**Regional Seminar on MRTDs, Biometrics
and Identification Management
12 to 14 November 2013, Ouagadougou, Burkina Faso**

# Getting procurement right: the key to implementing a new travel document

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Introduction

- 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
  - Large amount of guidance material available

Procurement Guidelines

- Often Governments have mandatory or recommended procurement guidelines

- Also see:

    - World Bank: *Procurement Guidelines Under IBRD Loans and IDA Credits*

    - European Commission: *Guide to the Community Rules on Public Supply Contract*

    - New Zealand: *Procurement Guidance for Public Entities*

Procurement Lifecycle

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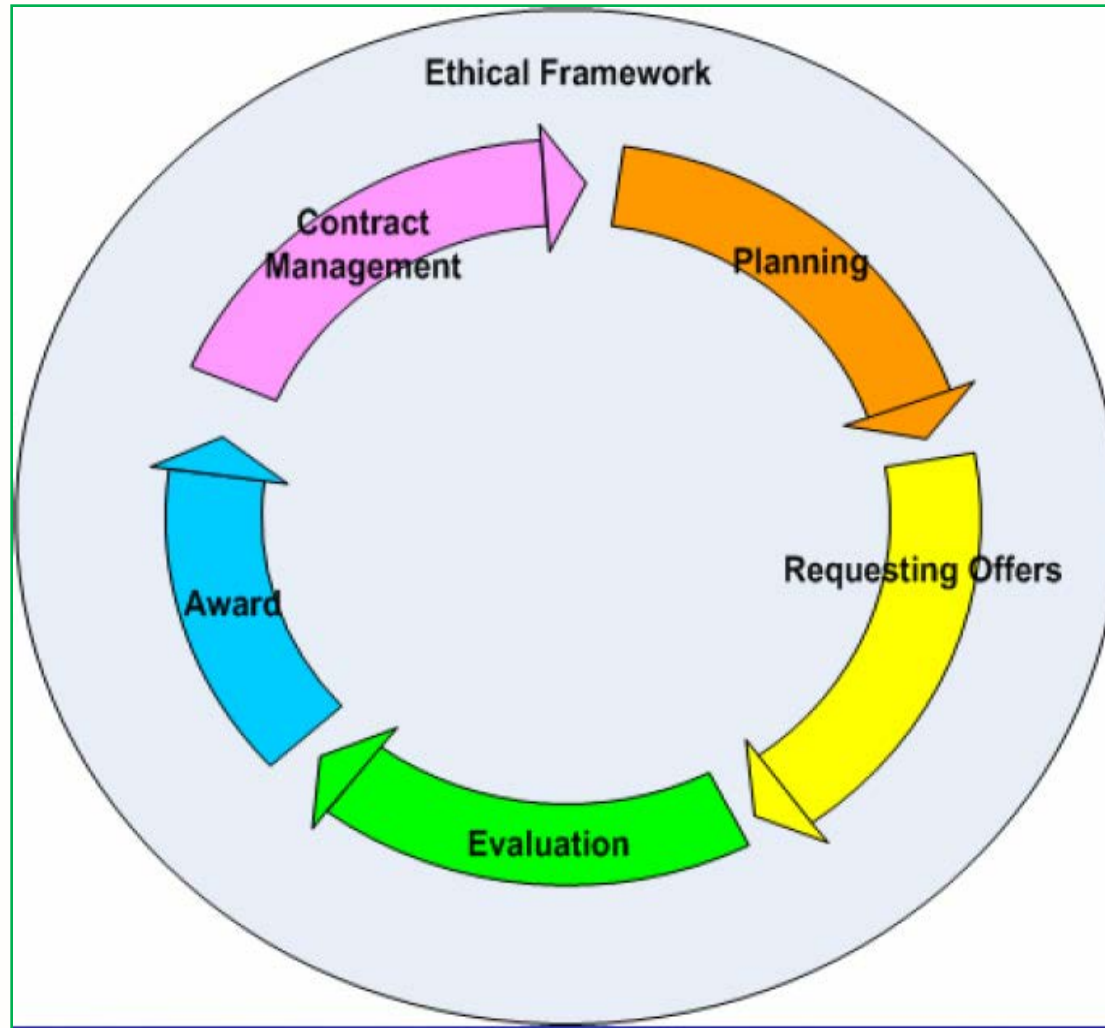
Procurement Strategy

- 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

Staged Approach

Stage 1: Defining the need

Stage 2: A Registration of Interest (ROI) to find out more about the goods or services, the market, and the capability of suppliers to satisfy the procurement need

Stage 3: A Request for Proposal (RFP) requesting suppliers to submit an offer for goods or services or propose a solution

Stage 4: Evaluate the tenders or proposals received and award a contract to the preferred supplier

