ICAO Ninth Symposium and Exhibition on MRTDs, Biometrics and Border Security 22-24 October 2013
The Canadian ePassport Project
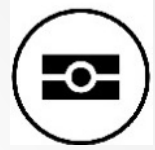
Jean-Pierre Lamarche
Director General
Passport Program Management & Strategic Initiatives
Citizenship & Immigration Canada

Today's Presentation

- The Road to ePassport

- Procurement Process

- New Book Design

- Deployment

- Engaging Stakeholders

The Road to ePassport

- 2006: Repatriation of passport printing from missions overseas

- 2008: Facial recognition technology

- 2009: Diplomatic and Special ePassport pilot project completed

- 2013: National ePassport deployment

ePassport Pilot Project

- In January 2009, Passport Canada started issuing diplomatic and special ePassports as part of a pilot project

- In November 2009 – Canada started sharing ePassport certificates with other countries through PKD

- Passport Canada became an active board member and participation to ICAO PKD

- Over 50,000 books were issued during the pilot
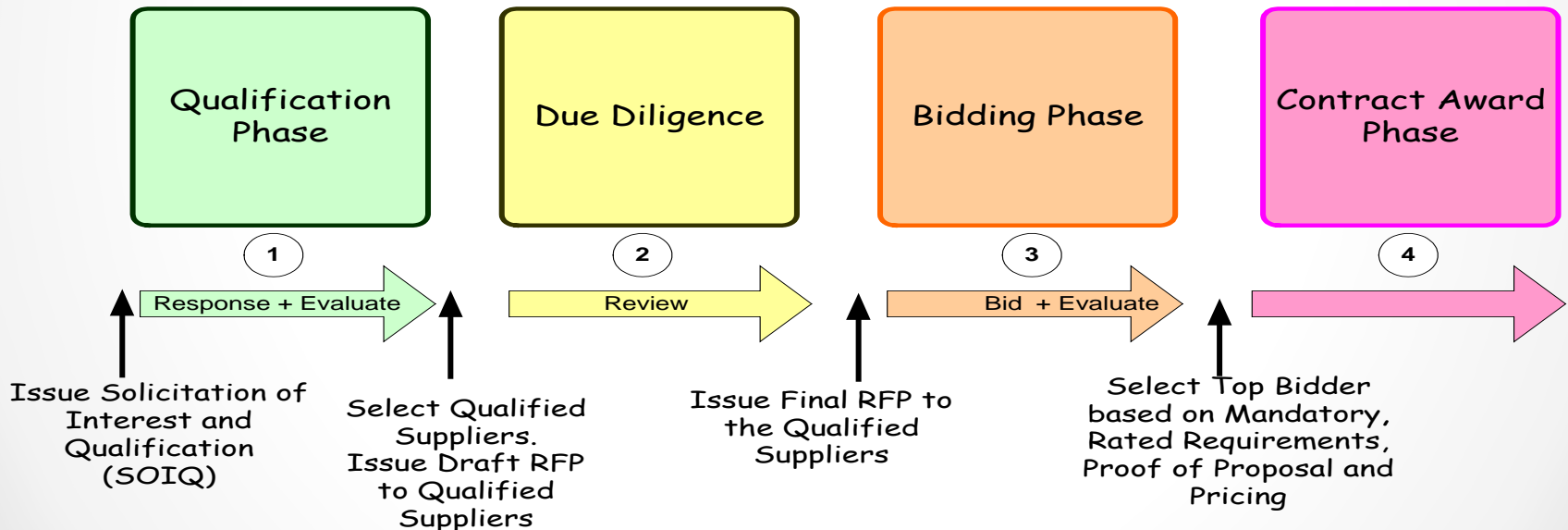
ePassport Procurement Process

ePassport Solution Procurement Process

Request for Interest (RFI) was first sent to the Industry

The RFI process led Passport Canada to conclude the following:

- "Turnkey" preferred
- Single RFP to select an integrated provider (solution)

Qualification Phase	Due Diligence	Bidding Phase	Contract Award Phase
1	2	3	4
Response + Evaluate	Review	Bid + Evaluate	
Issue Solicitation of Interest and Qualification (SOIQ)	Select Qualified Suppliers. Issue Draft RFP to Qualified Suppliers	Issue Final RFP to the Qualified Suppliers	Select Top Bidder based on Mandatory, Rated Requirements, Proof of Proposal and Pricing

Fairness Monitor engaged to oversee the RFP process

ePassport Contract Main Deliverables

- Procurement of:
  - ePassport books;
  - ePassport readers.

