



**National ID**  
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**Principles and Governance Structure**  
**National IDentity Program**  
**Ethiopia**

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National IDentity  
Program For Ethiopia

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## Abbreviations

Abbreviation	Description
AfCFTA	African Continental Free Trade Area (AfCFTA)
AU	African Union
CRVS	Civil Registration and Vital Statistics
GoE	Government of Ethiopia
INS	Immigration and Nationality Service
IEC	Information, Education & Communication
MoP	Ministry of Peace
NIDP	National Identity program
NOC	Network Operations Centre
PMO	Prime Minister's Office
SOC	Security Operations Centre
SDG	Sustainable Development Goals
SLA	Service Level Agreement
TCO	Total Cost of Ownership
UIN	Unique Identification Number

## 1. Introduction

Due to the implementation of various measures by the Government of Ethiopia (GoE), the Ethiopian economy has registered a record growth trend in the past decade. The per-capita income has also increased for successive years reaching 863-USD in mid-2018. Indicative economic growth of such scale is a testimony to the fact that, if Ethiopia can maintain this growth rate, it will have a reasonable middle income class by 2025.

There is a growing recognition of the importance of identification for sustainable development in a country. Electronic Identification presents significant opportunities for Ethiopia to transform and integrate with the global economy ecosystem. Digital Identification presents significant opportunities for Ethiopia to transform its financial schemes and promote financial inclusion. Unique identity and online authentication/identification systems are being implemented in many countries. Many African countries have started issuing digital identification cards to citizens and residents. Even within Africa, we have seen large implementations of the National ID system in countries like South Africa, Kenya, Nigeria and very recently in Morocco.

Agenda 2063 of the African Union (AU) commits to transform the continent by ensuring irreversible universal advancement across the continent to improve the condition of African people. Sustainable Development Goals (SDG) 2030 particularly Goal 9 asserts the development of quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure to support economic development and human wellbeing, with a focus on affordable and equitable public service access for all. SDG goal 16.9 also asserts the importance of legal identity to promote just, peaceful and inclusive societies, which calls for “providing legal identity for all, including birth registration by 2030”. This requires a unique identity management system to ensure equity and inclusion, and ensure no one is left unserved.

The introduction of National ID in Ethiopia can facilitate equity and assert inclusivity. The lack of a robust Identification system, coupled with weak civil registration and vital statistics take-up, has largely contributed to marginalization and exclusion of a large section of citizens in Ethiopia.

Therefore, unique identity enables individual access to social, economic, and political services, which in turn promotes inclusion and mobilization of resources to contribute towards the Gross Domestic Product (GDP).

Unique identity will also facilitate Ethiopia’s participation in the African digital economy, which is expected to grow to over USD 300 Billion by 2025. Hence, ensuring Ethiopia’s participation in the global digital economy. In this context, unique identity can be considered as a vehicle to facilitate internal digital market creation under the African Continental Free Trade Area (AfCFTA).

The ongoing reform process within the government of Ethiopia initiated in 2018 can directly benefit a lot from robust identification schemes in ensuring transparency, rooting out corruption,

increasing public service efficiency and good governance virtually in all sectors of public administration.

At this particular time in Ethiopia, the most widely used form of identification is the Kebele ID card, which is issued by local administration offices in more than 15,000 locations throughout the country. This ID confirms legal identity and citizenship which permits citizens to receive services from both public and private entities; such as obtaining a passport, participating in national elections, receiving driving licenses, opening bank accounts, etc. Despite the fact that kebele ID is the de facto identification system, there is no central registry to ensure its uniqueness; as a result, kebele ID is an unreliable credential that can be easily faked or duplicated. According to the World Bank's ID4D study in 2018, it is estimated that 55% to 65% of Ethiopian population have no official identification. Considering the multi-faced nature of the challenges in asserting identity in Ethiopia, coupled with the growing demand from various public and private sectors providing services to citizens and legal residents based on their ability, verifying legal identity requires a different means. Consequently, the need for building a foundational identification system, with the ability to issue a Unique Identification Number (UIN) to all residents in Ethiopia to prove legal identity, has become imminent and urgent.

This document defines the vision, mission, objectives, principles, and finally the governance procedures to oversee the implementation of Ethiopian Unique identity initiative.

## 2. Vision, Mission, and Objectives

In all policy measures taken by GoE to enhance the livelihood of its citizens, inclusion is considered as a major factor for political, economic, social growth, and in particular, formation's integrity in general. Identity program creates the foundation platform where all other services can be dependent on this system to assure inclusion.

