EDD Quality Standard in Project, Procurement and Contract Management
EDD QS

Presentation content

- Background

- EDD Prequalification process

- Current state of play

- Future

A look back…

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Current Explosive Detection Dog Contracts

- UNMAS Somalia EDD contract since 2013

- OPCW Syria EDD contract since 2014

- UNMAS South Sudan EDD contract since 2014

- UNMAS Mali EDD contract since 2015

- Support to UNDSSS initiated 2017

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How it started

- In 2013 UNOPS PSC and UNMAS was requested to conduct an EPP for EDD service to be deployed at Four Seasons Hotel Damascus Syria on behalf of OPCW. As EDD procedures and QMS are not included in IMAS, research was done to identify an International EDD Standard.
- Conclusion were that most EDD contracts was operating against either internal company specific EDD QS or different National Standards such as AR 190-12, US SD (DSORT/DSOT).
- One international EDD Standard was identified – FRONTEX Product Scent Detection Dog (PSD) Standard, acknowledged by EU MS, SAC and WAC.

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Quality Standards

Comparison

Standard comparison

Criteria	AR 190-12	US SD	Frontex	UNOPS EDD QS
PDA	Yes	Yes	Yes	Yes
Validity Accreditation	365 days	180 days	3 years	180 days
ORT	Yes	Yes	Randomly from list	Randomly from list
Blanc test	Yes	Yes	Yes	Yes
Search Categories	Vehicle 20+ barracks (occupied) theatre luggage 30+ warehouse community buildings open areas	Vehicle 5-10 Box 20-30 Indoor min 5 rooms Luggage 15-30	Vehicle 3-6 Indoor 50-500 sqm Outdoor 500-10000 sqm Luggage/ Cargo 10-30 items	Vehicle 3-6 Indoor 50-500 sqm Outdoor 500-10000 sqm Luggage/ Cargo 10-30 items

Standard comparison

Criteria	AR 190-12	US SD	Frontex	UNOPS EDD QS
Targets	1-2	1-2	1-6	0-6
Pass/Fail	95% found-10% false accepted	100% found 2 false (ORT)	100% found 0 false	100% found 0 false
Assessor requirements	4 years KM + 4 years handler KM = 6 years handler+ KM course= 10 years	Not defined. Ref AR 190-12	10 years experience as national instructor/ assessor of PSD	8 years experience as instructor/ assessor of PSD
Conformation/ Reward	Yes	Yes	No	No

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EDD QMS

Initially QMS consisted of 2 phases:

- **Operational Readiness Inspection (ORI)** – Prior to operational start date ORI shall be conducted by an UNOPS EDD Assessor. ORI verifies all contractual agreements such as staff, logistics, shift rotations, leave rotations, kennels, EDDs etc. and includes an Operational Accreditation assessment of all deployed EDDTs in search areas reflecting SOW. Passing OA assessment grants Opeationalaccreditation for the individual EDDT (handler with two specific EDDs)

- **Quality Control (QC)** – Periodic re-assessment per 6 months of one or all included Search areas

How it started / EDD QMS

- EDD QMS was designed reflecting the fact that an EDD Assessor would not be continuously deployed to each programme, but periodically visit to conduct assessments of all deployed EDDTs. As such it was decided to keep search areas as limited as possible (3-6 vehicles, 50-500 sqm indoor area, 500-10 000 sqm outdoor area and 10-30 objects), which is very limited compared to expected operational productivity and instead ensure reliability through pass/fail criteria:

