



# Getting the procurement right: the key to implementing a new travel document

David Philp

Chair – ICAO Implementation and Capacity Building Working  
Group (ICBWG)

Manager, New Zealand Passports

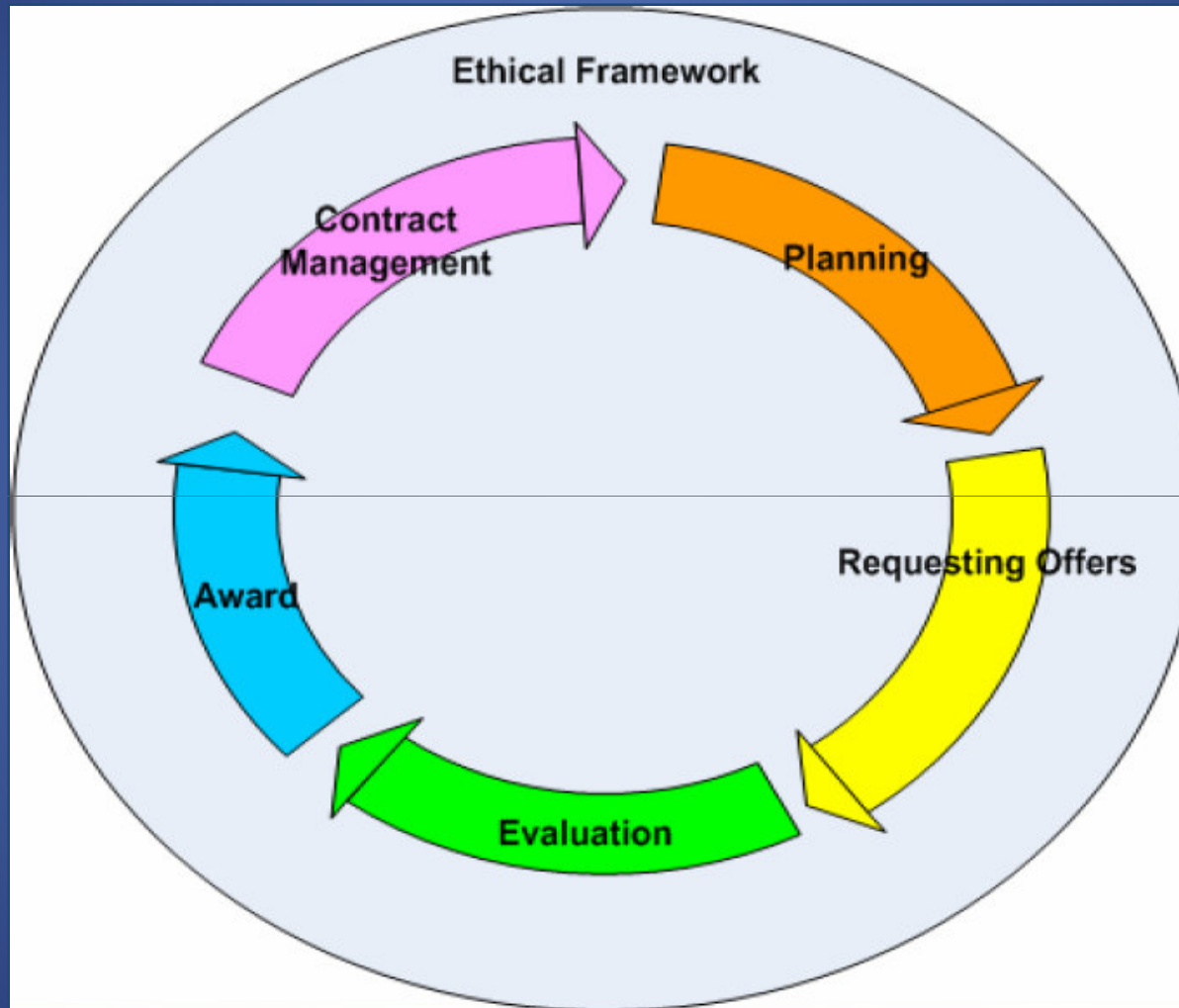


# Procurement Guidelines

- Often Governments have mandatory or recommended procurement guidelines
- Also see:
  - World Bank: *Procurement Guidelines Under IBRD Loans and IDA Credits*
  - European Commission: *Guide to the Community Rules on Public Supply Contract*
  - New Zealand: *Procurement Guidance for Public Entities*



