



ICAO TRIP Guidance Material Case Study: Procurement

David Philp

Chair, ICAO Implementation and Capacity Building Working Group
General Manager, Te Pou Manawa (Partners and Products),
Department of Internal Affairs, New Zealand

New Zealand Government

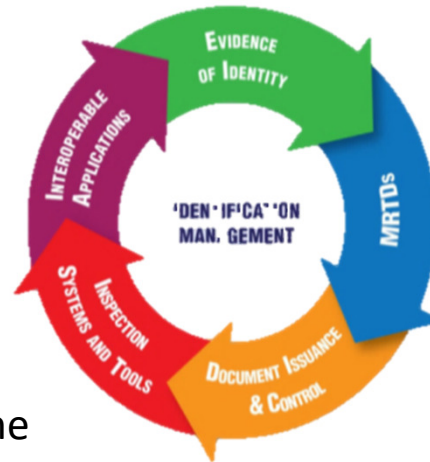


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Suite of Guidance Covering 5 Elements of TRIP

Suite of Guidance Covering 5 Elements of TRIP

- Border Control Management Guide
- UNHCR Guide for Issuing Machine-Readable Convention Travel Documents
- TRIP Compendium
- Photo Guidelines
- Guide for Optical Machine Authentication



- Guide on Evidence of Identity
- Roadmap for Implementation of New Specifications for MRTDs
- ***Collection of Best Practices for the Acquisition of MRTD Goods and Services (Procurement)***
- Guide for Assessing the Security of Handling and Issuance of Travel Document
- Guide for ETD Issuance
- Guide for Circulating Specimens



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Focus of *this* presentation is on procurement tips, and the ICAO Guide



Collection of best practices for acquisition of Machine Readable Travel Document (MRTD) Goods and Services

For Publication on the ICAO Website



Collection of Best Practices For Acquisition of Machine Readable Travel Document Goods and Services

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File: Collection of Best Practices For Acquisition of Machine Readable Travel Document (MRTD) Goods and Services
Author: Subgroup of the Implementation and Capacity Building Working Group (ICBWG), Working group of the Technical Advisory Group on the Traveller Identification Programme (TAG/TRIP)

Collection of best practices for acquisition of Machine Readable Travel Document (MRTD) Goods and Services

Investment Logic



Figure 1: Flowchart showing the logic for an MRTD related system

Types of... Having gained clarity on the requirements of the new MRTD system, the authority may also evaluate different...
• Planning products and services...
• Planning products and services...
• Planning products and services...
• Planning products and services...
• Planning products and services...

2.2.1. Procurement Plan
The Procurement Plan - which is for internal use only - explains how procurement is to be undertaken, covering areas such as:
• A description of the procurement;
• The estimated cost of the procurement;
• The estimated time for completion of the procurement;
• The estimated time for completion of the procurement;
• The estimated time for completion of the procurement;

Procurement of passport issuance systems/books

- Complex process that needs to be driven by Government and not the vendor
- Significant work required up front to ensure desired end result
- Often Governments have mandatory or recommended procurement guidelines
- ICAO Guide works is designed to work alongside – contains tips and advice learned through experience

