



## International Civil Aviation Organization

### Seventh Symposium and Exhibition on ICAO MRTDs, Biometrics and Security Standards

ICAO Headquarters, Montréal, Canada  
12 - 15 September 2011



## Getting procurement right: points to watch when implementing a new travel document

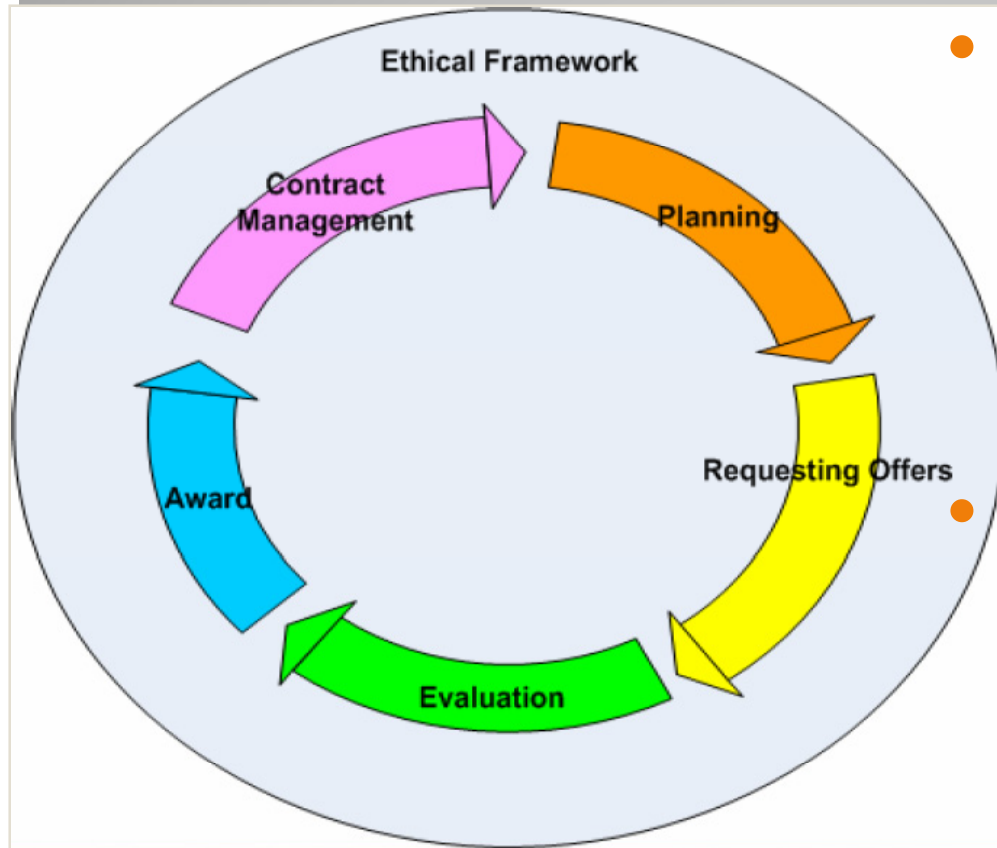
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# Introduction

