TRANSACTION ADVISOR SUPPORTING IMPLEMENTATION OF BIOMETRIC PASSPORT AND E-IDENTITY PPP PROJECT

Information memorandum for the PPP project on biometric passport and ID card issuance services

April 2023

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ABBREVIATIONS AND DEFINITIONS

Abbreviations and definitions	Explanation
"EKENG" CJSC, EKENG	E-Governance Infrastructure Implementation Agency
Armenia, RA, AM	Republic of Armenia
CA	Certification authority
CAPEX	Capital expenses
CBA	Central Bank of Armenia
Contracting Authority / Public Partner	Ministry of Internal Affairs of the Republic of Armenia
DC	Data centre
eID	Electronic Identification
eIDAS	EU regulation on electronic Identification, Authentication, and trust Services
Enrolment facility	Premises used for the citizen biometric data enrolment, issuance (delivery) of travel and identity documents to citizens as well as overall customer support
eSignature	Electronic Signature
GoA	Government of Armenia
ICAO	International Civil Aviation Organization
ID card	National Identity Card
IDMIS	Identity and Documents Management Information System
IT	Information Technologies
M	Million
MIA	Ministry of Internal Affairs
MFA	Ministry of Foreign Affairs of the Republic of Armenia
MS, Migration Service	Migration and Citizenship Service of the Ministry of Internal Affairs of the Republic of Armenia
NA	Not applicable
O&M	Operations and maintenance
OPEX	Operating expenses
OS	Operating system
PKI	Public key infrastructure
Police	Passport and Visa Department of the Republic of Armenia Police
PPP	Public-Private Partnership
Project	PPP project on biometric passport and ID card issuance services
Registry	Biometric Data and Document Registry, a component of the IDMIS
Service Provider / Private Partner	Winner of the competitive PPP selection procedure on issuing new Biometric Passports and Electronic Identity Cards
Technical Requirements	Minimum service requirements described in this document, scope of the Contract

Abbreviations and definitions	Explanation
Selection Procedure	Competitive selection procedure to select a winner for the contract on issuing new Biometric Passports and ID Cards

1. INTRODUCTION

The Government of Armenia (GoA) represented by the Ministry of Internal Affairs aims to conclude a PPP agreement on issuing Biometric Passports (Passports) and Identity Cards (ID cards). The PPP contract will be signed for 10 years between the Ministry of Internal Affairs (Contracting Authority) and the winner of the Selection Procedure (Private Partner / Service Provider).

Purpose of this document (Information Memorandum) is to provide an overview of the PPP project on biometric passport and national ID card issuance services (Project) for the potential applicants of the Selection Procedure and to receive feedback from the potential Service Providers on the draft PPP documentation. Feedback is expected on the following documents that are attached as annexes to the Information Memorandum:

- Annex No. 2. Draft Technical Requirements
- Annex No. 3. Draft Term Sheet
- Annex No. 4. Draft Qualification Criteria
- Annex No. 5. Draft Proposal Evaluation Criteria

Annex No 1 contains feedback form, incl. specific questions, which we would kindly ask to fill in and send by **19 May 2023** to all of the following contacts:

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The Project will also be presented during a conference, which will be taking place on **17 April 2023, 17:00 – 19:00 (GMT+4**). The conference will be hybrid – participant may join both physically (details on the venue to be shared separately) and virtually. Potential Service Providers are invited to register to the conference by **14 April 2023**. To register to the conference, please follow the link below:

https://forms.office.com/e/x8LkBxtbPi

Please note that to participate in the conference, each representative of the potential Service Provider shall register separately.

Important notice

This Information Memorandum is intended solely for the use of entities interested in participation in Selection Procedure for the Project. This material is provided for informational purposes only and does not aim to cover the all-encompassing and exhaustive information about the Project. It is intended to help the potential investors to appraise whether the Project is generally of interest but is not intended to provide the basis for a decision to invest in the Project and participate in the Selection Procedure. Each recipient is expected to make such independent investigation and to obtain such independent advice as he or she may deem necessary for the purposes of any investment or management decisions regarding the Project.

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2. MACROECONOMIC OVERVIEW

Gross domestic product

The nominal Gross domestic product (GDP) amounted to AMD 8,497 billion (source: Armstat), and the growth rate reached a record high 22% in 2022. The economy has benefited from positive impact of strong inflow of migrants/tourists mainly from Russia and money transfers, supported mainly by robust domestic consumption and external demand. The actual growth rate is expected to slow down gradually. The nominal GDP structure was not changed significantly compared to the historical periods, and in 2021 the main components were Goods and Services (53.8%), Manufacturing (22.5%), Agriculture (12.2%) and Construction (7.2%).

