



CASE STUDY

National identity programmes, won country by country

IDEMIA, formerly Safran Morpho · Africa, North Africa and Australia

Governments do not buy biometric identity systems the way businesses buy software. Each programme is a national tender, with its own regulator, politics, timeline and definition of what success looks like.

Context

IDEMIA, then Safran Morpho, was competing for national identity and mass population programmes across Africa and beyond. Technology rarely decided the outcome. What decided it was whether the bid understood the country: how enrolment would reach remote populations, what the civil registry already looked like, which ministry held the budget, and whether the timeline survived the rainy season and an election calendar.

Approach

Field research ahead of each bid, travelling to every region and sitting with the people the programme would enrol: how they perceived the technology, whether they trusted it, what would make them turn up. That shaped how the solution was designed and presented, not just how it was priced. Alongside it, multi-country tender coordination and the audio-visual research that made the case visible.

9

Countries across research, tender and deployment

7

Where the work ran through to deployment

2

Continents, from Bamako to Canberra

Outcome

Research, tender and deployment across Côte d'Ivoire, Mali, Kenya, Mauritania, Tunisia, Morocco and Australia, with research and tender work in Tanzania and Burkina Faso. The field material was published, including *Partners in Development: Morpho's Work in African Elections*.



BIOMETRIC ENROLMENT AND FIELD REGISTRATION, NORTHERN KENYA

What this proves

That in government and mass-population markets the winning argument is built in the field rather than the bid room. Understanding how a programme physically reaches people, and whether they will trust it when it arrives, is what separates a credible tender from a compliant one.

SECTORS Secure identity · Mass population solutions · Government technology

SERVICES Market development · Multi-country tenders · Field research · Publications & film

If this looks like the problem in front of you, the next step is a conversation rather than a proposal.

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