- Procurement and implementation of the infrastructure required for printing and encoding the new ePassports

- Procurement and implementation of a Public Key Infrastructure (PKI)

- Development and implementation of the interfaces required to interconnect the different applications

- Support and Maintenance

ePassport Solution

Supply Chain Security Clearance Process

Safeguards had to be in place to meet Canadian standards in all contractor and sub-contractor locations, nationally & internationally.

Complexity of Supply Chain

- Nature of assets (paper, chip, chip operating system, laminate, etc...)

- Supply chain comprised of multiple suppliers

- Components produced in various countries

Lessons Learned
Procurement

The procurement process does not end at contract award

➢ Ensure the process was fair, open and transparent
  - **"Fairness Monitor"** to oversee each phase of procurement.

➢ A **"Turnkey"** Solution
  - Ensures that services were not disrupted and costs were contained. A single request for proposal (RFP) to limit the need to integrate different project elements.

➢ A country should **involve its International Industrial Security** at the very beginning of a project.
  - Travel document supply chains are complex and consist of multiple suppliers, whom are sometimes spread around the world.

New Book Design

Book – Number of Pages

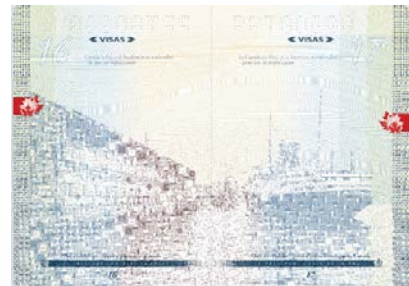| Past digital passport	New *e*Passport
5 year validity	5 **or** 10 year validity
24 Pages **or** 48 Pages	36 Pages

- Validity of 5 or 10 years
- New number of pages

Previous Book
Visa Pages

New Book
Visa Pages - Increased Security

New Book
Visa Pages - Increased Security

Lessons Learned

Book Design

Do not underestimate the time required to establish a new book design

➤ Have a new design ready at the start of your process

➤ This is an opportunity to increase security elements – build on it

➤ Ensure all pieces of the puzzle are available and fit
- IP rights to images
- Government approvals
- Ensure design was suitable for printing
- Ensure security features could be integrated into design
- Integrate security feature
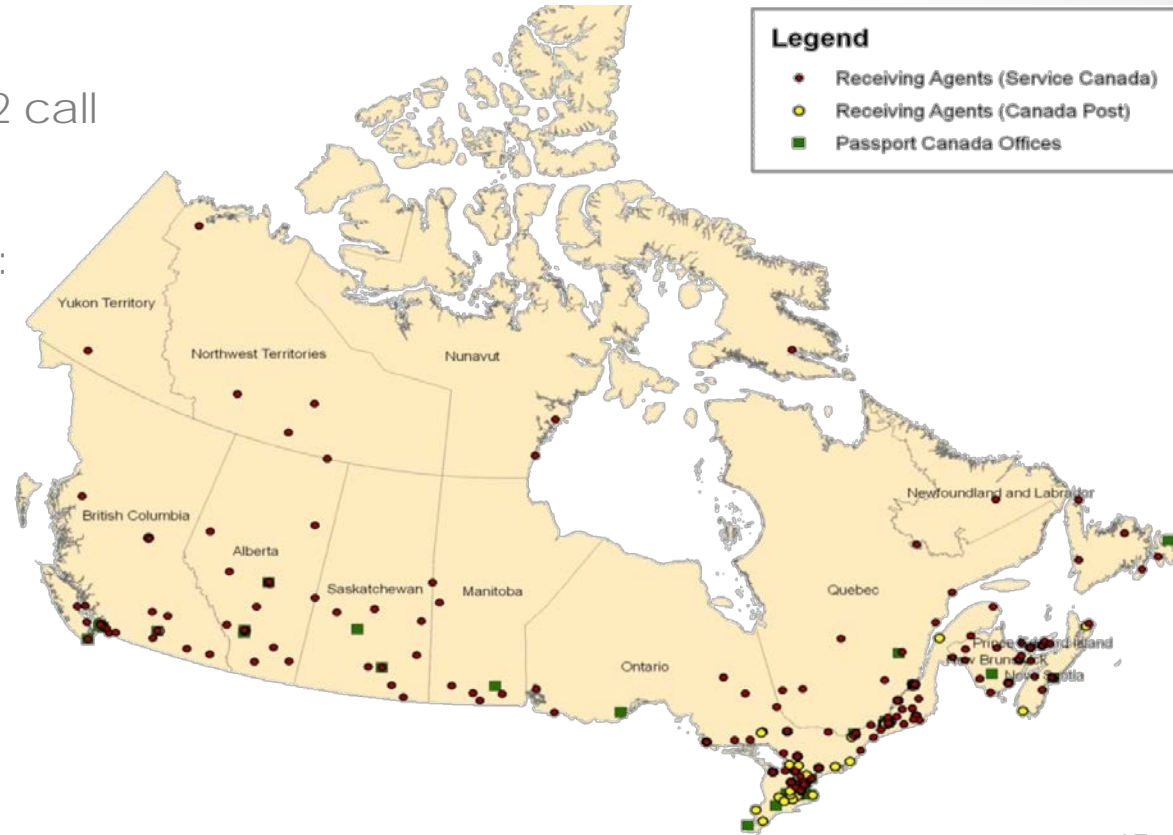
ePassport Deployment