### 2.1. Vision

The vision of the Ethiopian National Identity (NID) program is to:

**“Build a foundational identity platform for Ethiopia, proving that we are who we claim to be, in a secure, electronic and sustainable way, to support all individual identity use cases for both citizens and legal residents of Ethiopia by 2025.”**

### 2.2. Mission

The mission of the Ethiopian National Identity (NIDP) program is to:

**“To issue a Unique Identifier that will serve as the primary proof of identity to access services, reaching all citizens and residents of Ethiopia to enable social and economic transformation and good governance.”**

### 2.3. Rationale

Without a proper proof of identity, people may be denied access to rights and services – they may be unable to open a bank account, attend school, collect benefits such as social security, seek legal protection, or otherwise engage in modern society. No one should face the indignity of exclusion, nor be denied the opportunity to realize their full potential, exercise their rights, or to share in progress. No one should be left behind.

In addition to exercising a legal right of an individual, as stipulated by international standards such as UN legal ID and SDG 16.9, the importance and significance of national ID system to Ethiopia include:

- To strengthen financial security, e-commerce and electronic transaction
- To ensure equitable distribution and fair use of resources by creating transparency and accountability
- Modernize public and private sector services electronically making them more efficient and effective
- To bolster the justice system and ensure national security
- To improve political participation and representation including the right to vote through identification

### 2.4. Critical Objectives

The objective of the National identification program is to prove identity, in which all citizens and legal residents of Ethiopia will be enrolled by capturing both demographics and biometric data (based on final study, may include 10 fingerprints 4-4-2, frontal face photo for identification etc...). This scheme will be designed to support all use cases that depend on identity, and enable use cases to connect with digital platforms for identity and e-KYC services. Such a forward looking scheme may require amendment of existing law such as Proclamation 760/2012 The process will be simple and agile enough to address the distinctive developmental needs within the Ethiopian Context.

The main objectives of the Ethiopian National ID program:

- Issue a Unique 12-digit random number for Identification to all citizens and residents of Ethiopia that will not profile or identify people based on Ethnicity, Religion, Gender, Income, or Geography. If required, and in case the GoE decides, the National ID program should provide the functionality to issue a multipurpose National Identity Card to all the residents.
- A policy of introducer or recommender will be notified to enroll those who do not possess valid legal documents but who are nevertheless citizens or residents of Ethiopia. This will

promote financial inclusion for the poor people who in absence of a valid Identity are not able to benefit from Government welfare schemes

- Develop policy, standards and procedures for Registration and Authentication, issuing and updating of UIN, and promoting and building use cases for the benefit of citizens and residents of Ethiopia.
- Develop and maintain an IT infrastructure to facilitate National ID program of the Government of Ethiopia and continually ensure its relevance, accuracy, completeness and operation as per the Government's mandate
- Ensure full compliance with the country's Laws, proclamations, Acts, and policies by all individuals, institutions and entities engaged in the implementation of National ID program
- The National ID program shall integrate the existing Kebeles and Civil Registration System and adopt its best practices in the new system. Managing the transition from the Kebele ID and Civil registration to the new National ID program will be one of the main objectives

## 2.5. Specific Objectives

The objectives are grouped into indicative program components and strategic initiatives.

### Information Technology Infrastructure

- Design the architecture of the system including design of the functional and technical solution of the National ID System
- Implement both the Enrollment system and the Authentication solution
- Undertake a volume analysis to estimate the workload of enrollment and authentication over a period of next ten years
- Identify existing infrastructures and databases within the country to harmonize efforts with the existing functional ID systems
- Commission a unique identity system to ensure that the UIN database is always updated with any new registration.
- Commission required IT infrastructure including compute and storage to hold the database of 110 million citizens and residents of Ethiopia
- Use Network services in Ethiopia for setting up a Network Solution to meet the requirement of National ID system
- Create roadmap for setting up of Data Centers and Disaster Recovery sites

### Project Management

- Create an appropriate Organization or Authority to implement and manage the National ID System
- Undertake Capacity building for implementing National ID program
- Delegate the Organization, institution or agency responsible with necessary authority to maintain and manage the National ID System



- Setup a program implementation office with highly skilled personnel.
- Prepare Electronic Identification System end-to-end Strategy, Implementation Strategy and Procurement Strategy
- Finalize and implement Information Security policy, Business Continuity Policy and Risk Management Strategy

### **Define Identification Standards**

- Define standards for minimal demographic fields required for electronic identification
- Define biometric standards that will be used for enrollment as well as verification
- Facilitate social, commercial, public and other use cases to remove ghost and duplicate identities in the respective functional systems
- Set language standards for enrollment, verification and other identity related services
- Set fees and payments that will be required for the enrollment and authentication services
- Allocating a unique number to serve as identifier to all successfully enrolled individuals that will eventually be used to deliver NID based services
- Prevent multiple registrations to ensure uniqueness

### **Enrollment, Institutions and Authentication**

- Define the enrollment strategy for the National ID system during the program implementation phase as well as the more sustainable operational phase.
- Ensure accessibility by allowing online and offline enrollment as well as verification
- Define the standards that capacitate and authorize institutions or parties that will eventually provide enrollment as a service, authentication and verification as a service to automate different public and private sector services such as
  - citizenship services and residency services
  - health and education sector,
  - civil registration vital statistics
  - land and other property administration services
  - employer, employee and other social services
  - justice system
  - driving licenses and vehicle ownership services
  - financial sector including banking and insurance
  - Police and Security Agencies
  - Background Check Providing Agencies
  - etc...