- 100% of presented targets should be correctly indicated
- No false indications reported by the handler
- Only "operational contact" with environments
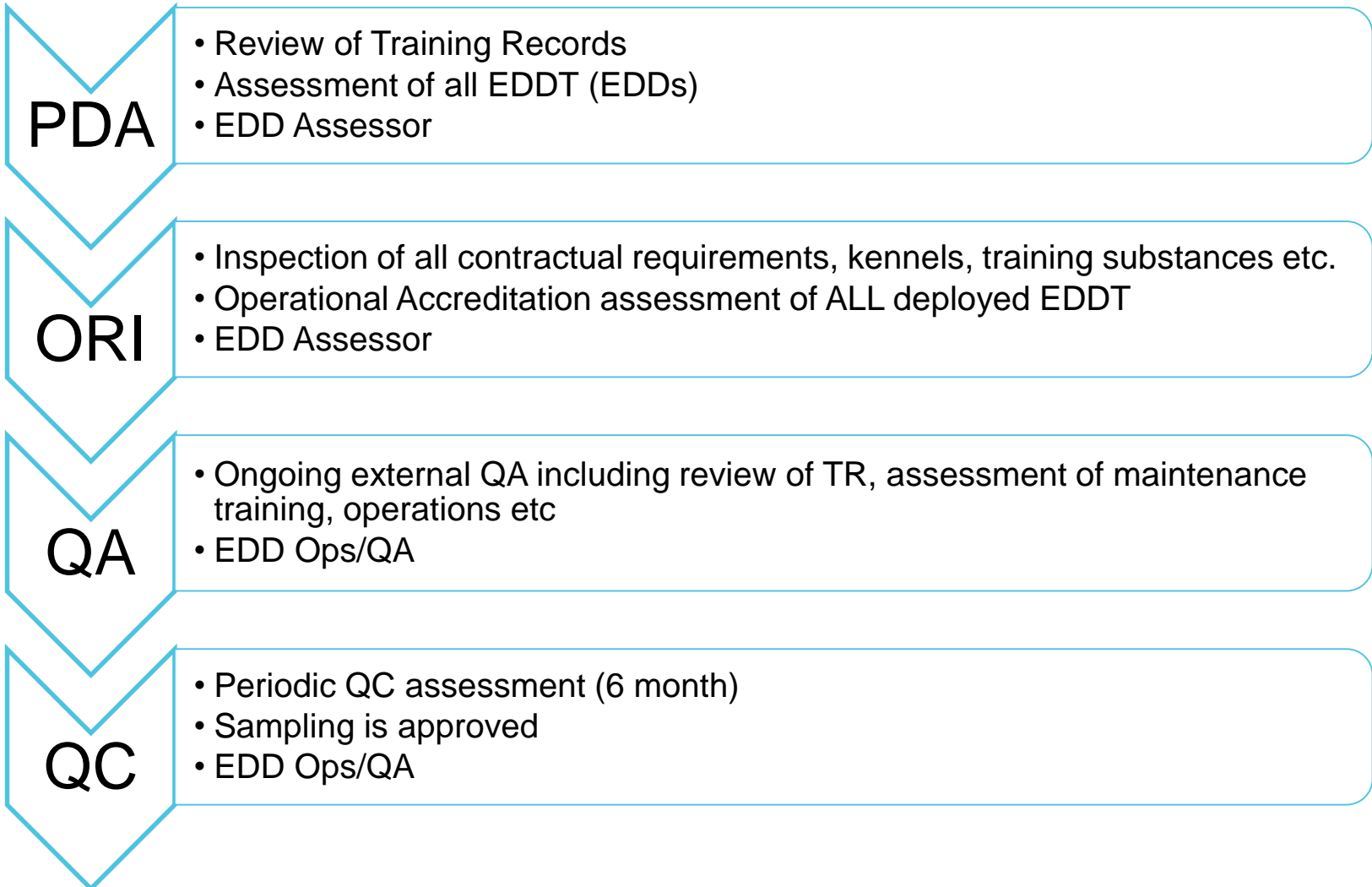- EDDT adhere to organizations approved SOP

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Result and Initial Lessons Learnt

The initial ORI / Accreditations was failed for all deployed EDDTs due to false indications. Training support was provided by UNOPS and following re-assessments; all EDDTs were granted Operational Accreditation.

Following the initial accreditation process in Syria, Fact-finding visits were conducted to the other on-going EDD projects, South Sudan and Somalia. As similar situations were documented, two additional stages of QMS were implemented:

- **Pre-Deployment Assessments (PDA)** - to ensure all EDDTs intended for deployment meet requirements.
- **QA -** Continuous review of Training Records to ensure EDDTs receive required maintenance training.