# Procurement Lifecycle



# Procurement Strategy

- For passport procurement, the strategy should reflect the following key factors:
  - High Cost/High Risk
  - Complex service/product that is critical to the service delivery of the State
  - Long-term relationships with suppliers are common
  - High-level purchasing and technical skills are required to establish and manage the procurement process



# Staged Approach

**Stage 1:** Defining the need

**Stage 2:** A Expression of Interest (EOI) is issued to find out more about the goods or services, the market, and the capability of suppliers to satisfy the procurement need

**Stage 3:** A Request for Proposal (RFP) is issued requesting suppliers to submit an offer for goods or services or propose a solution

**Stage 4:** Evaluate the tenders or proposals received and award a contract to the preferred supplier

# Stage 1: Defining Need

- Develop EOI and RFP specifications in line with ICAO Doc. 9303 and other relevant ICAO guidelines
- Consider Using an Investment Logic Map
- Worthwhile undertaking a re-assessment of current processes/technologies using *ICAO Guide for Assessing Security of Handling and Issuance*

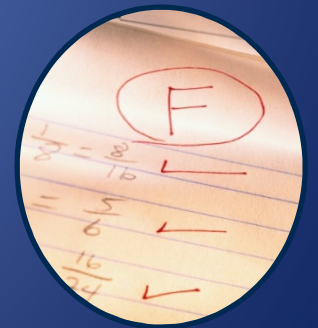
# Stage 1: Defining Need cont'd

- Structured approach to requirements gathering and system architecture design
  - Methodologies available
  - Model of system architecture based on requirements means future decision processes are less susceptible to vendor-driven needs
- Vendors want to sell/implement what they have – not necessarily what you want



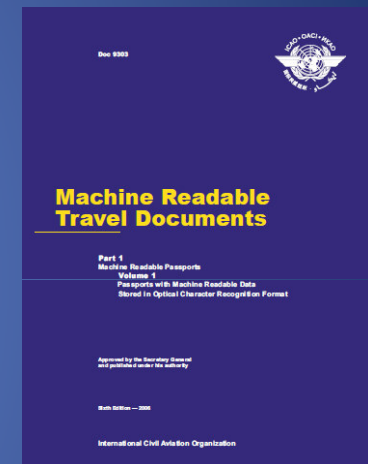
# Stage 2 & 3: EOI and RFP

- Always include a draft contract with your EOI/RFP
  - Economic and political pressures can cause an Travel Document projects to move forward quickly
  - Customers can lose leverage once suppliers are embedded
  - Can use response to draft contract as part of evaluation process
- Define penalties for non-performance



# Stage 2 & 3: EOI and RFP cont'd

- Link contract explicitly to ICAO Doc 9303 and associated guidance material
- Demand proof of concept
- Single lead vendor where possible (accountable for outcome)



# Contract

- Should set out entire commercial understanding between customer and supplier
  - Technical and operational specifications
  - Rules relating to relationship governance and logistics
  - Transferring ownership of assets, licenses and technologies embedded in the Travel Document
  - Future risk mitigation and liability issues
  - Support



# Stage 4: Evaluation

- Price should not be the single determining factor
- Price should be considered last – does it knock them out of contention?
- Vendor references must be credible, and should be analysed closely
- Decision-making matrix with evaluating factors and weighting elements
- Make allowances for ‘gut-feeling’ contributions



# Contract (2)

- Time and location for all aspects of eMRTD delivery (software, design, features etc)
- Phased testing and acceptance of components/packages
  - Testing methodology and criteria for success/failure
- Change management/pricing changes
- Warranty and liability
  - eMRTD often composite in nature
- Intellectual Property Rights and Patents





# Contract (3)

- Contract should be outcome focused
  - Reflect what the State is trying to achieve
  - ICAO Compliant Travel Document (Doc. 9303)
- The State should stipulate conditions/tests to measure the final product, and ensure the vendor delivers an ICAO compliant product
  - Testing by a certification authority
  - Systems can be certified as ISO compliant 'Information Security Management System' (ISO/IEC 27001)

# Questions?

David Philp

Chair of the ICAO Implementation and Capacity Building  
Working Group (ICBWG)  
Manager, New Zealand Passports  
[david.philp@dia.govt.nz](mailto:david.philp@dia.govt.nz)