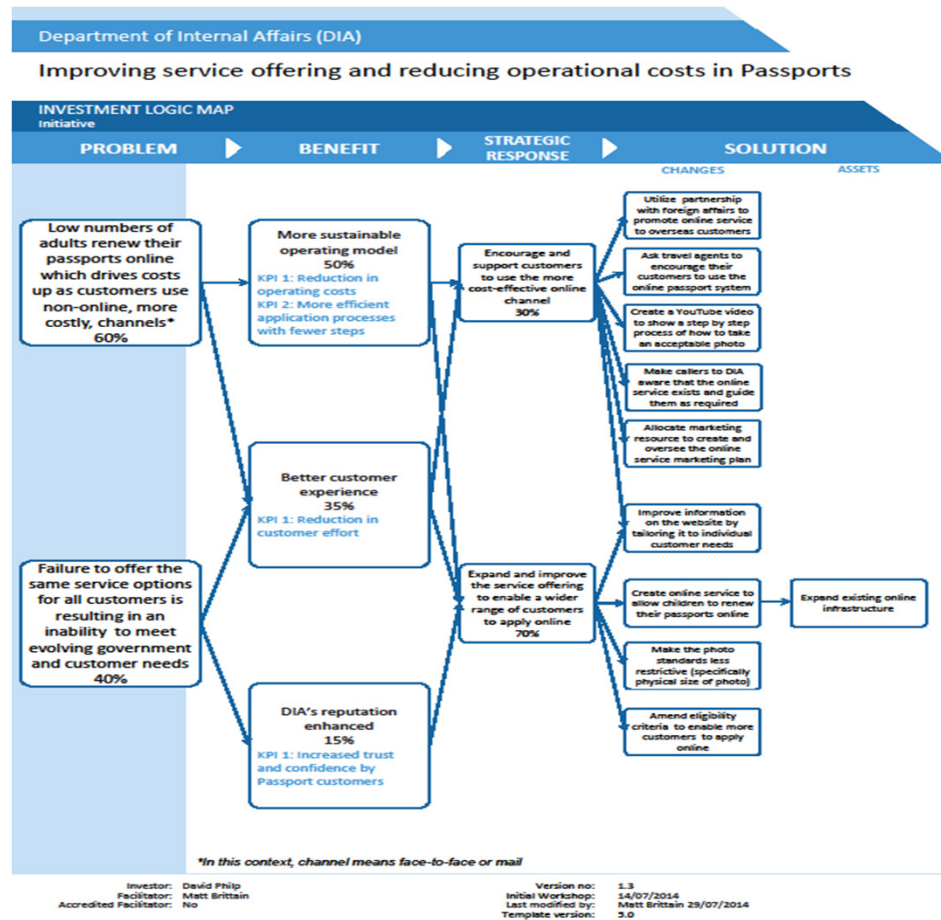
Procurement Strategy

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

- Develop Registration of Interest (ROI) and Request for Proposal (RFP) specifications in line with ICAO Doc. 9303 and other relevant ICAO guidelines
- Worthwhile undertaking a re-assessment of current processes / technologies using *ICAO Guide for Assessing the Security of Handling and Issuance of TDs*
- Consider using an Investment Logic Map

Investment Logic Mapping:

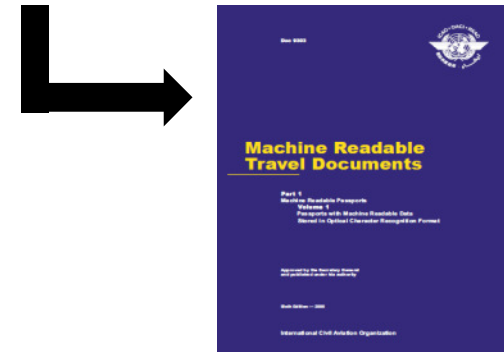
What is the problem you are trying to solve and to what extent will the investment solve it?



- Take a 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**

- Always include a draft contract with your ROI/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
- **Don't let the vendor write your contract**

- Link contract explicitly to ICAO Doc 9303 and associated guidance material
- Demand proof of concept
 - Evidence they can deliver the product and/or system
- Single lead vendor where possible (accountable for overall outcome)



- 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



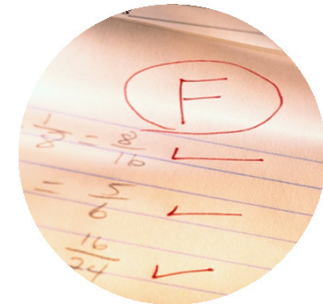
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- Should set out entire commercial understanding between customer and supplier
 - Technical and operational specifications
 - Rules relating to relationship governance and logistics
 - Transferring ownership of assets, licenses and technologies embedded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

- 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
 - **Price in your own currency to deal with volatile currency or fluctuations**



- Intellectual Property Rights and Patents
 - Protected from patents owing
 - Licenses/technologies in perpetuity
 - **Own and control your data**
- Warranty and liability
 - eMRTD often composite in nature
 - Vendor must be ultimately accountable
 - Define penalties for non-performance



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- 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)



Guides under development:

- Guides under development:
- *Public Key Directory and Public Key Infrastructure*
- *Using Advanced Passenger Information (API) and Passenger Name Record (PNR) Data*
- *Economic Case for the ePassport – Cost vs Benefit*



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