### **Governance**

- Create appropriate Governance mechanism to provide enrollment and authentication services
- Set up enrolment centers across Ethiopia for one-time enrolment and thereafter continuous enrolment

- Devise a way for eventual integration with other population databases such as civil registration and vital statistics, immigration department and passports and other identification related use-cases
- Raise funds and provide adequate budgetary resources and administrative support.
- Select change management procedures and communication strategies.
- Define various beneficiaries and prioritize the order in which they will be authorized to authenticate and use the ID platform.
- Ensure privacy of the data and maintain confidentiality of the demographic and biometric data of all citizens

### 3. Framework, Policies and Rules

The passage of legislation establishing a new identification system in 2012 was an important milestone and confirmed that this is a government priority. In this context, the legal framework has three aspects:

- Making suitable amendments to other existing laws, wherever required
- Issuing notifications and circulars under the Act to operationalize the Act
- Propose new Acts to deal with broader issues such as data privacy and data security

To implement the National Identification program the Government will put-in place an enabling legal framework. This becomes necessary because the earlier acts dealing with registration of citizens demographic and biometric data may have to be amended to stay in line with current and future trends. Additionally, the Government may also be notifying new processes and procedures for registration.

The Government will also consider issuing policies in other areas like:

<p><b>Ownership</b></p>	<p>The population data belongs to and will remain in the control of Ethiopia. Databases containing personally identifiable data of Ethiopians will be maintained under the control of sovereign authorities at both Federal and Regional governments compliant with privacy and protection laws of the country and properly ring-fenced. Appropriate policy to be notified for ownership of citizens data;</p>
<p><b>Privacy</b></p>	<p>The National ID program will be designed to empower individuals and protect online privacy as a fundamental right. The reasons for the collection, use, disclosure and retention of personally identifiable information should be disclosed before the time of data collection. Personal information should not be used or disclosed for purposes other than the reason it was collected; the exception here is with the consent of the individual or authorized by law. Privacy law or regulation needs to be enacted;</p>

<p><b>Security</b></p>	<p>The National ID program will incorporate strong security – the confidentiality, integrity and availability of personal data will be a key priority in the development of the unique identity system. Best security practices will be taken into account in the design, implementation and governance of the system. Security will apply both to front-end management (data collection and use) and back-end management (data storage and ownership) to minimize system vulnerability from both internal and external threats. In addition to technical measures to ensure security, the country’s as well as international cybersecurity standards will be adhered to. The following scopes will be considered in ensuring Ethiopian NID security:</p> <ul style="list-style-type: none"> <li>● Officer and End User Security</li> <li>● Software Security</li> <li>● Physical Security</li> <li>● Network Security</li> <li>● Operational Security</li> <li>● Institutional and Legal Security</li> </ul>
<p><b>Nationality</b></p>	<p>This National ID program and the credential thereof will serve to eventually replace the Kebele ID and other foundational IDs such as the yellow card, expat ID, refugee/IDP IDs etc... The fields therein show minimal biographic and biometric data, one of which indicating citizenship status.</p>
<p><b>Governance</b></p>	<p>A working system requires a defined and operational governance framework that directs its operation and future expansion, maintenance and modifications. Accordingly, within the National ID program, the personal data shall be safeguarded through legal and regulatory framework. The program will work with concerned government bodies to ensure privacy and data protection laws/proclamations are in place to facilitate the implementation and governance of the scheme.</p> <p>The governing body will be informed about any new requirements set and/or changed that could affect the legal structure of how an individual citizen’s personal profile should be protected.</p> <p>If there are some additional security features to be included in the new system, the legal authorities could be notified how they should update the confidentiality, integrity, and availability of the individual record.</p>
<p><b>Standards</b></p>	<p>The National ID Scheme will define biometric data collected for enrollment and used for verification. The Scheme will also determine the format and nature of the unique identification number. The eventual NID platform may be required to share data for authentication purposes in Yes / for or No format or for e-KYC. The information shared with stakeholders needs to be in standardized format. Therefore, the metadata and data standards will have to be notified by the Government or its nominated agency.</p>

	These standards may cover Biometric, Data Standards, Location Code, Unique Identity Number, Demographic Data, Vital Statistics.
<b>Enrollment</b>	<ul style="list-style-type: none"> <li>• The NID program will work existing population data enrollment schemes such as immigration, passports, CRVS, tax-payer’s identification etc... priority for integration being based on further strategy</li> <li>• If an individual were to change their citizenship status, or other life events such as death, a proper flag should be activated within the NID platform to update the change as per a defined procedure.</li> </ul>

### 3.1. Design Principles

Unique identity revolves around unicity and inclusion principles: it guarantees uniqueness of an individual using biometric technology (finger print, facial etc...), and enrolls all citizens and legal residents, thereby ensuring inclusiveness.

