



INTERNATIONAL CIVIL AVIATION ORGANIZATION

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GETTING PROCUREMENT RIGHT:

POINTS TO WATCH WHEN IMPLEMENTING A NEW TRAVEL DOCUMENT

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Introduction

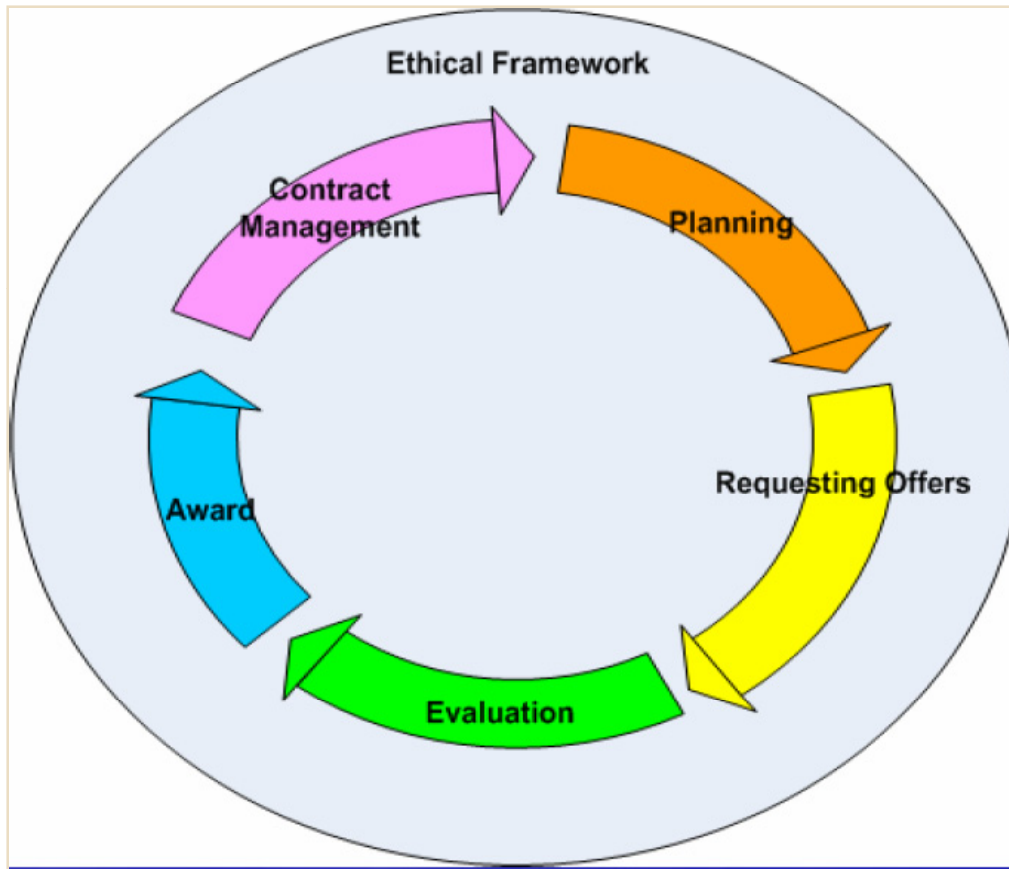
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- Procurement of systems/passports is a complex process
- Significant work required up front to ensure desired end result
- Large amount of guidance material available



Procurement lifecycle

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- 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

