Development and enhancement ofregional Data & AI use cases	**Deliverable 5** At least two regional data visualization tools with supporting documentation; at least two pilot data-management assets developed on UNICEF	30.09.2027

	corporate platforms addressing agreed regional use cases and supported by documented requirements, testing, user validation, and technical and operational guidance; and a structured regional catalogue of data and AI use cases capturing objectives, users, data requirements, maturity, governance considerations, implementation status and lessons learned, with arrangements for ongoing maintenance and support**.**	
6. Global AI Hub coordination	**Deliverable 6** Briefing notes and technical inputs; regional contributions to Global AI Hub activities; at least one knowledge-sharing or cross-regional exchange package; and consolidated WCARO inputs reflecting country implementation experience	22/10/2027
7. Communications, workshop supportand final learning package	**Deliverable 7** Learning and documentation plan; case studies and good-practice briefs; implementation experience notes; workshop agenda and facilitation materials; workshop report, consolidated recommendations and action plan; dissemination deck; organized repository; and final report capturing successes, barriers, enablers and recommendations for scale-up.	22/10/2027

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

- Minimum requirements:
- Education: Master`s degree in Enter Disciplines: Data/AI governance, Information management, Data science, Public policy, International development, Business administration, Digital transformation, Information systems, Computer science, Organizational development
- Work Experience: A minimum of five years of relevant professional experience in data governance, digital transformation, information management, responsible AI adoption, organizational change, capacity development or related fields, preferably in multi-country or international development settings
- Skills :
- Demonstrated experience designing or operationalizing data governance mechanisms, including data-asset governance.
- Experience applying or supporting data maturity assessments, data toolkits or implementation guidance
- Experience translating programmatic and operational needs intopractical recommendations for data use cases.
- Experience developing impactful digital data use cases using corporate tools and platforms (e.g., data visualization tools anddata integration pipelines).
- Experience facilitating data consultations and data capacity-building activities with diverse technical,

programme, operationsand leadership stakeholders.

- Language Requirements: Fluency in written and spoken English is required. Fluency in written and spoken French is an asset.
- Desirables:
- Experience working with UN agencies, international organizations, governments or development partners is an asset.