Unique identity has many benefits; yet, it can also be abused. Without proper regulation and safeguarding mechanisms, a unique identity system can lead to disruption, intentional misuse of population information, and deliberate exclusion from certain public services.

Privacy and individual consent must be ensured; and, this cannot be achieved without data security, privacy laws and defined user rights. Therefore, throughout the implementation of the National Identity program, the implementation will closely follow UN Legal ID principles for the successful implementation of a unique identity system and international compatibility.

1. **Scalability & Modularity:** The system should be scalable in-line with the rollout plan for all IT Infrastructure without much changes. The system should be modular for each business service, catered by a separate module, thus ensuring a separation of transactions. As the system would grow with time increased coverage, new authentication agencies would start using the system, thus the system should be designed in such a way that required hardware can be augmented into the Data Center in an incremental manner on a need basis. Application scalability should be ensured using Open API’s and asynchronous design in logic allowing each resource to do its job, loosely coupled through a messaging layer. Use of Open API’s also provide a layer to integrate application components from different vendors addressing issues related to single vendor
2. **Security in Design:** The system should have the ability to secure data from thefts, tampering, unwanted modifications, network attacks, and other security threats. Use of Hardware Security Module (HSM) Technologies, Public Key Infrastructure (PKI) based encryption, hashing algorithms, strong physical security, access management, stringent audits, non-repudiation, 24x7 Network Operations Centre (NOC) & Security Operations Centre (SOC) monitoring, data encryption should be strongly enforced to make system

robust and secure from any data thefts. Further, only necessary minimal information would be shared after the consent by the resident using the online authentication service

3. **Vendor Neutrality:** The system should make use of open standards, open frameworks and open source software to avoid vendor lock in, wherever possible. The open standards allow robustness, longevity and continuous adoption of best-in-class technology by different technology vendors. To ensure openness and vendor neutrality, system should use open standards such as ISO based biometric standards, data standards like JSON, XML, open security standards for PKI, LDAP, open protocols like https, etc
4. **Local Skills and Knowledge Transfer:** Components, sections and phases of the program that can be sourced using local skills, manpower or materials would always get a priority over foreign ones. Those technologies and skills that require foreign or international resources would need to have local skills and technology transfer components attached to them.
5. **Interoperability:** The system should have the ability to interoperate with other systems / services using open interfaces, open data standards and ability to continually re-factor and/or replace specific components without affecting the rest of the system. Use of vendor neutral layers like open API's based on open data standards like XML, JSON would provide the necessary loose coupling between different components allowing technologies from different vendors to seamlessly integrate with each other and which can be changed easily.
6. **Manageability & Upgradeability:** The system should have the ability for end-to-end management of the components to ensure health of the system and adherence to service levels. For complete lights out operation, all layers of the system such as application infrastructure must be managed through automation and proactive alerts rather than manual management. The entire application must be architected in such a way that every component of the system is monitored in a non-intrusive fashion (without affecting the performance or functionality of that component) and business metrics are published in a near real-time fashion. This allows data center operators to be alerted proactively in the event of system issues at a granular level. Application architecture shall also allow specific components to be watched very closely through a component level debugging scheme. The system should have the ability to seamlessly upgrade services, components, and modules without affecting services
7. **Flexibility:** The system should be designed for extensibility for specific features using a Metadata based approach, Business Rules and/or SOA based open APIs. Open Architecture adopting open standards followed by multiple vendors would mean that the system can work with hardware and software procured from different vendors at different times. Open API's would enable the applications to be developed in such a way that the applications

can run from mobiles, smartphones, tablets, desktops and laptops. Further open APIs create a layer which is vendor neutral allowing multiple vendor products and applications to co-exist also enabling change of vendors whenever technology or scalability issues are encountered.