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Ongoing QMS cycle

PDA
- Review of Training Records
- Assessment of all EDDT (EDDs)
- EDD Assessor

ORI
- Inspection of all contractual requirements, kennels, training substances etc.
- Operational Accreditation assessment of ALL deployed EDDT
- EDD Assessor

QA
- Ongoing external QA including review of TR, assessment of maintenance training, operations etc
- EDD Ops/QA

QC
- Periodic QC assessment (6 month)
- Sampling is approved
- EDD Ops/QA

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Identified implementation issues

- Lack of understanding of requirements by contractors (assessment criteria / procedures, kennel requirements, quality of TR, Internal QA procedures etc.)

- Inefficient selection processes of dogs to be trained (lack of evaluation, understanding of mentality etc).

- Inefficient training methods (lack of understanding of OC, reinforcement program etc.)

- Training of EDDs not completed prior to deployment (imprinting not completed, false indications remaining)

- Inefficient Internal QA procedures

- Inefficient documentation/TR standards

- Non competent trainers

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Identified implementation issues

- Lack of training of handlers (handles with no experience of managing training)
- Inefficient pairing processes
- Non-qualified management staff
- Too short lead-time
- Punishment/ Control based training methods
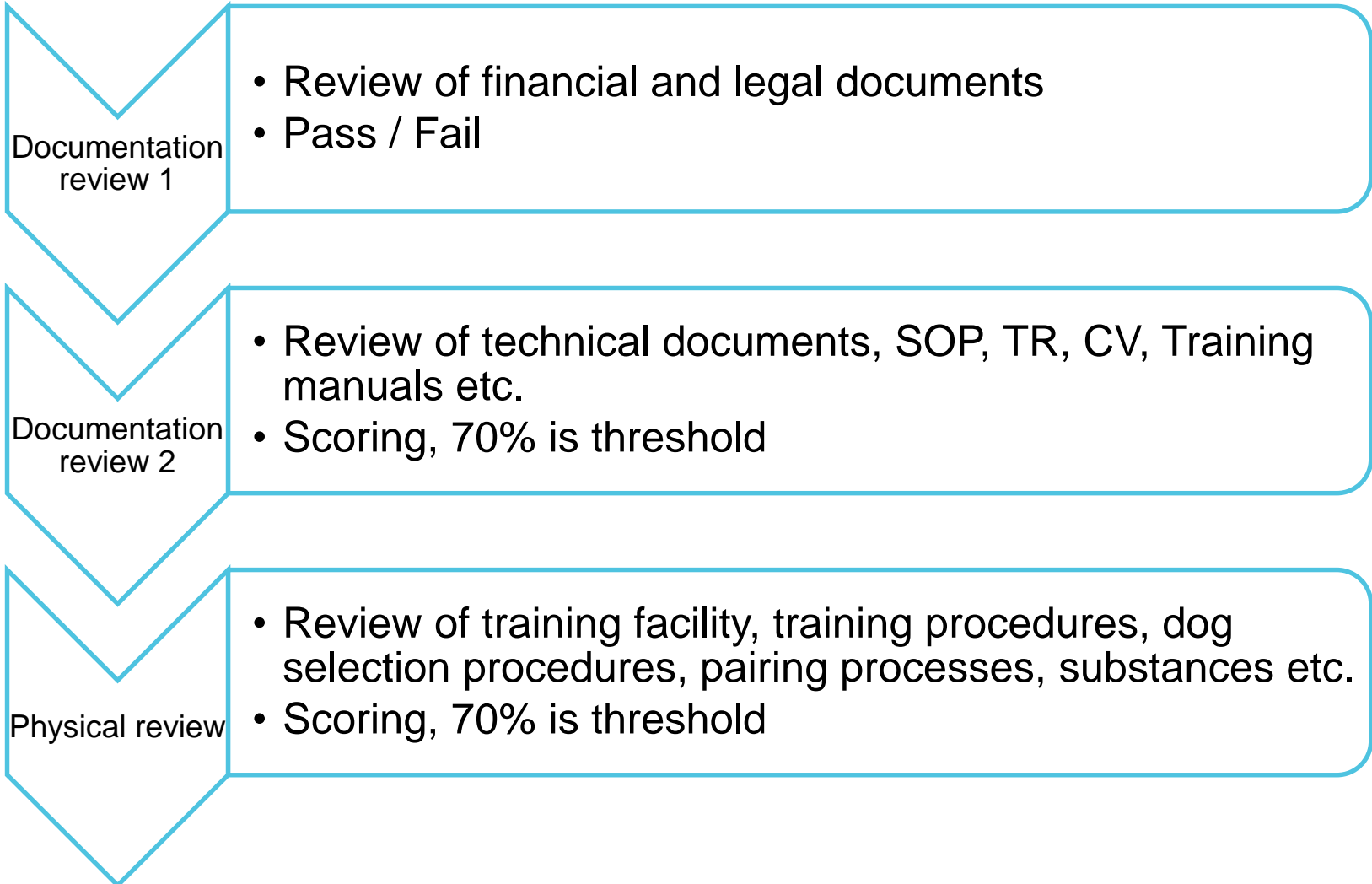- Stress-level in dogs are too high