Stage 5: Implementation and ongoing contract management

Stage 1: Defining Need

- Develop ROI and 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

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Investment Logic Mapping

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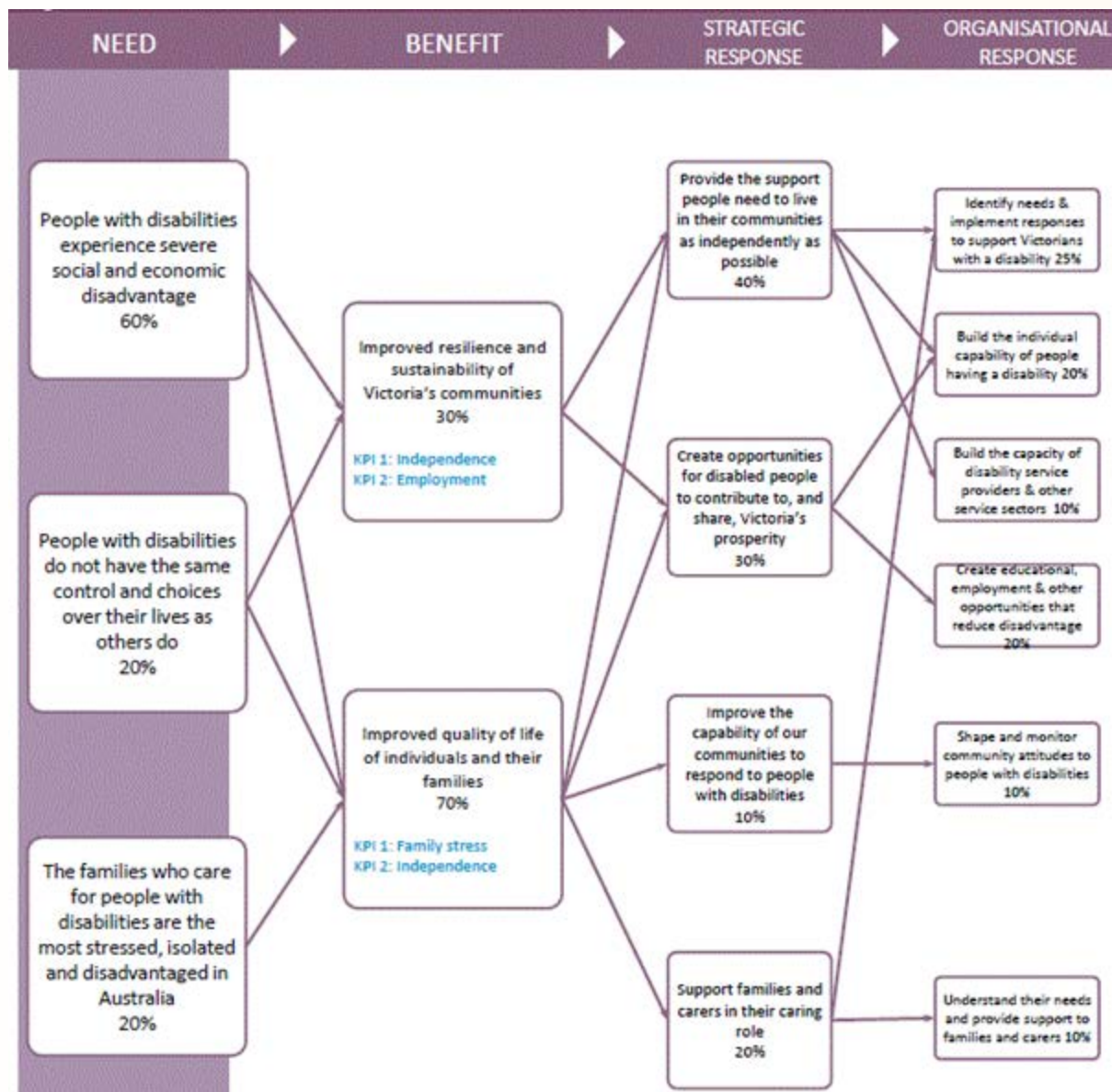
Stage 1: Defining Need (2)

- 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

Stage 2 & 3: ROI and RFP

- 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

Stage 2 & 3: ROI and RFP (2)

- 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)

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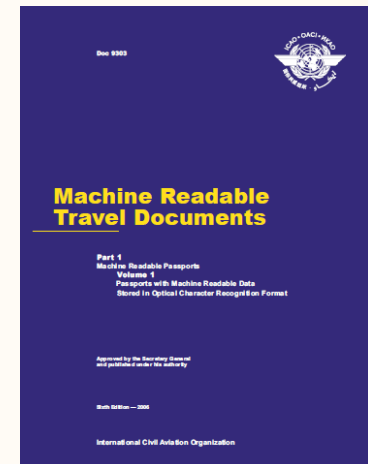
Stage 4: Evaluation

- 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

Contract

- 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

Contract (2)

- 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
  - Ability to introduce software changes etc

Contract (3)

- 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

Contract (4)

- 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)

Questions?

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