ePassport Deployment

Implementation of the solution was gradual from coast to coast, divided into phases beginning with regional offices then the print centres and finally the missions abroad.

- 34 Passport Canada offices in Canada, plus 2 print centres, 2 call centres and headquarters

- 200 passport receiving agents:
  - 144 Service Canada;
  - 56 Canada Post

- Vast network of missions abroad (256)

Legend
- Receiving Agents (Service Canada)
- Receiving Agents (Canada Post)
- Passport Canada Offices

ePassport Deployment

Consolidation and Migration of the PKI Infrastructure

CSCA Pilot Project	→ PKI Migration →	CSCA National Roll-Out

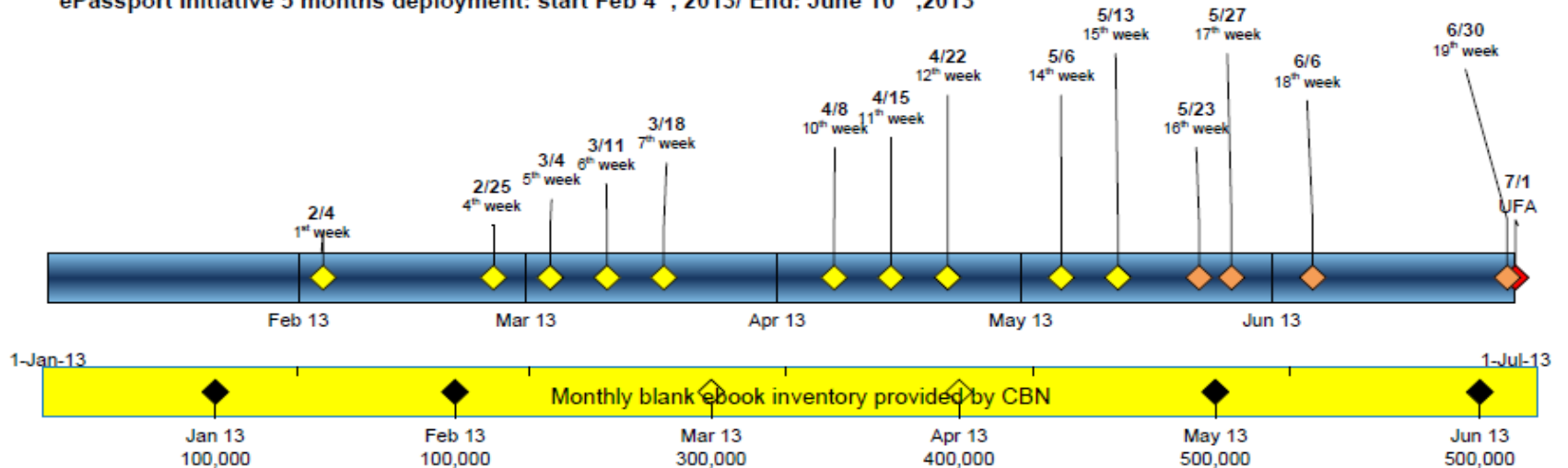The Country Signing Certificate Authority (CSCA) is responsible for:

- Issuance of all Document Signer Certificates used to sign Individual ePassport chip prior to issuance; and

- Issuance of all certificates used in support of ePassport issuance including Certificate Revocation Lists (CRLs).