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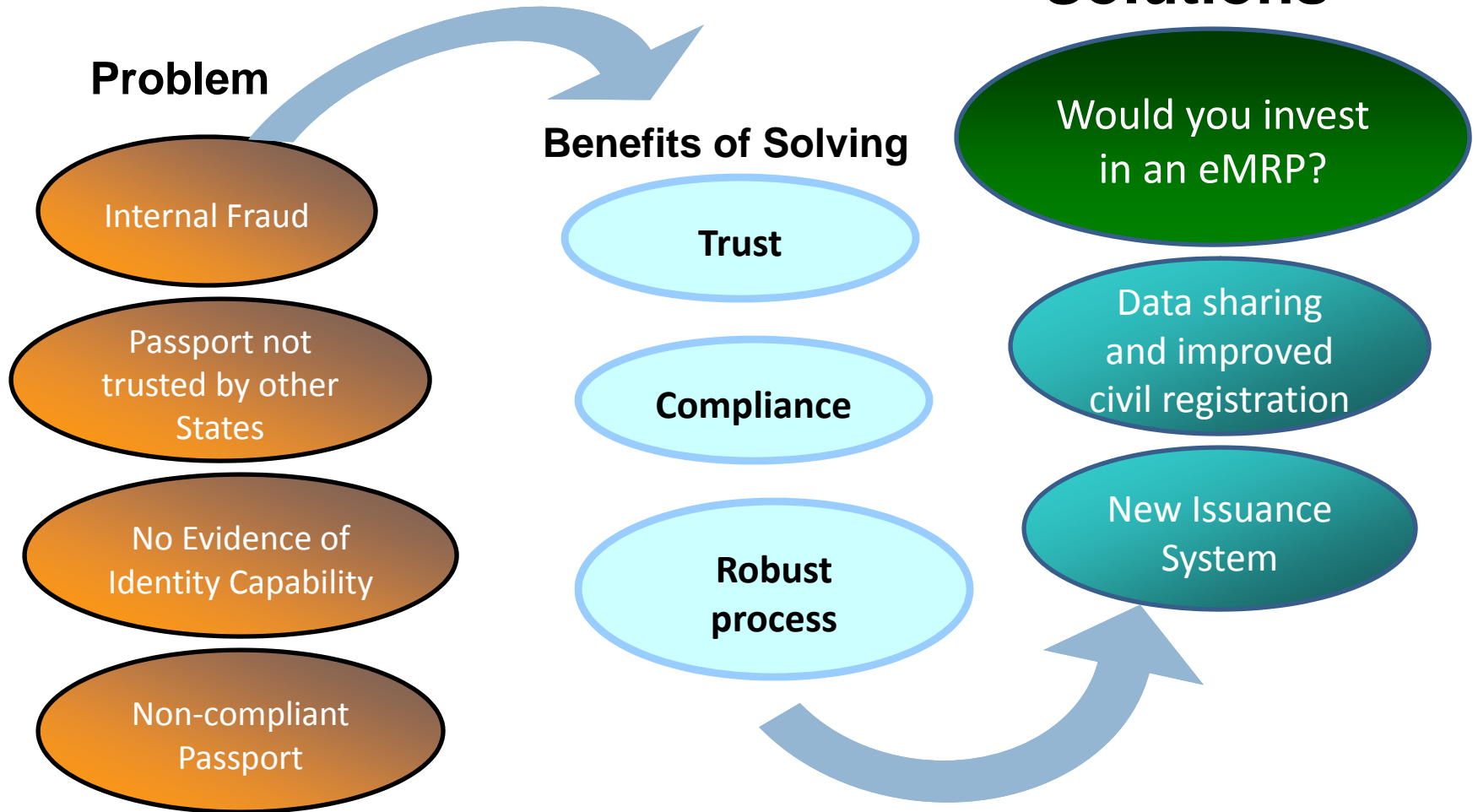
- Vendors want to sell/implement what they have – not necessarily what **you** want or need

- 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

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Solutions



Stage 1: Defining Need cont'd

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- 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

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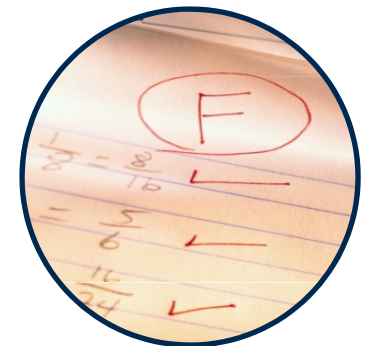
- Develop EOI and RFP specifications in line with ICAO Doc. 9303 and other relevant ICAO guidelines
- Structured approach to requirements gathering and system architecture design
 - ▣ Model of system architecture based on requirements means future decision processes are less susceptible to vendor-driven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

Stage 2 & 3: EOI and RFP

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- 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

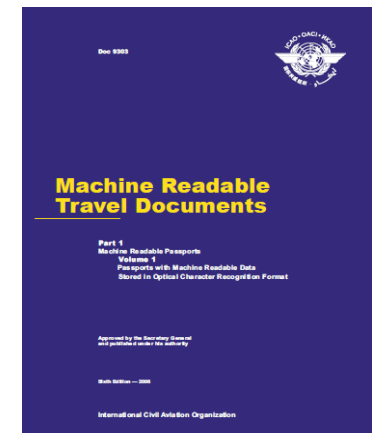
- Define penalties for non-performance



Stage 2 & 3: EOI and RFP cont'd

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- 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

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- 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



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- 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



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- 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

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- 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

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- Warranty and liability
 - eMRTD often composite in nature



- Intellectual Property Rights and Patents

Contract cont'd

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- 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

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□ What are your golden rules?



□ What is your experience with the process?

