



Public Security
& Identity

Public-Private Partnerships in Identity Management

Partnering with IDEMIA for a robust
identity management program



IDENTITY MANAGEMENT: AT THE HEART OF YOUR RESPONSIBILITY

Creating and maintaining a solid national identity framework is one of the most fundamental missions of a nation state. It is a key element to enhance security, promote the country's economic development and contribute to social cohesion.

The necessity of providing robust and clear proof of identity has become extremely important in modern society's age of information. Access to services is moving from a physical face-to-face model towards a digital approach, available anytime, anywhere. Therefore, there is a need to bring the same level of trust that exists in the physical world to the digital world. To do so, a state-issued identity is the most secure and trusted identity upon which digital providers can rely to secure their operations. That is why identity management infrastructures not only need to keep up with international standards, but also to evolve regularly to adapt to the wider uses of technology, combining security and convenience.

Flawed identity systems provide fraudsters with ways to exploit and abuse citizens' rights, generating extra expenditures for the state or extra costs and losses for a private entity. Moreover, mediocre identity documents, and the lack of tools to verify identities, facilitate both the creation of false identities and identity theft that often underpin financial fraud. In worst-case scenarios, this could lead to serious forms of criminal activity.

With the increased technical complexity, the cost for robust identity management systems increases. In the context of public debt and pressure for more efficiency in public bodies, Public-Private Partnerships can be a solution.





PUBLIC-PRIVATE PARTNERSHIP (PPP): DEFINITION AND MODELS

In recent years, PPPs have successfully been implemented as financing models for infrastructure projects globally. While quite common in traditional infrastructure sectors such as railways, roads and airports, PPPs are still in their infancy for identity management programs. However, the numerous benefits for both public and private partners mean they should not be overlooked any longer.

What is a PPP in identity management?

There is no international agreement on the definition of PPPs as they come in different shapes and forms depending on the contract between the participating parties. However, in most general terms PPPs can be defined as a long-term contractual relationship between the involved public sector body and a private entity, whereas services that are usually provided by the public body are now delegated to the private entity.

In these projects, IDEMIA can take on parts of your identity management needs, or offer a truly one-stop-shop solution:

Build

- Fund the project
- Specify, design, develop
- Prepare facilities
- Prepare infrastructure
- Deploy and validate the system
- Recruit and train the resources to operate, administrate, maintain

Own – Operate

- Enroll citizens
- Collect fees
- Manage ID database and services
- Produce ID documents
- Personalize ID documents
- Deliver documents
- Manage document lifecycle
- Maintain overall system

Transfer

- Hand the system back
- Train operators and administrators

Build – Own – Operate – Transfer

As an IDEMIA client, you benefit from the potential to use the most common PPP model within the identity management ecosystem – the BOOT business model.

This concession model consists of four main phases:

1. Build

Based on your specification, IDEMIA enters a contractual agreement with you and handles the design, development and implementation of the necessary identity management infrastructure.

2. Own

During the contractual period, the built infrastructure is completely or partially owned by IDEMIA, depending on how much funding you want us to provide.

3. Operate

IDEMIA is responsible for fully or partially operating and maintaining the infrastructure as well as keeping the system up and running.

4. Transfer (optional)

IDEMIA can transfer the ownership of the built infrastructure back to you at the end of the contractual period. We would offer training on the operation, administration and maintenance of the system.

KEY BENEFITS OF PPPs

The benefits for you as a public body of entering a PPP with IDEMIA are striking:

1. Sharing areas of expertise

Setting up and running an efficient identity framework requires multiple skills in the fields of large project management and IT integration, identity technologies, production management, the implementation of international standards and knowledge of the legal framework, among others. With IDEMIA as your partner, you get access to over 40 years' experience as the leader in identity management and biometrics. We will ensure you receive state-of-the-art technology in the most efficient way.

2. Budget management

An identity management system is a long-term and large-scale project that requires substantial upfront investment, as well as continuous expenditures in maintenance and upgrades over time. Partnering with IDEMIA means launching such a project with minimal impact on your budget.

If the project is fully financed by IDEMIA, you will only have to cover the expenses related to the PPP task force and the partner selection process.

3. Risk sharing

Long-term, large infrastructure programs always include a certain level of risks. Under a PPP with IDEMIA you will partly transfer these risks to us, in particular the financial and operating risks.