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EDD Pre-qualification
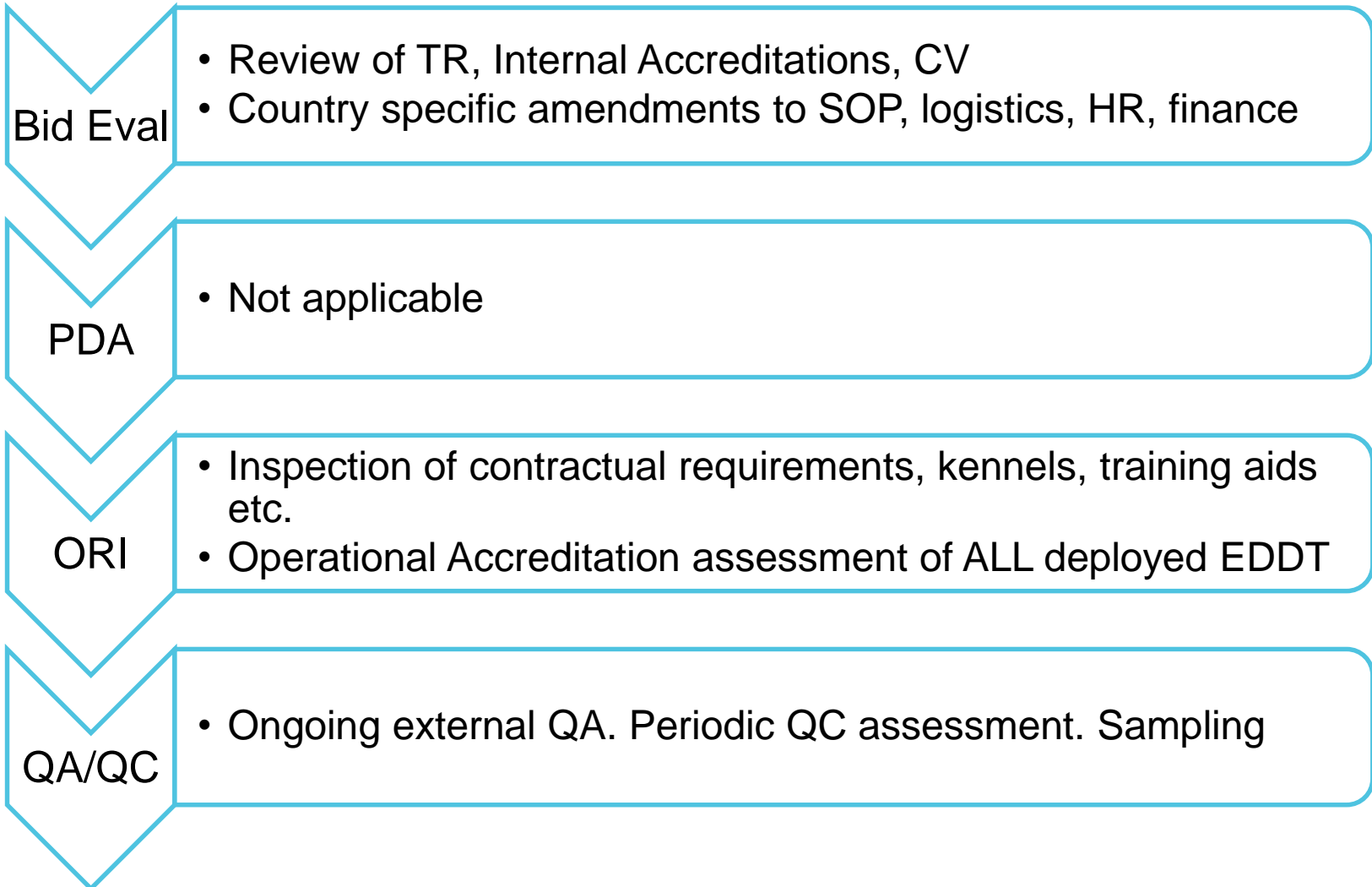
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Pre-qualification process