**Passport Canada opted for a phased deployment approach**

- Ensures stability of new system in a low volume context

- Minimizes transition costs

- Back up site nearby to ensure continuation of service should any issues arise

- Controlled environment to ensure functionality, support and stability

ePassport Deployment

ePassport Initiative 5 months deployment: start Feb 4th, 2013/ End: June 10th ,2013

	PPDE	PPDO	PPDW
1st week	Ottawa		
4th week	Gatineau OT and CofI	Thunder Bay	Saskatoon
5th week	St. John's	St. Catharines	Regina
6th week	Fredericton	Windsor	Winnipeg
7th week	Halifax	London	Calgary (Calgary South)
10th week	St. Laurent (Pte-Claire)	Hamilton	Victoria
11th week	Montreal	Kitchener	Vancouver (Richmond)
12th week	Laval	Toronto	Surrey (Kelowna)
14th week	Québec	North York	Edmonton
15th week	Saguenay	Scarborough (Whitby)	Pilot London Mission
		Mississauga (Brampton)	

16th week Gatineau PC, Mail-in sites (NPS, MP, IPS, RA), CofI and HQ – Fully-configured
17th week PPDE, PPDO & PPDW regional sites gradually – Fully-configured
18th week Mississauga PC, Missions, MMPC, JWS WIP – Fully-configured

21st week Central Index (CI) – Fully-configured
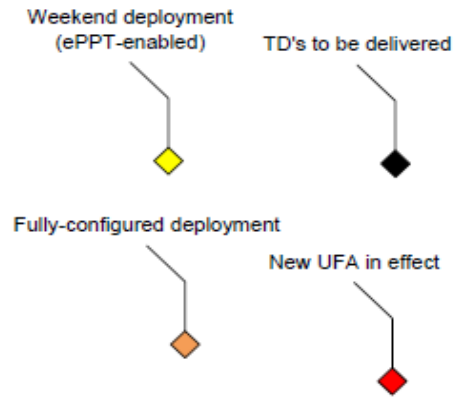
* sites in brackets are "sister" non-printing sites.

Date modified: 2013/05/16

Lessons Learned
ePassport deployment

A phased implementation minimizes operational risks

➢ Risks are managed closely, allowing opportunities to make the necessary changes after each phase

➢ Alternate strategies and plans for each core element of the deployment
- Offsets risk
- Provides means to allow the project to remain on track

➢ Engaged and supportive governance structure
- Allows effective and efficient decision–making and ensures that all key stakeholders are apprised of developments on the project
- Maintains the project schedule and facilitates decision-making process

Engaging Stakeholders on ePassport

Engaging Government of Canada Partners

Canadian Interdepartmental Governance

- Canada Border Service Agency
- Treasury Board of Canada
- Department of Foreign Affairs, Trade and Development
- Public Works and Government Services Canada
- Department of Justice
- Department of Finance

Key Canadian Stakeholders

- Unions
- Privacy Commissionner

International Partners

Engaging Passport Canada's employees

Intranet

Interactives sites - Poll Question example:

QUIZ 3: IMPOSSIBILITY OF UPDATING DATA ON THE CHIP

The data stored on the ePassport chip can be updated if the passport holder's personal information changes.

     True

     False

Answer: False. Once the chip is encrypted with the holder's information, it is locked and no data can be added or modified without invalidating the passport.

	Results from round 1 (2011)	Results from round 2 (2012)
True	33%	20%
False	67%	80%

The correct answer overwhelmingly received the most votes both times. The percentage of correct answers increased by 13% in the second round. This suggests that employees have good knowledge of this issue.

Information sites

An email address was created to receive questions from employees. These questions and their answers were posted on the intranet site.

Communicating with Canadians

Public awareness campaign to:

- Promote the advantages of the ePassport;
- Fight misconceptions about privacy.

Leading up to launch:

- Dedicated a section of our website:
  www.passportcanada.gc.ca/eppt
- Leveraged social media:
  - Posted information on Facebook and Twitter;
  - Produced and promoted YouTube videos.

At the time of launch:

- Orchestrate an ePassport ad campaign ;
- Include an informative insert with all outgoing ePassports.

Communicating with Canadians

Lessons Learned

Engaging Stakeholders

Educating Canadians — A unique challenge

> ➢ Misconceptions on stored information on chip
> ➢ Most common misunderstanding linked to the security of the chip and the differences between vicinity and proximity chips

Ongoing process to address the concerns of Canadians through a variety of methods

> ➢ Social Media
> ➢ Traditional Media

Learn from your colleagues from other countries and share your experience!

Questions?

THANK YOU

Contact Information

E-mail: Jean-Pierre.Lamarche@cic.gc.ca

Tel.: (819) 934-3836