



INTERNATIONAL CIVIL AVIATION ORGANIZATION



الهيئة العامة للطيران المدني
CIVIL AVIATION AUTHORITY

ICAO Regional Seminar on MRTDs, Biometrics and Border Security

دوندوة الايكاو الإقليمية عن وثائق السفر المقروءة آلياً، والأدوات البيومترية وأمن الحدود
الدوحة، قطر *

31 October - 2 November 2011, Doha, Qatar

٣١ أكتوبر إلى ٢ نوفمبر ٢٠١١



GETTING PROCUREMENT RIGHT:

POINTS TO WATCH WHEN IMPLEMENTING A NEW TRAVEL DOCUMENT

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General Manager, New Zealand Passports

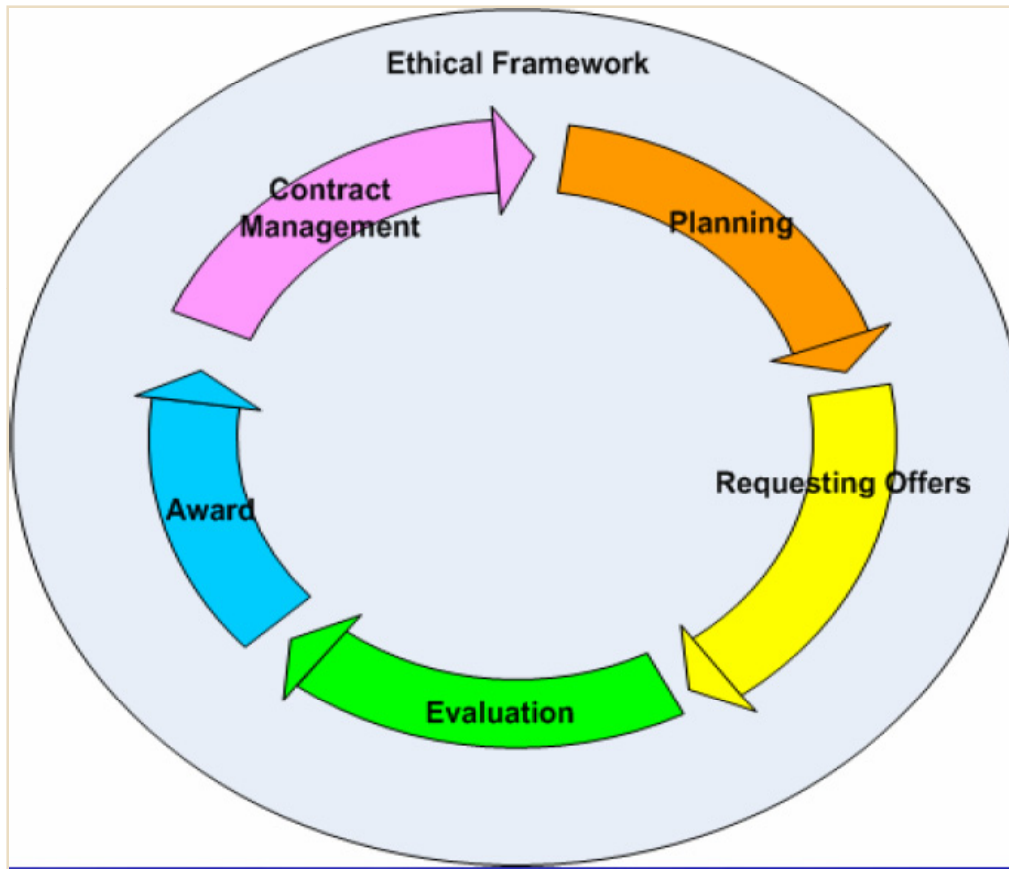
Chair, ICAO ICBWG

Introduction

- Procurement of systems/passports is a complex process
- Significant work required up front to ensure desired end result
- Large amount of guidance material available



Procurement lifecycle



- Methodologies and guidance material form the basis of a robust process
- There are tips and tricks for each procurement phase that often come from experience