8. **Cost Effective:** Low cost Technology would be used to maximize benefits, avoid vendor locking etc. Use of scale out architecture through horizontal scaling capability of hardware and data, use of open API's allowing different vendors to co-exist together would ensure low Total Cost of Ownership (TCO).
9. **Use of Automation:** Automation would be adopted to minimize the cost of ownership especially in areas of testing, application & infrastructure monitoring, provisioning of new environments using virtualization technology and run book automation.
10. **Performance & Availability:** Infrastructure and networks should be designed to support performance as per the agreed Service Level Agreement (SLA). Each application should be tested to identify and mitigate performance issues. The potential performance bottlenecks need to be identified and cost-effective paths for performance improvements should be provided for these identified problem areas. The system infrastructure should be architected considering failover requirements and ensure, a single server or network link failure does not bring down the entire system. The platform solution should support effective disaster recovery.
11. **Regional, Continental and International Acceptance:** With AfCFTA, Africa wide integration is becoming a reality. NID program will have, as design principle, an identification scheme that will take into consideration the SDG 16.9 right to identification, AfCFTA, AU Agenda 2063 and UN Global Agenda 2030 and other similar international pacts in scope.

## 4. Governance

### 4.1. Introduction

A few functions are common across all domain specific functional divisions. These functions are normally of strategic nature and border in the realm of policy and planning, and hence need to have consistency in approach and decision. It is therefore suggested to have various committees that have representation of senior members of different levels. These committees do not require full time staff but would operate as standing committees and the members who participate in these committees would have additional responsibilities other than their assigned tasks.

The National Identity program is expected to enroll all the population of Ethiopia; henceforth, broad assessment shall be conducted to precisely identify the country's need, carefully select

vendors, identify implementation strategy depending upon relevant studies, and rollout the project with utmost care. As part of the strategy for realization of a unique identity system, suitable governance structure and operational procedures need to be put in place, which defines roles of the program office and the steering committee.

The organization structure presented below is a representative organogram meeting NID requirements. The proposed organization structure is:

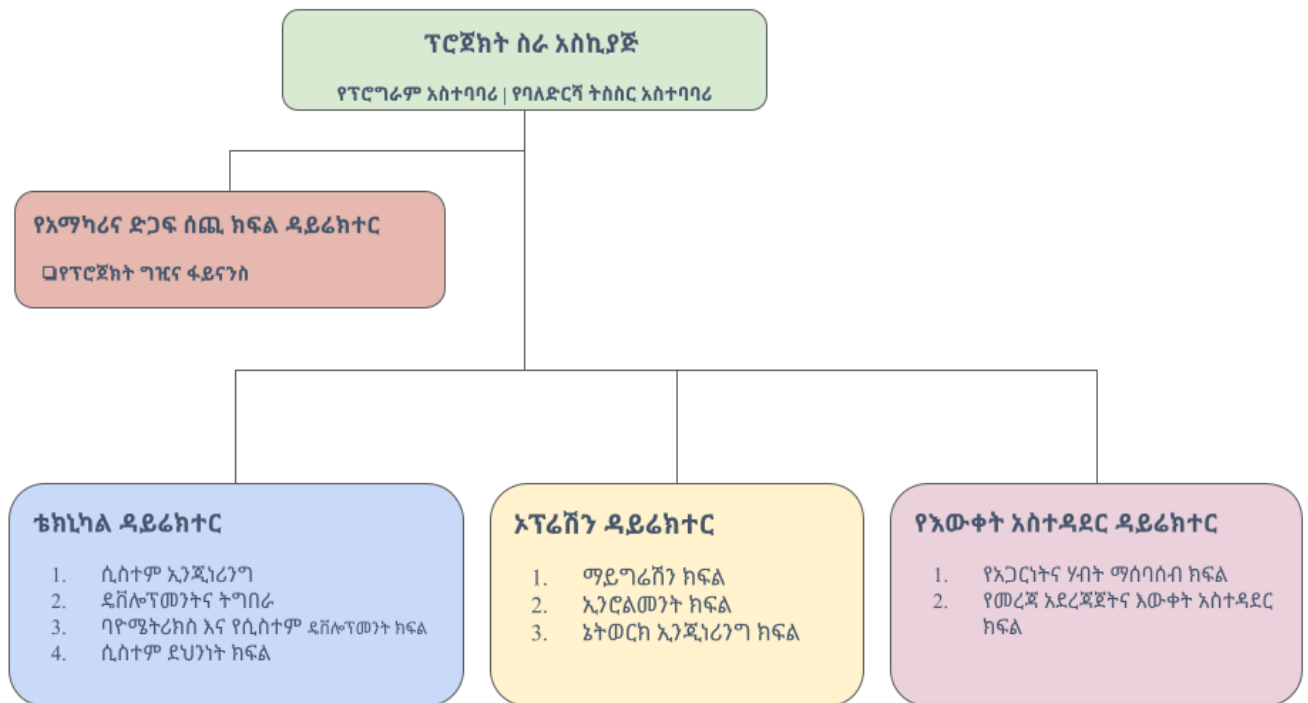


Figure 1 Indicative Governance and Organization Structure for NID

## 4.2. National ID Program

As the National ID Program (NIDP) Scheme touches upon a varied and large number of public and private players, a steering committee is to be established by the Ministry. The Program Office

shall be the implementing agency for NID and the two committees as mentioned below will assist the Steering Committee and the Implementing Entity in decision making related to NID.