At the end of 2020, the decline in real GDP amounted to 7.6%. The reasons behind the decline were coronavirus pandemic, the war in Nagorno-Karabakh, and political crisis that followed the war. However, since 2021 the economy has been recovering, with a strong growth potential in the following years forecasted by international analytical agencies.

Real and nominal GDP forecast based on the data provided by the analytical agency Oxford Economics are shown in the table below.

Table 1. Real and Nominal GDP dynamics

AMD billion	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Real GDP (2005 Prices)	4,499	4,175	4,413	4,969	4,780	5,012	5,316	5,661	6,005	6,325	6,597	6,866	7,237	7,614
Growth rate		*(7.2%)*	*5.7%*	*12.6%*	*(3.8%)*	*4.9%*	*6.1%*	*6.5%*	*6.1%*	*5.3%*	*4.3%*	*4.1%*	*5.4%*	*5.2%*
Nominal GDP	6,543	6,182	6,983	8,497	9,026	9,985	11,121	12,376	13,653	14,955	16,159	17,423	19,027	20,740
Growth rate		*(5.5%)*	*13.0%*	*21.7%*	*6.2%*	*10.6%*	*11.4%*	*11.3%*	*10.3%*	*9.5%*	*8.1%*	*7.8%*	*9.2%*	*9.0%*

Source: Armstat, Oxford Economics

Exchange rates

Armenia maintained a floating exchange-rate system with no explicit exchange-rate targeting, with the US dollar as the reference currency. The Armenian dram appreciated against USD from 2021 to 2022, by about 13% (calculated based on the average for the period data), reflecting large foreign capital inflows from international companies relocated from Russia due to the geopolitical situation in the region. A stronger dram will make Armenian products less competitive in the global markets.

Table 2. Exchange rates dynamics

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
AMD/USD, period average	480.5	489.0	503.8	438.7	447.9	489.9	517.2	532.4	541.9	552.6	563.6	574.7	585.5	595.9
AMD/USD, end of period	479.7	522.6	480.1	393.6	511.9	520.8	530.9	541.2	551.7	562.6	573.6	584.7	596.0	607.6
AMD/EUR, period average	537.9	558.2	596.1	462.2	484.9	538.4	576.3	601.6	624.9	653.0	687.6	717.7	731.8	744.8
AMD/EUR, end of period	537.3	642.8	542.6	420.1	558.0	578.0	594.6	617.0	645.5	675.1	711.2	730.9	745.0	759.5

Source: Oxford Economics

Inflation

6

Average annual inflation rate reached a high 8.6% in 2022 (source: Armstat) mainly due to the sharp increase in food and energy prices and the booming economy, caused by inflow of foreign citizens and relocation of businesses to Armenia.

Central Bank of Armenia continues to maintain tight monetary policy to reach 4% target level of inflation.

Table 3. Inflation in Armenia

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Inflation in Armenia	1.4%	1.2%	7.2%	8.6%	6.9%	5.6%	4.8%	4.3%	4.0%	3.8%	3.6%	3.6%	3.6%	3.6%

Source: Armstat, Oxford Economics

Households' personal disposable income

Among other things, the average household personal disposable income growth recovered after the pandemic decline.

Table 4. Real and nominal average household personal disposable income (PDI) dynamics

AMD thousand	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Real PDI (2015 Prices)	6,520	5,835	6,012	6,244	6,457	6,679	7,077	7,533	7,942	8,279	8,544	8,799	9,173	9,538
Growth rate		(10.5%)	3.0%	3.8%	3.4%	3.4%	6.0%	6.4%	5.4%	4.2%	3.2%	3.0%	4.3%	4.0%
Nominal PDI	6,942	6,156	6,609	7,884	8,717	9,525	10,575	11,742	12,879	13,935	14,901	15,898	17,171	18,497
Growth rate		(11.3%)	7.3%	19.3%	10.6%	9.3%	11.0%	11.0%	9.7%	8.2%	6.9%	6.7%	8.0%	7.7%

Source: Oxford Economics

Population

The population of Armenia amounts at 2,95 million and is estimated to be consistent with the 2011 census, and with estimates of the subsequent trends in fertility, mortality, and international migration. Population continues to grow at a slower rate, which is mainly driven by high level of immigration, despite steadily growing birth rate and decline in mortality rate. It is worth to mention that a new population census was held in 2022, however the results are not yet published and are expected to be published during 2023.