- Evaluating experienced implementation problems from all 7 EDD projects/contracts initiated since 2014, PSC decided to include a defined Pre-qualification (PQ) procedure in UNOPS EDD QS. A review of experienced implementation problems reveal that all **new** contractors have difficulties meeting quality requirements during PDA and initial ORI, resulting in delayed start of operations for majority of the contracts. However, following specific training support provided by UNMAS, all contractors have improved technical capacity and continuously meet requirements during QA/QC processes with a normal percentage of failed assessments.

- In order to ensure all EDD contractors bidding for UNOPS contracts have required technical capacity and understanding of requirements, and to prevent future operational delays as well as to create a "level playfield" during future procurement processes a PQ process was initiated in June 2017.

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EDD Pre-qualification process

Documentation review 1

- Review of financial and legal documents
- Pass / Fail

Documentation review 2

- Review of technical documents, SOP, TR, CV, Training manuals etc.
- Scoring, 70% is threshold

Physical review

- Review of training facility, training procedures, dog selection procedures, pairing processes, substances etc.
- Scoring, 70% is threshold

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QMS process PQ EDD organizations

Bid Eval
- Review of TR, Internal Accreditations, CV
- Country specific amendments to SOP, logistics, HR, finance

PDA
- Not applicable

ORI
- Inspection of contractual requirements, kennels, training aids etc.
- Operational Accreditation assessment of ALL deployed EDDT

QA/QC
- Ongoing external QA. Periodic QC assessment. Sampling

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Current state 1 Dec 2017

EDD Projects

OPCW Syria – EDD operations since 2014

Start date, Current contract	1 January 2016
Number of EDDT required per contract?	5 x EDDT
Delays of operations and reasons why?	No delay of operations.
Number of EDDT per location	5 x EDDT deployed in Damascus
Number of EDDT accredited	5 x EDDT.

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OPCW Syria – EDD operations since 2014

Percentage of pass/fail during accreditation, re-accreditations and external QA	100% pass at first attempt
Number of EDDs replaced	One EDD replaced.
Number of trainers deployed per organisation	1. PM / Trainer
Number of operational indications (both true and false)	Not reported

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UNMAS South Sudan – EDD operations since 2014

	Lot 1	LOT 2
Start date, Current contract	1 August 2017	1 Sept 2017
Number of EDDT required per contract?	14 EDDTs + 2 relief EDDTs	32 EDDTs + 3 relief EDDTs
Delays of operations and reasons why?	Contractors not meeting operational deadline Training capacity EDDs not trained to standard	Contractors not meeting operational deadline Training capacity Pairing process delayed
Number of EDDT per location	Juba – 14 EDDTs	Bentiu – 9 EDDTs, Bor – 7 EDDTs Malakal – 7 EDDTs Wau – 9 EDDTs
Accredited EDDT	12 EDDTs	22 EDDTs

UNMAS South Sudan – EDD operations since 2014

	Lot 1	Lot 2
Percentage of pass/fail during accreditation, re-accreditations and external QA	Passed 1st time: 3 out of 4 = 75% Passed 2nd time: 1 out of 4 = 25% Passed 1st time:3 out of 9 = 33% Passed 2nd time: 6 out of 9 = 67% 3 EDDTs yet to be presented for assessment	Passed 1st time: 5 out of 22 = 23% Passed 2nd time: 14 out of 22 = 64% Passed 3rd time: 3 out of 22 = 13% 13 EDDTs yet to be presented for assessment
Number of EDDs replaced	Nil	3 x EDDs

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UNMAS South Sudan – EDD operations since 2014