The Ministry shall perform the following functions:

1. Provide overall leadership in the conduct and management of the NID programme, maintain, manage and control the NID program, monitor the implementation of the NID program
2. Constitute an NID Steering Committee upon such terms and conditions as may be stated in the order of appointment.
3. Administer the development of the infrastructure and manpower for the NID program
4. Initiate and maintain high-level contact with interested parties, both local and international, in relevant areas of the operations of National ID programme;
5. The Ministry will have bidirectional communication between the SC and the Program Office. It will create consensus on all the agendas presented relating to policy direction, implementation strategies, and recommendations.
6. Monitor and supervise the preparation of the annual budget of the programme
7. Oversee the work of the implementing entity and coordinate the Steering Committee
8. Facilitate, formulate and implement well-researched operational policies, directives, programs, schedules and plans relating to the functions of the NID Programme
9. Define standards for capturing the minimal and necessary data for national identification program including biometric, demographic and UIN format for registrations as well as verification.
10. Nominate the head of the NID program for a fixed term as well as the heads of the legal and technical sub-committees
11. Facilitate social, commercial, public and other use cases to remove ghost and duplicate identities in the respective functional systems

#### **4.2.1 National ID Steering Committee**

This National Identity program spans various government entities and plays a major role in the country's economy and developmental activities. Thus, a large percentage of private and public service delivery depends on identity, and as such, it will attract a varied and large number of stakeholders as well as the public at large. This leads to the decision that this program needs to be



steered by a committee composed of primary stakeholders and decision makers. Members of this steering committee can be refined at a later stage of the program depending on need.

Steering committee, chaired by the PMO-NIDP, will have the following roles and responsibilities:

1. Review and approve the vision, mission and objective of the NID program;
2. Review and approve NID policy related issues;
3. Review and approve NID implementation strategies;
4. Convene NID program managers as well as legal and technical committees as required;
5. Review and approve legal drafts with regards to the NID program
6. Coordinate NID related use cases with regards to each member's sectoral focus to avoid effort duplication

Promote and represent the NID program at the national level

### **Members**

1. Prime Minister's Office (National ID Program) – Minister/Deputy Minister (Chair)
2. Ministry of Innovation and Technology – (Deputy Chair)
3. Ministry of Finance – (Member)
4. National Bank of Ethiopia – (Member)
5. Immigration and Nationality Service (INS) – Director/Deputy Director General (Secretariat)

#### **4.2.2 Secretariat: INS (Immigration and Nationality Service)**

INVEA is an organization established to manage the responsibilities stated on proclamation number 1263/2021. Accordingly, INS will be a major user of the NID system, until an independent entity is created, the legal owner of the data collected in this program will be INVEA. Currently, INS is reporting to the National Security Service. INS will be responsible for:

- Act as a secretary for the steering committee of the NID program
- Assume the secretariat role of compiling all NID related documents and coordinating NID related events, public outreach and communications as well as integrating

#### **4.2.4. Legal Committee**

Legal Committee will focus on policy and regulation related tasks to create enabling environment for the implementation of NID. It shall;

- Provide legal assistance to the steering committee and NID program to ensure the provision of proper data privacy, data protection laws, cyber and other security related laws with the proper agencies as well as the Federal Attorney General
- Equip the Ministry, the Steering Committee and INVEA with required legal advisory support and experience

#### **4.2.3 Technical Committee**

This committee will design and propose the technical strategies required for the end-to-end implementation of the NID program. There will be an effort to fully utilize both internal and external experts in order to learn from past experiences related to this program. Expertise within Ethiopia as well as international consultants shall be part of this committee. The local experts may be from within the participating government organs and other non-governmental institutions, with credible records of providing independent opinions and support to unique identity, civil registry or other projects. The support of international technical advisors will indeed play important role for technical tasks undertaken by the NID program office.

The following will be the roles and responsibilities of the technical committee:

- Provide support to the steering committee and NID program on standards, specifications, technical documents etc...
- Propose consultants or a management consulting agency to conceptualize and design the NID program for Approval
- Propose key technical experts for implementation of NID to for approval
- Stakeholder mapping, funding agencies and development partner's engagement and fund raising for the NID program

#### **4.3. NID Program Office**

The program office shall be the implementing entity for NID and it shall report to the Prime Minister's Office. The NID program will run the day to day tasks of executing the technical and legal frameworks as per approved directions, plan and schedules. It will be formed by a regulation from council of ministers and may eventually evolve in to a more operational authority. This program office may eventually evolve in to an NID authority or continue as part of INVEA as per existing legislation and regulation from council of ministers.