The age group 30-34 is the largest in Armenia's population structure in 2022 and accounts for about 9.5%. At the same time, the share of the age group 15 and above is estimated at 73.6% of total.

Table 5. The age structure of the population, million

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Ages 00-04	0.21	0.21	0.19	0.19	0.19	0.17	0.17	0.17	0.16	0.16	0.15	0.15	0.15	0.14
Ages 05-09	0.21	0.21	0.22	0.22	0.21	0.21	0.21	0.19	0.19	0.18	0.17	0.17	0.17	0.16
Ages 10-14	0.18	0.19	0.19	0.20	0.21	0.21	0.22	0.23	0.22	0.21	0.21	0.21	0.19	0.19
Ages 15-19	0.17	0.17	0.17	0.17	0.17	0.18	0.19	0.19	0.19	0.21	0.21	0.21	0.22	0.22
Ages 20-24	0.19	0.18	0.18	0.17	0.16	0.16	0.17	0.17	0.17	0.17	0.17	0.18	0.19	0.19
Ages 25-29	0.27	0.25	0.23	0.21	0.20	0.19	0.18	0.18	0.16	0.16	0.16	0.16	0.16	0.17
Ages 30-34	0.26	0.27	0.28	0.28	0.28	0.26	0.25	0.23	0.21	0.19	0.18	0.18	0.16	0.16
Ages 35-39	0.21	0.23	0.23	0.25	0.26	0.26	0.27	0.28	0.28	0.28	0.26	0.25	0.23	0.21
Ages 40-44	0.17	0.17	0.18	0.19	0.19	0.21	0.23	0.23	0.25	0.25	0.26	0.27	0.27	0.28
Ages 45-49	0.16	0.15	0.15	0.15	0.15	0.16	0.17	0.17	0.19	0.19	0.21	0.21	0.23	0.25
Ages 50-54	0.17	0.16	0.16	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.17	0.17	0.18
Ages 55-59	0.22	0.20	0.20	0.18	0.17	0.16	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Ages 60-64	0.19	0.21	0.21	0.21	0.21	0.20	0.20	0.18	0.18	0.16	0.15	0.15	0.15	0.15

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Ages 65-69	0.13	0.15	0.15	0.15	0.17	0.18	0.18	0.20	0.20	0.19	0.19	0.18	0.17	0.16
Ages 70-74	0.08	0.08	0.10	0.10	0.11	0.11	0.12	0.13	0.14	0.14	0.16	0.16	0.17	0.17
Ages over 75	0.15	0.14	0.13	0.13	0.13	0.13	0.14	0.15	0.15	0.16	0.18	0.18	0.19	0.21
Total	**2.97**	**2.97**	**2.97**	**2.95**	**2.96**	**2.94**	**3.00**	**3.00**	**2.99**	**2.95**	**2.96**	**2.98**	**2.97**	**2.99**

Source: Oxford Economics

Table 6. Employed persons in Armenia, thousand

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Employed persons	1,376	1,369	1,378	1,410	1,426	1,424	1,421	1,418	1,416	1,416	1,417	1,420	1,423	1,429

Source: Oxford Economics

Summarizing we can assume that the economy is on its growth stage, resulted by a high level of consumption and a surge in inflows of income, capital, business, and labour.

Inflation has increased due to the sharp rise in domestic and external demand, but the established tight monetary policy is expected to bring inflation down.

3. CURRENT SITUATION OVERVIEW

3.1. General overview

Currently the travel and ID document issuance is led by the Migration and Citizenship Service under the Ministry of Internal Affairs (MS) in cooperation with a local vendor. Diplomatic passport and passport issuance abroad is led with the support of the Ministry of Foreign Affairs (MFA). E-Governance Infrastructure Implementation Agency (EKENG) provides ID card certificates for authentication and eSignature. The equipment and property for passport and ID card issuance is managed by the MS as well as the MFA.

There are 119 enrolment facilities for the citizen biometric data enrolment, issuance (delivery) of travel and ID documents to citizens as well as overall customer support:

- 65 enrolment facilities in the territory of Armenia
- 60 enrolment facilities in the missions abroad (embassies and consulates in different foreign countries, also a single facility in Yerevan for diplomatic passports and ID cards): current 54 enrolment facilities are operational, 6 more are to be opened in 2023 and 10 potential new ones are planned to be opened over the next 10 years.

Historical document volumes, locations and productivity information of the enrolment facilities is provided in Annex No. 6.

