



IRELAND'S EXPERIENCE IN PLANNING, FINANCING AND IMPLEMENTING MRTDs AND ePASSPORT PROJECTS

Project learning

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The Third Symposium and Exhibition on ICAO MRTDs, Biometrics and Security Standards

Background

- Population growth
 - Population in 1991 3.6 million
 - Population in 2006 4.4 million
- Deregulation of Airline Industry
- Introduced basic MRTD in 1993
- Requirement for Secure Identity Document





PICS Passport



Changing Technical Environment

- Technology Obsolete by late 1990's
- Limited support
- Unable for growth in capacity requirements
- Service delivery requirements



Research and Planning

- Employed external Consultants to review the technology available
- Largest ICT Project undertaken by Department of Foreign Affairs
- Commenced in 2000
- Impacted by the heightened security atmosphere following 9/11



Two phase approach

- Aware of pending biometric requirement
- Security Standards not finalised
- Decided to take a two phased approach



Financing

- Part of planning process included submissions to Government for Financing
- Part of the Government Programme to modernise the Public Service
- Improved Service to the Public
- Fee increase to recover costs



Phase 1

- 2000 to 2004
- Major improvement in quality of passport
- Polycarbonate Data Page provided by SDU and Booklet produced and assembled in Ireland by De La Rue Smurfit.
- High level of security features in both the Data Page and the makeup of the book.
- Future proofed to take the chip



Phase 1 contd.

- Major change management programme
- Complete revision of business processes
- Centralised Production in Ireland
- Purpose built production facility out of the city
- Smaller production facility in Dublin centre
- Modular System design





Passports issued by Missions abroad

- Need for fast turnaround in Missions
- Designed a high quality Emergency passport with a specific Missions module.
- Also used in Passport Offices and by Duty Officer service



Quality Product

- Recognised internationally as a high quality Passport
- Met US requirements for Visa Waiver Countries in 2005



FOR UNITED STATES AND NO RESIDENTS

IRL

XP9996836

KEARNEY

DAVID

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EIREANNACH/IRISH

11 LUN/AUG 1979

5. PUT HANDS IN PLACE OF EYES (FIG. 2B) BY RAISING

M

BAILE ATHA CLIATH/DUBLIN

10 DFÖ/OCT 2006

10 DFÖ / OCT 2010

W. SIGNATURE, SIGNATURE

Óifig na bPasairínne

Battle Acha Clash

Passport Office, Dublin

David Kearney

[illegible]

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Project Learning

- Project Governance
- Expertise
- Communications
- Training
- Impact on productivity during learning process



ePassports

- Tender in 2005
- Cancelled
- New Competition December 2005
- Tight timeframe
- New Government oversight rules



Project Management/Governance

- Specially selected Project Manager
- Project Management Structure
 - Project board
 - Key Organisational Representation
 - Steering Committee



Role of the contractor

- Clarify relationship at outset
 - Client / Service provider or
 - Partnership
- Professional Relationship
- Contractual Commitments and Penalties



Independent Evaluation

- Fast evaluation
- Without challenge
- Fresh and neutral perspective
- Process auditor



External Stakeholders

- First Project under Government's Peer Review process
- Imposes strict Project management discipline
- Other Countries, US Authorities
- Photographic Industry



Focus on Mandatory Requirements

- Delivery of Extras
- Impact on the project deadline
- Cautious approach
- Benefits weighed against risks



Risk Management

- Consideration of risks
- Described in detail
- Assigned to a named individual
- Assessment of likelihood
- Impact
- Options



Legal Advice

- Involve legal advice early
- Legal risks identified early
- Publication of draft service contract with Request for Tender (RFT)
- Facilitate speedy contract negotiations



Impact on Operations

- Change culture already in place
- Short training time
- Train the trainer
- Big Bang
- Poor response from Photographic Industry
- Follow up information sessions with Industry



Future

- Improved photo quality
- New ISO standards very beneficial
- Look to addition of one to few and one to many
- Benefits of biometrics on efficiency of renewals



Future

- Links to other identity document issuing agencies
- Second Biometric?



Thank You

➤ Thank you for your attention