This office will be responsible to implement this National ID scheme from beginning till end. It will be responsible for setting up and managing technology systems, institutional frameworks and services of the NID. The key responsibilities include managing the operational side of NID issuance, verification, ensuring technology and software system maintain the uptime for

continuous availability of the system. It will have the authority to set NID standards, offer and revoke enrollment license, verification license etc... The NID program office will have the power to monetize the enrollment and the verification side of the NID scheme becoming an independent public enterprise. It will also ensure the provision of IT support services to the ecosystem partners and monitor the call center services, including portal management and portal services.

The role of the NID program office ranges from pre-project initiatives of the program up to its full operation. These will be the detail roles of the NID program office.

### **Roles of Program Office**

1. Provide overall leadership in the conduct and management of the day-to-day business or activities of the NID program;
2. Undertake studies and prepare strategies, implementation procedures and reports in line with the direction from NIDP leadership in the implementation of the program
3. Prepare an end-to-end strategy document for the program to consult with NIDP leadership, the Steering Committee and its subcommittees (technical and legal) to oversee its full implementation after approval, submit periodic progress report to the Steering Committee
4. Identify points of decision to be submitted to the Steering Committee. Submit progress report by preparing implementation time-table, submit revision and improvements when relevant
5. Manage budget, monitor project progress, identify risks and take corrective measurements.
6. Implement continuous program management guidance, methods, tools, metrics for efficient utilization of resources during implementation.
7. Trace milestones, KPI metrics, measure outcomes against the baselines, and report progress once a week to the Ministry and once in two weeks to the Steering Committee.
8. Archive all program documents created during the program and hand over to operation when required to do so.
9. Define program level governance to ensure daily operation of the implementation through program/project management life cycles.
10. Oversee work plans, provide performance and progress reports and provide recommendations to NIDP leadership
11. Undertake other activities in accordance with the direction given to it by NIDP leadership
12. Train, mentor, and coach program team members via regular workshops and training programs regarding the program
13. Serve as the final source of information for any issues arising on National ID related matters

### **Core Mission**

1. Issue NID Identification Numbers called Unique Identification Number (UIN) to every citizen and resident in Ethiopia in accordance with the NID strategy;
2. Keep confidential information of the Unique Identification Number (UIN) in an organized manner and maintains their confidentiality and uniqueness.
3. Propose language and semantic standards for all NID enrolment, verification and other NID services
4. Allocate a unique identification number (UIN) to serve as identifier to all successfully enrolled individuals that will eventually be used to deliver NID based services
5. If required under the law, issue a nationally and regionally acceptable ID card credential to all enrolled citizens and residents of Ethiopia
6. Develop and maintain an accurate population database of the citizens and residents of Ethiopia
7. Provide easy access to the NID authentication ecosystem to all authorized bodies including to other Ministries, Departments, agencies etc... to improve nation-wide service delivery
8. Manage new enrollment, maintain continuous registrations and provide verification access to all authorized bodies
  - o Manage the issuance of UIN to all the citizens of Ethiopia, refugees, IDPs and legal residents
  - o Manage the issuance multi-purpose identity cards , if required and mandated by Law
  - o Manage the authentication eco-system and cater to the need of technology enablement of ecosystem partners

### **Appointment and Evaluation**

1. Propose key technical experts for implementation of NID to for the approval by the Prime Minister's Office
2. Propose vendors and consultants in consultation with legal and technical committees after approval by Primie Minister's Office
3. Prepare bidding documents for appointments of System Integrator and/ or Managed Service Provider in consultation with legal and technical committees
4. Prepare bidding documents for appointments of a Biometric Solution Provider in consultation with legal and technical committees
5. Provide technical evaluation of consultants and vendors shortlisted by the unique identity Program together with the technical and legal committees

### **Business Development and Licensing**

1. Survey, propose and accept request from institutions that will perform registration or verification activities in the country based on a set standard.

2. Up on approval from Prime Minister's Office, regulate by issuing, renewing or revoking licenses to NID operators such as enrollment entities, verification entities and manage the monetization thereof
3. issue certificates to the selected body whether in the federal or regional states
4. Propose, levy and collect service charges in accordance with approved guidelines for the National Identity service, pending high-level decisions for both registrations/enrollment and the authentication ecosystem to cater to today's service automation trends

### **Communication Management**

Before, during and after its official launch, the NID program will require continuous interaction with the stakeholders to educate all stakeholders and citizens so to make them aware of the various usages and benefits which can be derived from this program. We should strive to disseminate information regarding the applications of National Identity so that benefits of schemes reach the intended beneficiaries.