Stage 1: Defining Need

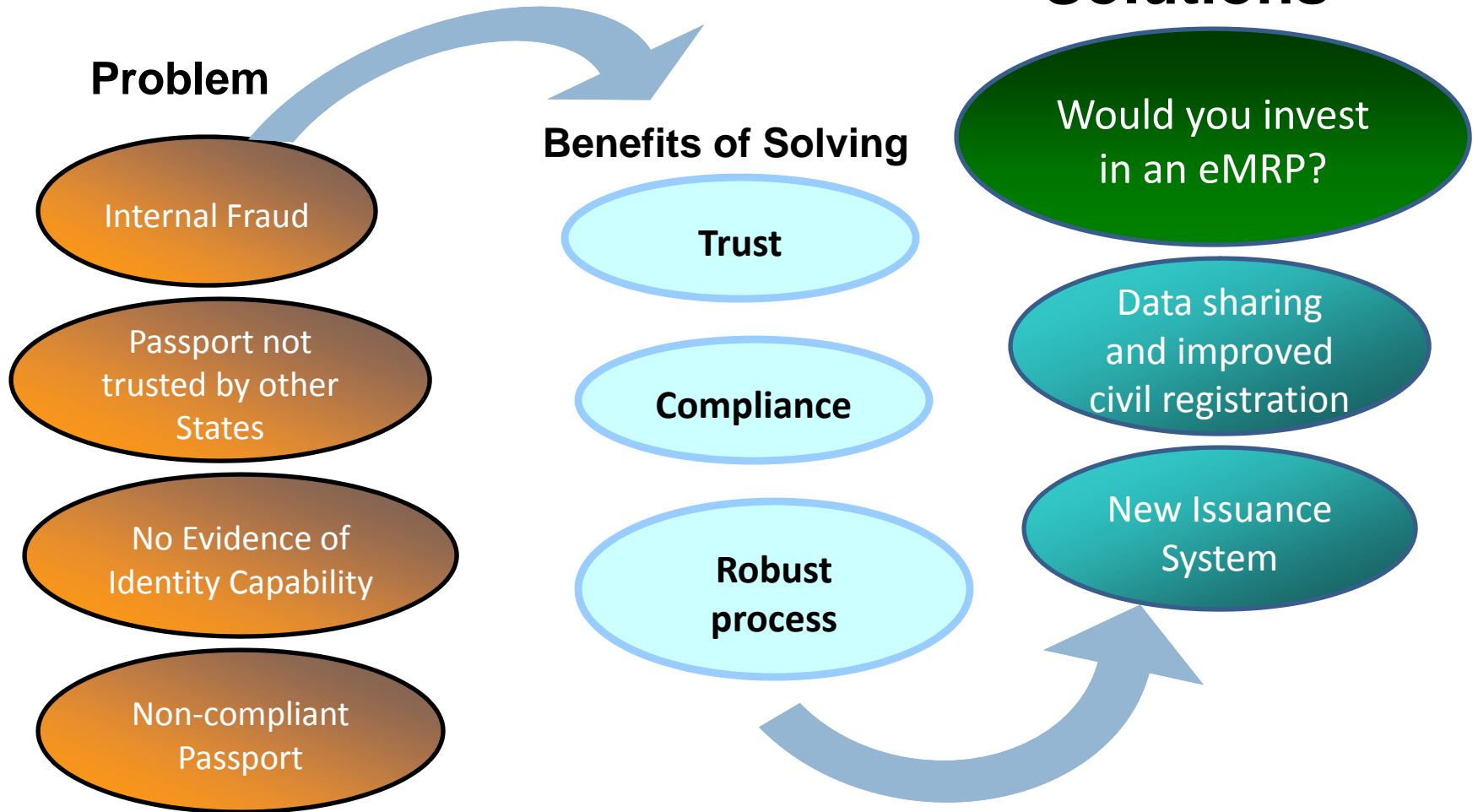


- Vendors want to sell/implement what they have – not necessarily what **you** want or need

- Investment Logic Mapping
 - ▣ Clearly define the problems
 - ▣ Evaluate likely benefits of solving them
 - ▣ Focus investment on areas that do the most to solve your problems

Investment Logic

Solutions



Stage 1: Defining Need cont'd

- Service delivery models
 - Ownership
 - Bureau service
 - Pay as you go

- Worthwhile undertaking a re-assessment of current processes/technologies using *ICAO Guide for Assessing Security of Handling and Issuance*

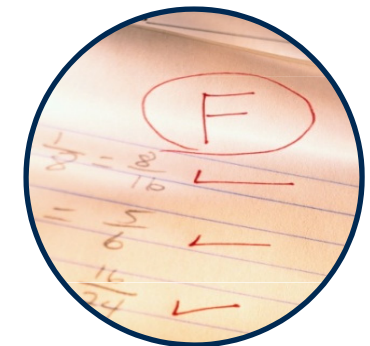
Stage 1: Defining Need cont'd

- Develop EOI and RFP specifications in line with ICAO Doc. 9303 and other relevant ICAO guidelines
- Structured approach to requirements gathering and system architecture design
 - ▣ Model of system architecture based on requirements means future decision processes are less susceptible to vendor-driven needs
 - ▣ Use other people's requirements where possible

Stage 2 & 3: EOI and RFP

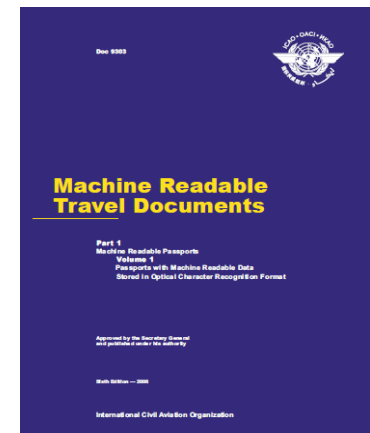
- Always include a draft contract with your EOI/RFP
 - Economic and political pressures can cause travel document projects to move forward quickly
 - Customers can lose leverage once suppliers are embedded
 - Can use response to draft contract as part of evaluation process

- 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)
- Know your vendor



Stage 4: Evaluation



- Decision-making matrix with evaluating factors and weighting elements
- Clear acceptance criteria
- Make allowances for ‘gut-feeling’ contributions
- Evaluation process that cannot be overly influenced by one individual

Stage 4: Evaluation cont'd



- 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



Contract



- Should set out entire commercial understanding between customer and supplier

- Contract should be outcome focused
 - ▣ Reflect what the State is trying to achieve
 - ▣ ICAO Compliant Travel Document (Doc. 9303)

- Limited time for contact negotiation

Contract cont'd

- Phased testing and acceptance of components/packages
 - ▣ Testing methodology and criteria for success/failure

- Change management/pricing changes

- Carefully consider currency to be used for contract payments



Contract cont'd

- Warranty and liability
 - eMRTD often composite in nature



- Intellectual Property Rights and Patents

Contract cont'd



- 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)

Discussion

□ What are your golden rules?



□ What is your experience with the process?



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