Risk type	Client	IDEMIA	Risk description
Design and implementation		✓	Inadequate design, obsolete or inappropriate technology, cost overrun, program delay, inadequate quality control
Operation and maintenance		✓	Cost efficiency, workload fluctuation, inadequacy and high turnover of human resources, increase in energy and material prices, deterioration or depreciation of assets, process failure, material defects or site security
Transfer	✓		Risks based on the transfer of assets, inventory, human resources and know-how for running operations
Market		✓	Securing the source of revenue, setting up the right pricing; ensuring that actual demand will reach demand expectations set in the business plan
Financial		✓	Cost of capital, interest rates and cash flow management
Compliance	✓	✓	Compliance with certain standards, like security-related ISO 27 001 or international regulations
Legal and regulatory	✓		Legal and regulatory risks
Political	✓		Long-term stable political environment for the PPP task force to operate in

YOUR ROLE IN THE SUCCESS OF THE PROJECT

In a project as important as an identity management program, both partners play a critical role in making it a success.

In IDEMIA's experience, you will need to focus on five key areas during the partnership:

1. Design a contract focusing on outputs

You will be in charge of setting the objectives and the outputs of the project. The contract must focus on outputs in terms of results and levels of service expected (e.g. production capacity, system availability, document delivery).

2. Set a clear and reliable legal framework

Within a PPP, you will delegate some activities to IDEMIA and we will operate in your name. The legal framework grants and defines the roles and responsibilities of each party.

3. Share information on your local context

As your partner, IDEMIA needs to be able to anticipate the program's revenue in order to maintain financial stability. Information on key metrics, such as the volume and usage of the civilian identity system, local processes, regulations and customs are needed to operate the system efficiently.

4. Facilitate the building of infrastructure

Building or furnishing the infrastructure is an important part of a system implementation. This is in fact a major cause of delay in identity projects mainly due to logistical or administrative processes (e.g. construction permits).

5. Communicate on the project

You must carefully handle the citizen-oriented communication on the program and its benefits, as the success ultimately hinges on it being adopted by the citizens.





IDEMIA'S EXPERTISE AT YOUR DISPOSAL

IDEMIA is the world leader in Augmented Identity with over 40 years' experience in identity management and biometrics. When you join a PPP for several years, you want to be 100% sure that you select the right partner. IDEMIA will convince you with:

Experienced staff that takes the field reality into account

Understanding local context, cultural differences and strong local partnerships is critical not only to get the set-up of the program right from the beginning. It is also essential for resourcing and training local staff and maintaining a high level of support throughout the lifetime of the contract. IDEMIA delivers global best practice in your local environment.

Proven project management skills

IDEMIA has a proven track record in dealing with complex project deployments to guarantee the work is done on time. With high-profile projects, you want to be sure that your partner delivers on time and in budget, and IDEMIA has been a successful partner of many governments globally.

Tight support structure for local team

With IDEMIA, you will not only partner with a local task force – you will partner with a global company of over 13,000 employees and their collected knowledge and expertise.

Privacy by Design at every level of our work

Data protection and privacy issues are the most sensitive topics when managing citizens' identities. IDEMIA delivers best-in-class technology that ensures your citizens' data is safe and international and country regulations are taken into account.

Data privacy has been integrated into our development process and IDEMIA's Global Security Policy. Security and Privacy by Design is implemented on both product and program level. Our technology is compliant with all relevant international quality standards and accreditations, specifically with the General Data Protection Regulation (GDPR) imposed by the European Union.

GDPR compliance is demonstrated through a Data Privacy Impact Assessment (DPIA). When IDEMIA acts as a data processor or sub-processor, we work closely with our customers to ensure that GDPR obligations are included in the contractual commitments. At the beginning of each program, a GDPR assessment is performed. If positive, a data privacy risk assessment is undertaken and a DPIA is implemented. IDEMIA includes the purpose limitation and the principle of data minimization in the solution design. The data retention period is defined to the necessary minimum. The security measures defined in the DPIA are integrated into the program security plan, and the security test plan checks that the measures are effective. The DPIA will be regularly updated during the system's lifetime.

Proven financial capability

IDEMIA is a leading provider in identity management with an annual revenue of over 3 billion US dollars. The group provides identification, authentication, payment and connectivity solutions to a diverse range of customers on a global basis. IDEMIA has a unique business profile, with 50% of its clients from the public sector and the majority of its revenues deriving from identification and authentication technologies. IDEMIA's end-to-end offer ensures long-term growth and with that, the financial stability needed for your project.

Strategic advice in the long run

With our long-standing expertise and global footprint, we will be able to assist you with forecasting needs for mid-term developments and suggest improvements based on your identity management strategy and citizens' feedback on the service level. If needed, we will advise you on deploying new services or expanding the scope (e.g. delivery of other types of identity documents).

SELECTED REFERENCES



Modernizing Chile's identity management and document production system

The challenge:

In 2010, the Chilean government set out to modernize its identification system and ID documents production. The goals were straightforward:

- Modernize the procedures for capturing and managing data that identifies individuals
- Provide citizens with new identity cards and passports with contactless chips
- Implement a new Automated Fingerprint Identification System

IDEMIA's solution:

IDEMIA entered a contract on the basis of a Build – Operate – Own (BOO) model. IDEMIA created a local branch, and then proceeded with implementing two central sites, each one equipped with a datacenter and a document personalization center. In the datacenter all biometrics (face and fingerprint) and biographical information of the citizens are stored and processed. The personalization center deals with adding citizens' data onto their passports' data page or ID cards.

