

FEDERAL REPUBLIC OF NIGERIA
NIGERIA DIGITAL IDENTIFICATION FOR DEVELOPMENT PROJECT
TERMS OF REFERENCE
BUSINESS ANALYST

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). Based on the Global Findex Survey¹ results of 2018, 33% of those who do not have ID cite that it is too difficult to obtain, whilst approximately 20% cite a lack of supporting documentation.

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. Based on completion of an initial identification ecosystem diagnostic in July 2016, the Vice President convened a workshop of all identification stakeholders in December 2016 which confirmed the need to develop a Strategic Roadmap² charting the way forward. The Strategic Roadmap was then 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 at a second Vice Presidential Level Workshop attended by over 200+ identification stakeholders on January 31, 2018; the group moved to submit the Roadmap to the Federal Executive Council for final government endorsement.

Consequently, the FGN applied for a credit from the World Bank and intends to apply part of the proceeds of the credit 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 the National Identity Management Commission (NIMC) based in Abuja, Nigeria. NIMC, through the Federal Ministry of Finance, has obtained a Project Preparation Advance (PPA) to enable it finance preparatory activities for the Project. Some activities shall be retroactively financed by NIMC prior to approval of the PPA.

¹ World Bank Global Financial Inclusion (Global Findex) Database

² A Strategic Roadmap for Developing Digital Identification in Nigeria: Draft Report for Review, June 2017

2. OBJECTIVES OF THE ASSIGNMENT

- Defines business processes in use cases in line with the strategy
- Maintains requirements register for business requirements
- Assures the enrolment partners' processes
- Liaising with relevant stakeholders to gather business requirements, e.g. the security architect, data architect, etc

3. SCOPE OF SERVICES

The Business Analyst shall:

1. Support development of a detailed business plan that would ensure reasonable profitability for stakeholders that will be responsible for the enrolment of individuals;
2. Utilize various forms of software, ranging from financial modelling, data analysis, cost analysis etc. to provide inputs in the ID4D project business plan;
3. Identify the business needs of each ID4D stakeholder and ensure that the ecosystem business model effectively balance revenue generation and large scale enrolment;
4. Support development of excellent business models utilizing predicted enrolments data and latest forecasting software, that would contribute towards the determination of fee of enrolment and other ID services;
5. Analyze spending trends of all classes of Nigerians, combining results with costs of enrolment services to provide input for the optimum or varying prices of ID services;
6. Research a wide possibilities of usage of biometric data, utilizing such information in the development of a meticulous business plan of the ID4D project;
7. Work with NIMC and other ecosystem partners to ensure staff are prepared for their new business needs that would result from the implementation of ID4D strategy;
8. Work with business units of ecosystem partners to ensure economic sustainability of all phases of the ID4D project;
9. Recommend better practices to already existing business processes of ecosystem partners;
10. Liaise with the stakeholders of the ID4D project to obtain information that would guarantee financial sustainability of all phases of enrolment and authentication;
11. Ensure incorporation of excellent business ethics in all activities of the ID4D team;
12. Monitor progress in implementation of the project's business plan;
13. Monitor compliance of the ID4D project efforts with Donor's financial sustainability policies;
14. Organize business analysis training for relevant staff of partners;
15. Carry out any other relevant periodic duties that may be assigned by the PIU

Coordinator.

4. REPORTING, LOCATION AND TIME SCHEDULES

The Business Analyst will report to the Technical Lead 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 Business Analyst to begin carrying out the services.

5. QUALIFICATION OF THE BUSINESS ANALYST

The Business Analyst shall have the following minimum educational qualifications and experience:

- At least 5 years of professional experience in large-scale IT projects as a business analyst
- Skilled in business engagement, stakeholder management, and gathering business requirements
- Strong analytical skills, including a thorough understanding of how to interpret customer business challenges, and translate them into benefits and requirements
- Business analysis skills with use cases, UML, etc.
- Experience working closely with stakeholders
- Proficient awareness of current digital and technology trends.
- Ability to review and analyse current technical documentation, specifications, and process documents.
- Experience in the design, production, and documentation of as-is and to-be business processes
- The skills and experience to design and facilitate workshops to achieve specific planned outcomes.
- A team player with the ability to work collaboratively to meet challenging deadlines
- Relevant degree in IT Engineering, Computer Science, Business 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
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Business Analysis	The ability to investigate, analyse, visualise, articulate and solve complex problems and concepts and make disciplined decisions based on the available information. Such skills include: applying thinking, gathering and analysing information using comprehensive tools and techniques, using data to formulate both short term day-to-day and longer term strategic plans, and identifying and analysing options to assess feasibility and operational impact. Ensures that the business solution aligns with the vision, mission, objectives, strategy and the business and user needs and can identify and recognise a viable solution or control.
Business Improvement process	Identifies and explores opportunities for service and business improvement. Drives the analysis, identification, prioritisation and implementation of improvements and efficiencies, thereby ensuring that the organisation derives maximum value from services. This includes, but is not linked to, recognising the potential for automation of processes, determining costs and benefits of new approaches and managing change or assisting implementation where needed.
Requirements definition and management	Identifies, defines and manages the objectives of a business. Must be able to specify requirements from both a business and user perspective to enable agreed changes to be implemented effectively.
Enterprise and business architecture	<p>Maintains and constantly iterates the structures which make up a business enterprise or architecture. Embodies the methods which prescribe an organization's future state and must also allow for change.</p> <p>Assesses current capabilities, identifies and interprets business objectives, strategy and inter-relationships with people, data, processes etc. to create an operating model. Develops this process helping to define any constraints or guiding principles needed to allow for governance and evolution in order to allow for an achievable transition to the new state.</p>
Business modelling	<p>Able to represent real world situations to aid the communication and understanding of different scenarios (existing, conceptual or proposed).</p> <p>Mainly focuses on the representation of organisational processes, roles and data models and whether they can be used to represent subjects at various levels of detail or complexity.</p>

7. FACILITIES AND INFORMATION TO BE PROVIDED

Adequate office space, with furniture and internet facilities, shall be assigned to the Business Analyst.

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.