Biometric passports and ID cards have been available in the Republic of Armenia for over 10 years, however, poor citizen experience, low uptake of modern and secure identity and travel documents as well as inefficient processes and operational risks identified have triggered a need to initiate the Project.

The Service Provider is expected to bring the know-how into the end-to-end biometric passports and ID cards issuance and distribution process, aiming to address and resolve issues highlighted below.

Poor citizen experience:

1. Identity and travel document issuance especially in peak periods takes a long time (e.g., citizen may need to wait up to 4 hours in the live queue to fill in application for a travel or ID document).

2. Process of document issuance is not user friendly – applications are signed only onsite in paper format, citizens are forced to wait in long queues (especially in peak times) to apply for a document, since online appointment booking system is not in use for all citizens.
3. Enrolment facilities do not meet a modern public service standard – physical locations are of poor condition and not convenient.
4. Citizens can apply for the travel and identity document only in less than 30 % of embassies or consulates of Armenia.

Low uptake of modern and secure identity and travel documents:

1. Old type non-biometric passports are still prevailing but provide limited security and fraud prevention features that are becoming crucial in modern times.
2. Since biometric passports uptake is low, it limits further development of digital society, for example, automated border control use case cannot be activated (handling entry and exit at border controls with automated passport systems).
3. ID card uptake is higher, but still less than half of the population poses it. This on the large scales limits the adoption of secure ID system allowing to securely access digital services or perform automated identity validation operations (e.g., for voting purposes).
4. Current ID card related infrastructure and services do not meet global security standards (e.g., eIDAS/ETSI, ISO27000), thus limiting the cross-border interoperability (e.g., recognition of Armenian eSignature cross-border).

Inefficient processes and operational risks:

1. Current enrolment and personalization infrastructure has limited capacity – e.g., limited number of enrolment stations, inefficient paper processes, limited productivity of personalization equipment. Thus, it does not provide an opportunity to meet citizen expectations for speed and availability of travel and identity document issuance services.
2. Current enrolment and personalization infrastructure is outdated and provides significant operational / business continuity risk of using IT system and equipment that is at the end of its lifecycle or in some cases no longer supported (e.g., current ID chip (applet) and middleware).
3. Lack of long-term partnership that would ensure continuous improvement of operations, security, and adherence to modern industry standards.

3.2. Enrolment / customer service stations operated in Armenia

Table 7 below provides an overview of the enrolment / customer service stations operated by the Migration and Citizenship Service in Armenia. The numbers outlined are average numbers per enrolment / customer service station in each region, therefore depict an image of a typical station – space allocated for different stations, and productivity measurements per station. More detailed list of enrolment / customer service stations operated in Armenia are provided in Annex No. 6.

It is important to note that current enrolment / service stations are used not only for the document related services. However, the Private Partner will only be responsible for documents' issuance and distribution related services only, whereas the other services such as declaration of address and social service number issuance will remain a responsibility of the MS. Thus, in the scope of this PPP and in cases when Private Partner chooses to take over assets currently used by MS, Service Provider will need to provide the agreed number of work-stations necessary to provide other services (incl. office space, work-station furniture, and connectivity to public internet), but they will be operated by the MS employees.

Note: The Contracting Authority will make available current enrolment facilities, the Service Provider will have to decide how many enrolment facilities are necessary to meet SLA and other requirements specified in this document. Service Provider can select enrolment facilities provided by the Contracting Authority (transfer of premises for the duration of the Contract will be organized at no cost) or select other premises available in the market (on his own cost). Service provider

will need to refurbish all the selected enrolment facilities in accidence to the requirements set in this document.

It is important to note that GoA is committed to transfer the current enrolment facilities for Private Partner to operate should this be necessary, but the preference will be given for the Private Partner proposals to establish enrolment facilities in the premises that are not associated with historical Police services.

Table 7. Average space allocation and productivity per enrolment / customer service station, 2021