The outcome:

Thanks to the PPP, the Chilean government could ensure that the solution is deployed in the shortest amount of time and with low impact on its budget. The main production site has a personalization infrastructure for a total throughput of 2,000 ID cards and 280 passports per hour. The central database is able to store more than 20 million identities and support up to 250,000 transactions per day. Enrollment times in Chile have gone down from several hours to only one hour. This significant time decrease was made possible thanks to the connectivity of the registration process and the optimization of the civil servant tasks.

According to the Henley Passport Index, the Chilean passport now ranks as the most powerful passport in Latin America. The biometric e-passport, along with Chile's remarkable economy, also enabled the country to be included in the US Visa Waiver Program.



A modernized passport system for Mali

The challenge:

Before the end of the civil war and the re-establishment of the constitution in 2015, Mali's existing machine-readable passport did not comply with international standards. The document had little international credibility due to its low quality. Malians were vulnerable to identity fraud as multiple tampering with passports was commonplace. Furthermore, Malians had to wait for several months to receive their document. The republic needed to modernize its setup and provide a secure high-tech solution. Yet, financial means were acting as a hindrance to Mali's development.

IDEMIA's solution:

The Build-Operate-Transfer agreement between IDEMIA and the Malian government led to the establishment of a subsidiary in Bamako. On behalf of the government, the subsidiary handled the creation of the central database and the set-up of necessary infrastructure. Further local operations include back-end operations, personalization services and additional support functions.

From the collection of citizens' payments to the registration and validating of applicants, IDEMIA offers an end-to-end solution.

The outcome:

Over the course of the ten-year contract, the Malian government and its citizens will benefit from:

- Over 120,000 passports produced and delivered to Malian citizens per year
- About 60 enrollment stations set up
- Express passport delivery service in only 12 hours
- A standard delivery time of one week

IDEMIA's solution also includes practical payment methods and passport delivery notifications via SMS.



Digitization of ID documents for the Republic of Albania

The challenge:

The implementation of electronic ID documents such as passports and ID cards helps governments create a safer environment for their citizens. The Republic of Albania was looking for the most secure and modern ID system that should also serve as an additional argument in the country's discussions to enter the EU. Being an EU member would facilitate its economic and cultural exchanges.

In 2008, the Albanian government signed a concession contract with IDEMIA for an end-to-end identity management solution, from the design and personalization to the management of citizen enrollment and identity document distribution.

IDEMIA's solution:

IDEMIA established a concession company, Aleat, in the record time of only five months, enabling citizens to vote in the June 2009 parliamentary elections with their ID documents in hand for the first time since 1991, recording one of the highest voter turnouts in the country's history. In the first half of 2009, 1.4 million ID cards were produced and delivered, with over 25,000 cards produced daily at the height of the enrollment process. The partnership was such a tremendous success that the contract was renewed through to 2023. IDEMIA also delivered online identity services as part of its digital service initiative. This resulted in the creation of a secure platform that leverages eID cards, allowing citizens to access secure eServices.

The outcome:

Following the customer request for additional services, such as registration at the embassies and delivery of refugee cards, the EU granted Albanian citizens holding a biometric passport the right to travel throughout the Schengen Area without a visa. Moreover, in 2011 Aleat was awarded the ISO 27001 certification, proof of the dedication to maintain the highest security standards with regard to handling the identity management business process and citizens' data.



- 500,000 passports and ID cards are produced and delivered to Albanian citizens per year, on average
- About 200 enrollment stations are set up in the country and in Albanian embassies worldwide
- The documents are delivered in 24 hours within an express offer
- A standard delivery time of two weeks only
- Sick people can be enrolled at home or in hospital when they have to travel abroad for medical care

In 2008, the Albanian passport ranked 155th in the Global Passport Power Rank. Thanks to the security of the new citizen enrollment process, namely the identity proofing, Albania's passport ranked 42nd in 2019.

ABOUT IDEMIA

IDEMIA, the global leader in Augmented Identity, provides a trusted environment enabling citizens and consumers alike to perform their daily critical activities (such as pay, connect and travel) in the physical as well as digital space.

Securing our identity has become mission critical in the world we live in today. By standing for Augmented Identity, an identity that ensures privacy and trust and guarantees secure, authenticated and verifiable transactions, we reinvent the way we think, produce, use and protect one of our greatest assets – our identity – whether for individuals or for objects, whenever and wherever security matters. We provide Augmented Identity for international clients from Financial, Telecom, Identity, Public Security and IoT sectors.

With 13,000 employees around the world, IDEMIA serves clients in 180 countries.