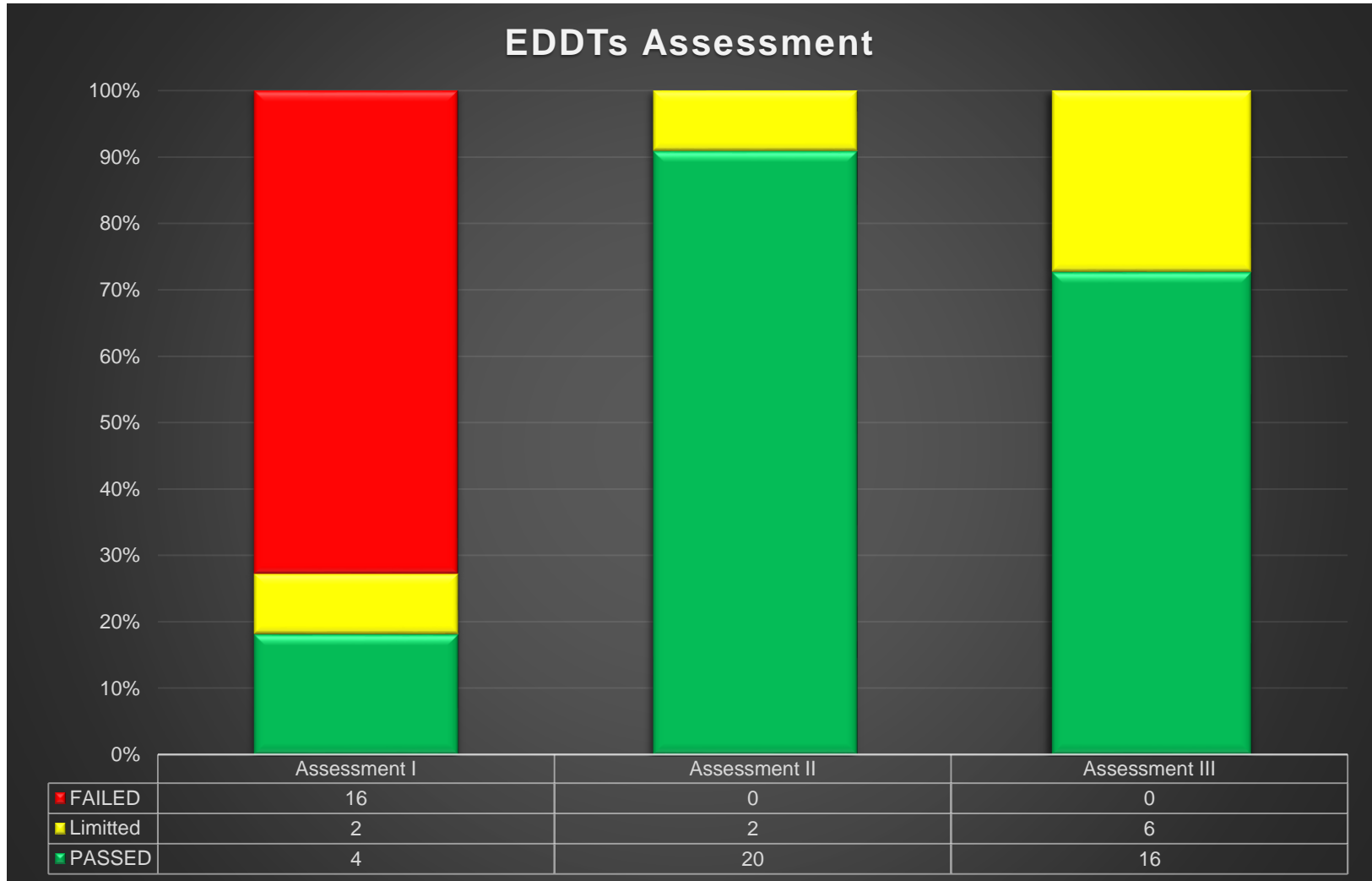|	Lot 1	Lot 2
Number of trainers deployed	1	2
Number of operational indications (both true and false)	1 x indication on a vehicle (main gate Tomping) – Vehicle denied access, no confirmation of indication. 1 x indication on vehicle (main gate UN house) vehicle denied access, no confirmation of indication.	29/09/17 – 1 x false indication on handbag with perfume. 3/10/17 – 3 x indications (1x AK47 each) 20/10/17 – 1 x indication on luggage (owner had just removed firearms from bag)