Region	Total no. of stations	Average numbers per one enrolment / customer service station[1]							Total numbers per region			Services performed per m²
		Enrolment stations	Space for enrolment, m²	Space for storage, archive, m²	Space for operator's room, m²	Space for applica-tions, m²	Total space, m²	No. of services performed		Space	Services performed		
								Passport and ID related services[2]	Other services		Passport and ID related services[3]	Other services	
Yerevan	14	7	88	37,8	13,2	7	184	30 265	7 088	4 491,1	423 707	99 237	116
Aragatsotn	4	4	45	22,1	10,4	7	111	7 734	2 460	779,6	30 934	9 839	52
Ararat	4	5	55	22,7	8,5	7	111	16 107	6 643	815	64 429	26 572	112
Armavir	4	4	59	24,5	7,4	7	114	16 644	4 667	849	66 575	18 667	100
Gegharquniq	5	3	41	17,5	17,3	7	96	10 871	3 565	892	54 357	17 824	81
Kotayk	6	3	28	21,8	16,3	7	109	10 276	3 891	1 092,5	61 655	23 343	83
Lori	7	4	35	26,2	2,8	7	68	9 558	3 043	968,9	66 905	21 303	86
Shirak	8	3	52	26,5	11,1	7	102	8 356	2 479	1 587	66 848	19 829	55
Syuniq	5	3	29	17,2	10,1	7	72	4 569	1 777	675,5	22 847	8 886	47
Tavush	4	3	15	16	4,8	7	57	3 016	3 307	398,6	12 062	13 228	95
Vayots Dzor	3	2	13	13,7	10,2	7	57	8 224	1 620	302,5	24 673	4 861	56
Total	**64**	**252**	**3 143,6**	**1 609,9**	**643,3**	**455**	**5 851,73**	**125 620**	**40 540**	**12 851,6**	**894 992**	**263 589**	**90**

Source: provided by GoA

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[1] In total, 3 enrolment / customer service stations do not have storage and archive rooms, and 21 enrolment / customer service stations do not have an operator's room. In the enrolment / customer service stations that do have it, the space allocated varies significantly.
[2] Without social number and address declaration services
[3] Without social number and address declaration services

3.3. Enrolment / customer service stations operated in foreign countries

As of now, 59 stations (5 of them are set to be opened in 2023) are operated by the MFA abroad in embassies or consulates. Nonetheless, not all the stations are well equipped with the necessary equipment – only 15 foreign locations are equipped with necessary biometric data enrolment systems. Detailed list of locations is provided in Annex No. 7.

3.4. Productivity of personalization equipment

Technical resources of enrolment / customer service station allow such printing quantities per day (maximum):

- 1 200 ID cards;
- 3 000 Non-Biometric Passports;
- 200 Biometric Passports.

On average, the maximum capacity is not reached, actual number of documents printed per day are:

- 400 - 800 ID cards;
- 2 000 - 2 500 Non-Biometric Passports;
- 70 - 100 Biometric Passports.

In order to meet the expectation of increased use of biometric passport and ID cards, the productivity of the current equipment for ID cards and biometric passports is not sufficient, since it is expected that up to 2 000 ID cards and up to 1 000 biometric passports are supposed to be printed daily. Detailed annual volume estimations are provided in Table 14 (sub-section "6.1.2. Biometric passports and ID card demand").

4. PROJECT OVERVIEW

4.1. Goals and objectives

The main goal of the Project is to support Armenia's digital transformation and high-quality service delivery to the population via facilitating the establishment of long-term public-private partnership for issuance and distribution of biometric passports and ID cards. Key objectives are focused on the following aspects:

1. Set new world class standards for the citizen experience and service quality, including reducing waiting time, lead time to issue travel and identity documents, setting new customer service standards in service stations as well as upgrading physical conditions of the facilities to the best international standards.

2. Increase uptake and usage of secure and global standards compliant travel and identity documents, enabling development of digital society in Armenia, incl. increased uptake of advances eServices and other automation opportunities (e.g., identity verification for voting, automated border crossing, etc.).

3. Replace outdated IT infrastructure to improve process security, efficiency and manage operational risks related to legacy solutions as well as adopting innovative solutions by continuously aligning it with industry best standards.

4.2. Scope of the Project and envisaged operating model

The object of the Selection Procedure is the managed end-to-end services for supplying the citizens with secured identity and travel documents. The PPP contract will be signed for 10 years between the appointed body by the Ministry of Internal Affairs (Contracting Authority) and the winner of the Selection Procedure (the Service Provider).

The scope of the contract includes end-to-end managed services in relation to issuance of Passports and ID cards, incl. but not limited to:

1. Design, implementation, operations and maintenance (O&M) of the physical infrastructure
2. Design, implementation, and O&M of integrated Identity and Document Management Information System (IDMIS), incl. all hardware, software, and equipment necessary to provide citizens with travel and identity documents from booking an appointment to document delivery to citizen.
3. Design and delivery of enrolment operations (end-to-end front office customer service operations from pre-enrolment to document issuance (delivery) to citizen, incl. all the necessary resources and supporting processes).
4. Design and delivery of personalization operations (end-to-end service from personalization request to document delivery to citizen, incl. all the necessary resources supporting processes).
5. Design, production, and supply (logistics) operations of travel and identity document blanks.

