**WEST AFRICA UNIQUE IDENTIFICATION FOR REGIONAL INTEGRATION AND INCLUSION (WURI)**

**TERMS OF REFERENCE FOR ENGAGEMENT OF A PROJECT MANAGER**

**1.0.** **BACKGROUND**

1. The ECOWAS – World Bank Partnership on the WURI project aims to establish an interoperable foundational ID system in the ECOWAS Member States which will serve as a catalyst towards the effective deployment and implementation of the ECOWAS National Biometric ID Card (ENBIC) system as adopted by the Authority of ECOWAS Heads of State in 2014 for intra-regional mobility.

The World Bank support to ECOWAS in this regard will provide technical assistance to enhance inter-agency collaboration and strengthen regional engagement across ECOWAS Member States through the development and implementation of comprehensive change management plans aimed at sensitizing stakeholders from both relevant national IDs and immigration departments to foster a mutual understanding of the importance of a phased approach using Foundational ID System to implement the ENBIC.

In addition to strengthening the implementation capacity of the ENBIC, the project’s activities will also elaborate a roadmap from the Foundational ID system to the ENBIC and monitor regional progress of mutual recognition of Foundational ID Systems by reviewing existing reports and assessment for ECOWAS Member States.

1. The program will be implemented as part of the Multiphase Programmatic Approach (MPA). The MPA is an adaptive and programmatic approach that allows clients to structure a long, large or complex engagement as a set of linked operations (or phases), with intermediate shorter-term objectives that contribute to an overall Program Development Objective. The MPA will be implemented over phases, with Côte d’Ivoire and the Republic of Guinea being part of Phase 1. Phase 2, including Benin, Burkina Faso, Niger and Togo was recently approved by the World Bank.
2. *Program Development Objective*: The Program Development Objective (PrDO) is to increase the number of persons in participating countries who have government-recognized proof of unique identity that enables them to access services.
3. *Program Components.* The Program has the following three main components, structured through country-level operations: (i) strengthening the legal and institutional framework; (ii) establishing robust and reliable foundational ID systems; and (iii) enabling access to services through IDs.
4. *Component 1*: *Strengthening the legal and institutional framework*. Under this Component, the MPA will finance the preparation, development and implementation of the legal and institutional framework necessary to structure robust, interoperable foundational ID systems across participating ECOWAS member states. Fundamentally, this Component will finance the development of a law creating a universal, foundational ID system for all persons in the territory state being uniquely identified in an unintelligible way (*i.e.*, the UIN is unique and random).
5. *Component 2*: *Establishing robust and reliable foundational ID systems*. Under this Component, the creation of foundational ID (*f*ID) systems based on issuing UINs linked to biometric data—collected in accordance with international quality standards—will be developed. The foundational ID system will be integrated with the civil registry system to link birth certificates to UINs.
6. *Component 3*: *Enabling access to services through fIDs*. Under this Component, support will be given to linking the above-developed *f*ID systems—interoperable across participating ECOWAS member states—to ongoing, national social protection programs. The focus will be on service delivery at both the national and regional levels.
7. *Program Phases.* The Program is structured as a Multiphase Programmatic Approach (MPA), by which means clients may structure a long, large or complex engagement as a set of linked operations (or phases) with intermediate, shorter-term objectives that contribute to an overall Program Development Objective (PrDO).[[1]](#footnote-2) Countries participating in Phase 1 (Côte d’Ivoire, Guinea) will proceed ahead of those participating in Phase 2 (Ben, Burkina Faso, Niger), and so on.
8. While financing of *f*ID systems will be done at the country level, overall, regional program coordination will be done through the ECOWAS Commission. The Commission’s role as a regional governing body is critical for ensuring the mutual recognition of country *f*ID systems. The capacity of the ECOWAS Commission to coordinate and harmonize *f*ID initiatives is key to the Program’s regional success. To this end, financial support in the form of an IDA grant of US$5 million has been made available to the Commission to facilitate regional dialogue and to bolster its capacity. Internally, the Commission has identified its DFMT to lead an internal task force to implement this grant. That task force will include the DTIT, Department of Social Affairs, the Community Development Unit and the Monitoring & Evaluations (M&E) Unit, with other competencies to be added as necessary to help develop a regional trust framework for participating member states. Further, the task force is responsible for monitoring the Project’s regional progress, allowing linkages to country-level activities.
9. Results indicators**:** Progress towards the achievement of the overall PDO will be measured based on the PDO-level and intermediate results indicators as part of the Program’s Results Framework. Relevant data and information pertaining to measuring results, including project outcomes and quality of project execution will be collected. The World Bank team will conduct an annual evaluation to review the progress against results indicators, based on data supplied by the PIUs. Country PIUs will be responsible for developing detailed M&E plans, specifying standard protocols and developing guidelines for data collection and use for the duration of the Project, as well as will organize trainings for relevant stakeholders in the M&E plan. Progress reports will be closely reviewed by the multi-sectoral steering committees set up in each country, as well as by the ECOWAS task force created to supervise the Project at the regional level. Country PIUs will provide quarterly monitoring tables and progress reports on all PDO- and intermediate-level results indicators, as well as any additional country-level indicators specified in the country projects’ respective M&E plans to the World Bank during routine implementation-support missions.
10. At the regional level, the ECOWAS Commission will help establish the baseline for both coordinating with participating member states and institutions, as well as for measuring progress at both the regional and national levels.As the regional partner, the ECOWAS Commission can receive information on individual country progress, which, when supplemented through desk research and data, can help facilitate country coordination and provide a more complete picture of the task ahead. As the Project progresses along the phases, collected empirical data can show periodic progress in terms of the number of issued government-recognized IDs, allow for comparing of figures with existing data and provide benchmarking tools. The PDO measures the number of persons in participating ECOWAS member states with *f*IDs facilitating access services. Given the wide variation in the population across the ECOWAS region (ranging from 2 million to 192 million people in The Gambia and Nigeria, respectively), the Program’s overall success may be more usefully assessed by measuring the percentage enrolment per member state as opposed to absolute numbers. The threshold for achieving success would be 80 percent enrolment in at least 80 percent of the participating member states.