All activities and key decisions undertaken in respect of NID will be regularly communicated to the public. Formal communication management strategy will also be put in place to share information to the public and receive public opinions and suggestion about the program. Some of the deliverables of this unit include:

- As per the directive from NID program office head, the communication management will play central role in collecting public feedbacks and present it for review and decision.
- Avail lessons learned and knowledge base on the NID program with the view of enhancing domestic/local capacity building and increasing efficiency in the field.
- Prepare communication and public relation strategies and implement the same
- Support activities undertaken by relevant entities that are part of the reform program.
- In conjunction with the technical committee to address and promote fundraising and stakeholder awareness
- Manage stakeholders' communications towards Steering committee and other concerned stakeholders.
- Identify and organize awareness activities with regard to electronic identification number registration process that may benefit the community;
- Use different channels for the above tasks:
  - Broadcast & Telecast: TV, radio, print, website, social media and internet in general
  - Information: News and publications

- Outdoors: Posters, handouts, wall paintings, banners, hoarding
- Entertainment: Cinema, sports, endorsements
- Inter-personal: Audio, video, telecom

#### 4.4. NID Consortium

This part of the structure is intended to help the program create a link to the public at large throughout its life time. This consortium is intended to be used as disseminate information about the NID program to the different sectors of the public as well as get feedback and suggestions for adjustments. Briefly, the consortium will have the following roles.

1. Represent the views of the public as a whole, as well as other non-governmental sectors
2. Disseminate the information to respective community or society each member represents in creating a common ground for successful implementation of the program.
3. Participate on a 3 month review meeting arranged by the Program Office to follow-up the progress of the program and provide feedback on the progress of the program
4. Report concerns or inputs relevant to specific sectors of the society at the national level

#### Members

The NID consortium will have the members from the following actors

1. Public Actors from both the federal and regional levels (Agencies, Regional Government Entities, ...)
2. Non-Governmental Actors such as the private sector, NGOs, and other Civic Societies.

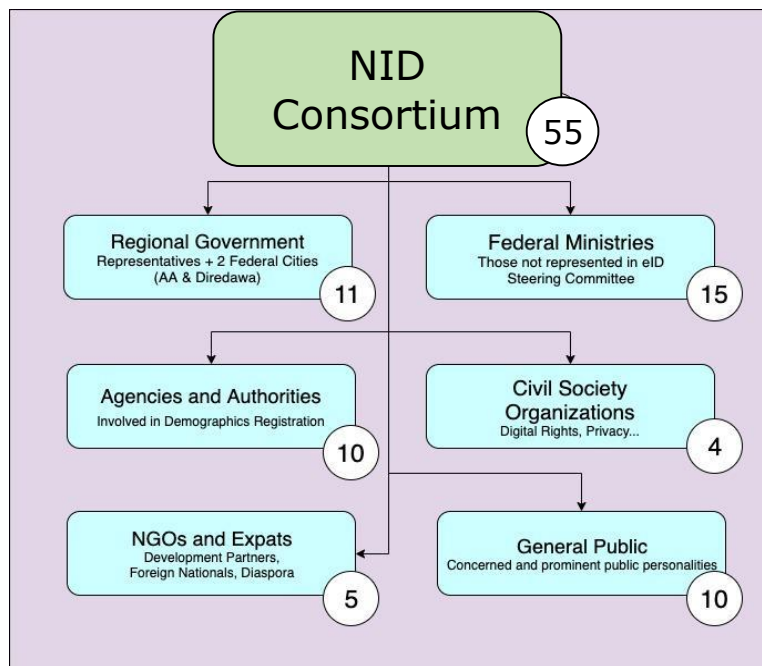


Fig.2 NID Consortium

## 5. Organization Level and Reporting

### 5.1. Preparation of an End-to-End Strategy

In order to formulate the direction and roadmap of NID program, a strategic plan is to be prepared by the office. A framework has to be agreed in consultation with the Steering Committee considered for a collaborative approach in preparing the NID mission, vision, values, objectives, initiative and implementation approach. The strategic plan will help in making focused efforts to achieve its objectives, monitor its progress during a period, collaborate with development agencies by providing them clarity of NID strategic direction and help to mobilize required resources to implement the strategic plan.

### 5.2. Decision Making and Follow up

The highest decision making body is the Office of the Prime Minister which leads the steering committee. The steering committee, chaired by NIDP will meet every **fifteen** days or in extraordinary situations, as per the frequency set by NIDP to follow-up the implementation progress of the program, decides on action items presented to it by the program office and the committees, provide strategic directions, and regularly report to the council of Ministers. The NID consortium will be convened every 3 months.

The NID program office together with the technical and legal sub-committees will meet **every week** to evaluate the status of the program and share tasks required to advance implementation of the program with the support of the Prime Minister's Office, prepare monthly reports to the steering committee about the program, and present issues that require the attention of steering committee. INVEA will assume the role of the secretariat in convening these weekly and bi-weekly meetings, setting the agenda and distributing all required documents.