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UNMAS Mali – EDD operations since 2015

	Lot 1- 3	Lot 4 - 5
Start date, Current contract	Gao 15 Nov 2016 Kidal 15 Dec 2016 TB2 15 Jan 2017	Mopti 15 Feb 2017 BKO 15 March 2017
Number of EDDT required per contract?	Gao 4 + 1 EDDT Kidal 3 + 1 EDDT TB2 4 + 1 EDDT	Mopti 3 + 1 EDDT BKO 3 + 1 EDDT
Delays of operations and reasons why?	EDDs did not meet minimum standard Not completed imprinting of required substances; EDDs had false indications Lack of Dedicated EDD Trainers in country	
Number of EDDT accredited	14 EDDTs	7 EDDTs 1 EDDT failed, EDDs to be replaced

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UNMAS Mali – EDD operations since 2015

	Lot 1 - 3	Lot 4 - 5
Percentage of pass/fail during accreditation, re-accreditations and external QA	Lot 1 – 5 EDDT failed Lot 2 – 4 EDDT failed Lot 3 – 5 EDDT passed 2nd Assessment All pass	Lot 4 – 4 EDDT failed Lot 5 – 1 pass/4 Fail 2nd Assessment All pass
Number of EDDs replaced	3	4
Number of trainers deployed per organisation	3 (one per Lot)	2 (one per Lot)
Number of operational indications	3 All indications is on luggage at Airport	3 All indications is on luggage at Airport

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Assessments Mali

EDDTs Assessment

	Assessment I	Assessment II	Assessment III
■ FAILED	16	0	0
■ Limitted	2	2	6
■ PASSED	4	20	16

UNMAS Somalia – EDD operations since 2014

Start date, Current contract	Early/Advance Mobilisation 01 July 2016
Number of EDDT required per contract?	17 x EDDT (operational all time during the contract) + relief capacity
Delays of operations and reasons why?	EDDTs deployed to Baidoa from 13th Nov 2016, Dhobley from 28th May 2017 and Jowhar from 18th May 2017.
Number of EDDT per location	MIA- 7 x EDDT, Dhobley- 2 x EDDT, Baidoa- 2 x EDDT, Beletweyne- 2 x EDDT, Johwar- 2 x EDDT Kismayo- 2 x EDDT
Number of EDDT accredited 15 Nov 2017	Teams with current valid UN Accreditations within the 6 month validity = 8 EDDTs

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UNMAS Somalia – EDD operations since 2014

Percentage of pass/fail during accreditation, re-accreditations and external QA	Overall Pass/Fail UN Accreditation Rates % (1 July 2017 – Present) Pass: 54% / Fail: 46% Overall Pass/Fail UN External QC Rates %(1 July 2017 – Present) Pass: 80% / Fail: 20%
Number of EDDs replaced	5 EDDs replaced
Number of trainers deployed	3 trainers
Number of operational indications (both true and false)	3 Indications reported in contract period (1 July 2016 – Present) Printer – Baidoa – 12/12/2016 Pistol – Johwar – 08/06/2017 Hexamine Tabs – Dhobley 26/07/2017

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Improvements in Solicitation / Procurement process

Procurement / Solicitation

- **Batches** - Dividing contracts in smaller batches to attract smaller organizations to bid

- **Longer "lead-time"** – Improve the planning of our process to give awarded organisation more time to prepare EDDTs

- **Staggered deployment** – allow organizations to develop relevant and realistic mobilization plans and at the same time give more time for training preparations.

- **Database** – To record dog documentation, handler CVs, certificates, performance etc.

- **Past performance** – Follow up on organizations performance in different programmes.

- **Costs for assessments** – Specify procedures for costs relating to re-assessments caused by lack of delivery from the contractor.

- **Global Accreditation** – Investigate possibility to make accreditations global

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Explosive Detection Dogs

Quality Standards in Project, Procurement and Contract Management

Version - 18 April 2017

EDD Quality Standards Workshop
Location TBC
(Early September 2018)

EDD providers will be invited to EDD WS aiming to develop and improve UNOPS EDD QS

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