

FEDERAL REPUBLIC OF NIGERIA
NIGERIA DIGITAL IDENTIFICATION FOR DEVELOPMENT PROJECT
TERMS OF REFERENCE
OPERATIONS ARCHITECT/CHANGE MANAGER

1. BACKGROUND

Of the 187 million living in Africa's most populous country, only about 30% have had their births registered - this figure drops to 19% in rural areas and to 7% within the poorest quintile of the population. Less than 50% of residents have any form of ID card, whilst only 9% of individuals have a national ID number (NIN).

Nigeria hosts a fragmented ID landscape which incurs significant costs on the Federal Government (FGN). Over 13 government agencies (National Identity Management Commission, National Population Commission, Central Bank of Nigeria, Independent National Electoral Commission, Nigerian Communications Commission and others) and at least 3 state agencies offer ID services in Nigeria. Many of these agencies, capture biometrics and issue ID cards independently without data links with other systems, resulting in duplication and sub-optimal utilization of scarce resources.

The FGN has indicated a strong desire to harmonize the existing identification ecosystem towards developing a foundational identification platform which can be leveraged to improve service delivery. A Strategic Roadmap for Developing Digital Identification in Nigeria was prepared with the support of the World Bank Group, and highlighted the need for a minimalist, foundational, and eco-system-based approach to identification in the country. The Roadmap was endorsed by the Harmonization Committee on January 31, 2018, and by the Federal Executive Council (FEC) in September 2019.

Consequently, the FGN applied for a credit from the World Bank to increase the number of persons in Nigeria who have government-recognized proof of unique identity that enables them to access services. The Project will be implemented by a Project Implementation Unit (PIU) in the National Identity Management Commission (NIMC) and an Ecosystem Coordination Strategic Unit (ECSU) in the Office of the Secretary to the Government of the Federation (OSGF) under the oversight of a Project Ecosystem Steering Committee (PESC).

2. OBJECTIVES OF THE ASSIGNMENT

- Defines the operational management requirements
- Defines the service and support requirements
- Defines the management information (MI) requirements
- Defines the audit requirements change
- Assures the enrolment partners' operational capabilities
- Manages the service management elements (incident, problem, release and capacity management)
- Manage hardware and software releases across the NIMC estate and across enrolment and software delivery partners

- Undertakes risk assessments related to these changes and advises stakeholders accordingly

3. SCOPE OF SERVICES

The Operations Architect/Change Manager shall:

1. Develop a strategic plan that ensures all technical systems and operations required to ensure success of the ID4D project, are unified and run in a streamlined manner;
2. Develop structured methodology for the change and lead related activities and constantly analyse and suggest improvements to the operations of contractors, vendors, ecosystem partners, as the ID4D project is being implemented;
3. Create action plans related to change management process and measures for the change areas and ensure plans are developed in consultation and shared with concerned staff of NIMC and the ID4D Project;
4. Provide valuable input concerning the use of IT solutions to guarantee successful operations during large-scale enrolments, authentication;
5. Collaborate with entirety of ID4D ecosystem, do define the project plan, schedule, budget etc and identify, analyse and prepare risk mitigation strategies, and identify and manage potential issues and bottlenecks;
6. Be responsible for the development of Service Level Agreements between stakeholders of the ID4D project and subsequently work with operational teams to meet these service levels;
7. Develop a method of measuring compliance of ecosystem partners with the planned method of operation;
8. Be responsible for providing IT solutions to incidents and outages encountered during any operation of the ID4D project, while also ensuring lessons learnt are documented to avoid repeats of such problems in the future;
9. Recommend the latest IT solutions that would aid the ID4D team to achieve its set targets and objectives;
10. Ensure staff representatives of NIMC are consulted at different agreed stages of the process and engage NIMC HR staff during the process to build their capacity as the change process proceeds;
11. Engaging senior leaders and relevant associations or informal bodies and coach managers et al as necessary and coordinate efforts with internal specialists, advisors and state, zonal and head office staff;
12. Ensure buy in and commitment and track and report issues as they arise;
13. Document change throughout the process for future learning and knowledge management and ensure that staff are informed of the processes, updates, decisions etc by ensuring adequate communication with all staff.
14. Provide valuable input during budget planning to ensure appropriate technology upgrades or replacements, thus disallowing for any interruptions during project implementation;
15. Carry out any other relevant periodic duties assigned by Technical Lead.

4. REPORTING, LOCATION AND TIME SCHEDULES

The Operations Architect/Change Manager will report to the Technical Lead Project Coordinator in NIMC Headquarters Abuja.

The commencement of the services shall come into force and effect on the date (the “Effective Date”) of the Client’s notice the Operations Architect/Change Manager to begin carrying out the services.

5. QUALIFICATION OF THE OPERATIONS ARCHITECT

The Operations Architect/Change Manager shall have the following minimum educational qualifications and experience:

- At least 5 years of professional experience in operations, service and change management
- Experience designing service and support process in accordance with recognized principles (e.g. ITIL)
- Experienced in third party outsourcing, preferably business services and application support
- Experience managing geographically dispersed suppliers consisting of technical specialists
- Effectively manage and develop key relationships with internal stakeholders; including senior leadership, IT teams, Solutions Architects, other Operations Managers, and the wider business.
- Strong experience delivering services that are focused on customer experience and business outcomes
- Experience in identifying risks, anticipating issues and creating solutions in relation to service delivery
- Experience in driving best practice and continual service improvement approach
- Strong written and verbal communication skills
- Strong organisational skills to prioritise and meet deadlines in a pressurised environment
- Experience of building relationships and working effectively with all levels of the business
- Relevant degree in IT Engineering, Computer Science, or a related field
- Experience in working for any international donor-funded program will be considered an asset
- Experience in projects involving multiple partner institutions will be considered an asset
- Fluency in written and spoken English. Local languages are an asset

6. DETAILED SKILLS AND EXPERIENCE

Area	Description
Service focus	Maintains focus on the whole life of service delivery - designs, develops, delivers and operates. Ensures that a set of IT products, suppliers and vendors come together to deliver an IT service.
Stakeholder relationship management	Identifies, analyses, manages and monitors relationships with and between stakeholders. Clarifies mutual needs and commitments through consultation and consideration of impacts. For example, the coordination of all promotional activities to one or more customers to achieve satisfaction for the customer and an acceptable return for the supplier; assistance to the customer to ensure that maximum benefit is gained from products and services supplied.
Strategic thinking	Able to have an overall perspective on business issues, events, activities and an understanding of their wider implications and long-term impact. This could include determining patterns, standards, policies, roadmaps and vision statements. Can focus on outcomes rather than solutions and activities.
Understanding of service management framework	Has an in-depth understanding of service management framework principles and processes and the ability to apply the technical knowledge in project or programme activities.
Ongoing service and change management functions.	Able to manage changes to service, configuration items, organisational change, supplier change and associated documentation. Able to request changes due to incidents or problems to provide effective control and reduction of risk to the security performance and availability. Ensures compliance of the business services impacted by the change. Understands policy, principles and approach. Applies understanding and knowledge in project or programme activities. Develops experience in the use of key change management tools and processes.

7. FACILITIES AND INFORMATION TO BE PROVIDED

Adequate office space, with furniture and internet facilities, shall be assigned to the Operation Architect/Change Manager.

8. ESTIMATED EFFORT LEVEL AND DURATION OF THE ASSIGNMENT

The duration of the assignment is initially for 12 months but will renewed subsequently on an annual basis subject to satisfactory performance. The contract type is Time Based.