- 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

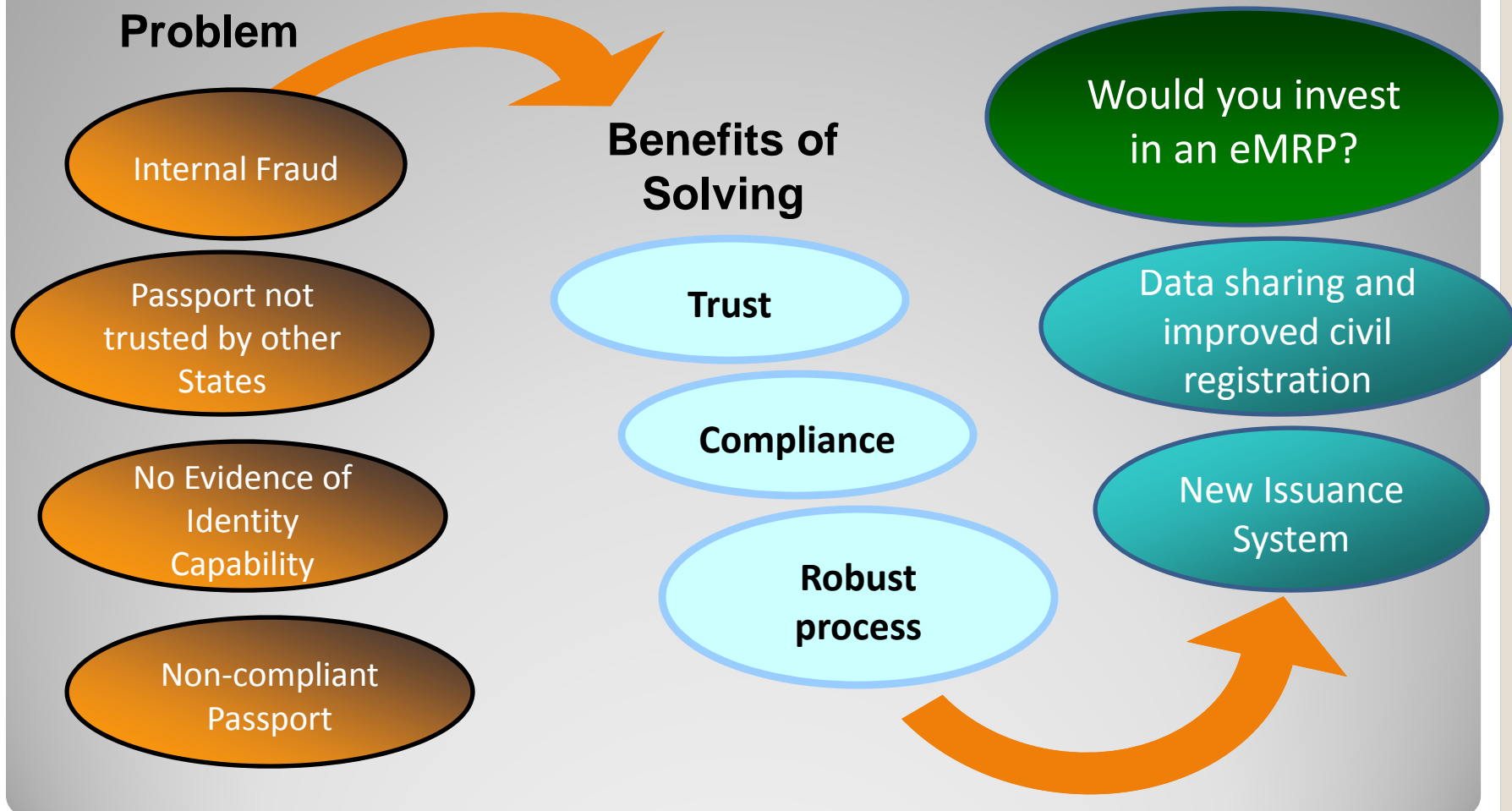


- Methodologies and guidance material form the basis of a robust process
- There are tips and tricks for each procurement phase that often come from experience

# 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



## Stage 1: Defining Need cont'd

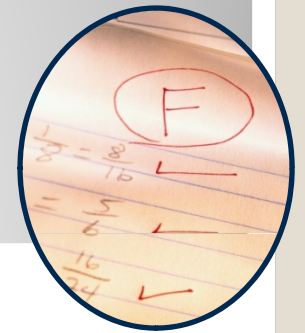
- Service delivery models
  - Ownership
  - Bureau service
  - Pay as you go
- Worthwhile undertaking a re-assessment of current processes/technologies using *ICAO Guide for Assessing Security of Handling and Issuance*

## 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

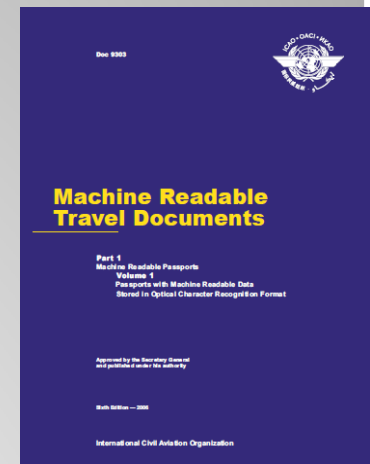
- Always include a draft contract with your EOI/RFP
  - Economic and political pressures can cause travel document projects to move forward quickly
  - Customers can lose leverage once suppliers are embedded
  - Can use response to draft contract as part of evaluation process
- Define penalties for non-performance





## 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 contract 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



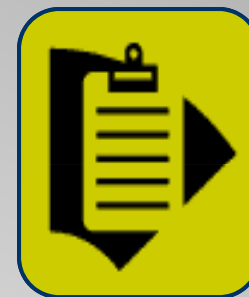
- Intellectual Property Rights and Patents

## 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?





# Questions



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