**2.0. SCOPE OF WORK**

The duties and responsibilities of the Project Manager shall include the following:

* Under the supervision of the Project Coordinator, manage the PIU’s operational aspects on a day-to-day basis;
* Under the supervision of the Project Coordinator, oversee project activities, including: evaluation of all proposals, procurement of goods, selection of consultants, awarding of contracts and disbursement of funds;
* Ensure that contracts are executed to the satisfaction of the PIU;
* Review technical proposals and facilitate decision-making on technical aspects in collaboration with the team;
* Support the finalization of the project implementation manual;
* Prepare the project’s annual and overall work plans and budgets;
* Support the procurement specialist in revising the procurement plan when necessary;
* Support the procurement specialist in revising the Project Procurement Strategy for Development (PPSD) when necessary;
* Support the procurement specialist in overseeing the execution of the procurement plan;
* Prepare training plans;
* Manage the implementation of annual work plans;
* Under the supervision of the PIU Coordinator, monitor all project activities based on the project’s M&E System;
* Under the supervision of the PIU Coordinator, manage PIU staff and ensure their proper training and readiness;
* Draft/Prepare TORs for recruitment of staff, individual consultants, consulting firms etc.;
* Supervise the preparation of Intermediary Financial Reports by the financial management specialist;
* Coordinate the preparation of audits and other financial reports;
* Coordinate and participate in WB supervision of the project;
* Produce with the PIU officers required reports for submission to the World Bank by the PIU Coordinator, including the quarterly and annual implementation progress reports;
* Ensure the responsible use of project assets and oversee equipment audits;
* Carry out any additional project-related tasks as assigned by the PIU Coordinator;
* Under supervision of the Project Coordinator, manage the interaction with partners within the ECOWAS Commission, WURI countries, other regional stakeholders and development partners.

**3.0** **SUPERVISION ARRANGEMENTS**

The Project Manager will work under the supervision of the Project Coordinator.

**4.0 PRESENTATION OF REPORTS**

The Project Manager shall be expected to submit bi-weekly reports.

**5.0 LOCATION AND TRAVELS**

The Project Manager will operate from the ECOWAS Commission Headquarters in Abuja and thus all project related travels shall be borne out of the Project budget.

**6.0 DURATION OF THE CONTRACT AND PAYMENT**

The initial duration of the contract will be twelve (12) months with possibility of extension after probation. The incumbent will receive an all-inclusive monthly payment of **USD 6,500 per month**.

1. **QUALIFICATIONS/SPECIALIZED KNOWLEDGE/EXPERIENCE REQUIRED**

The Project Manager should:

* Have at least a Master’s degree in Social Sciences or in a related field from a recognized university;
* Have at least five (5) years of experience in project management;
* Be familiar with World Bank-financed project, including budgeting, financial management, disbursement, procurement procedures, and monitoring and evaluation (M&E);
* Be familiar with Identification, Social Protection Delivery or E-Government systems;
* Have strong interpersonal communication and people management skills;
* Be detail-oriented and rigorous;
* Write well in English;
* Fluent in French;
* Work and knowledge of projects in any ECOWAS State and/or other countries in sub-Saharan Africa would be an asset.

**8.0 LANGUAGE**

Excellent oral and written communication skills in any of the three (3) ECOWAS official languages (English/French/Portuguese) with a working knowledge of a second official language.

1. [↑](#footnote-ref-2)