The table below provides a more detailed breakdown of the scope of the PPP contract.

Table 8. Scope of the PPP contract

Nr.	Roles and Responsibilities of the Service provider
1	**Enrolment services**
1.1.	End-to-end customer front office service related to travel and identity card document issuance, incl. biometric data enrolment, processing of applications, document issuance (delivery) to citizens, registration authority functions for the qualified eSignature, customer support and help desk operations related to lifecycle of the document
1.2.	Design, implementation, and O&M of customer information and self-service system, incl. appointment booking system
1.3.	Design, implementation, and O&M of payment collection system
1.4.	Design, implementation, and O&M of queuing system
1.5.	Management of document lifecycle events, incl. PIN
1.6.	Design, implementation, and O&M of PIN replacement system
1.7.	Design, implementation, and O&M of document enrolment and issuance system
1.8.	Design, construction/renovation, and O&M of enrolment facilities
1.9.	Design, construction/renovation, and O&M of server room facilities
1.10.	Design, implementation, and O&M of private cloud for enrolment services
1.11.	Compliance assurance
1.12	Consulting of Contracting Authority regarding GoA process efficiency improvement and / or new functions (e.g., vetting process efficiency improvement)
1.13	Enrolment reporting to Contracting Authority
2	**Personalization services**
2.1.	End-to-end logistical and personalization (production) operations
2.2.	Design, construction/renovation, and O&M of personalization facilities
2.3.	Design, implementation, and O&M of document personalization system

Nr.	Roles and Responsibilities of the Service provider
2.4.	Design, construction/renovation, and O&M of server room facilities
2.5.	Design, implementation, and O&M of private cloud for personalization services
2.6.	Design, implementation, and O&M of ICAO PKI system
2.7.	Design, implementation, and O&M of PIN system
2.8.	Compliance assurance
2.9.	Consulting of Contracting Authority regarding GoA process efficiency improvement and / or new functions (e.g., participation in ICAO organization)
2.10.	Personalization reporting to Contracting Authority
3	**Travel and identity document blank production**
3.1.	Production and supply of ID card blanks
3.2.	Production and supply of Passport blanks
3.3.	Design, implementation, and O&M (continuous delivery) of middleware
3.4.	Logistical operations
3.5.	Compliance assurance
3.6.	Production reporting to Contracting Authority

Table below provides and overview of roles and responsibilities to be retained within the GoA.

Table 9. Roles and Responsibilities of the Contracting Authority

Nr.	Roles and Responsibilities of the Contracting Authority
1	Design, development and implementation, M&O of integration interfaces with Government managed information systems or registers necessary for the service of passport and ID cards
2	Design, development and implementation, M&O of Population register and its integration interface necessary for the service of passport and ID cards
3	M&O of historic Biometric data and document registry and its integration interface necessary for the service of passport and ID cards. Note: It is expected that historic Biometric data and document registry will require integration with IDMIS for biometric data matching purposes.
4	M&O of new Biometric data and document registry (one of the components of IDMIS) and its integration interface necessary for the service of passport and ID cards (however, Service provider will provide maintenance services of relevant IT infrastructure as per specific requests by the GoA during the Contract duration). Note: Biometric data and document registry (one of the components of IDMIS) shall be handed over to the Contracting Authority (differently than other IDMIS components) right after the implementation.
5	Provisioning and supervision of personalization facilities (however, Service provider will assume responsibility to update and maintain conditions of the facilities according to the Technical Requirements)

Nr.	Roles and Responsibilities of the Contracting Authority
6	Provisioning and supervision of data center facilities for passport and ID card related services (however, Service provider will assume responsibility to update and maintain conditions of the facilities according to the Technical Requirements). Note: All IDMIS components will need to be installed in the data center location provided by the GoA, but operation of this data center shall be managed by the Service Provider (except for the data basis of the Biometric data and document registry). Regardless of the data center location or who assumes the responsibility of operations; all the necessary software and hardware shall be provided by the Service Provider.
7	Provisioning and supervision of disaster recovery facilities for passport and ID card related services (however, Service provider will assume responsibility to update and maintain conditions of the facilities according to the Technical Requirements)
8	Provisioning of available current enrolment facilities, should Service Provider select any of these facilities for enrolment operations (however, Service provider will assume responsibility to update and maintain conditions of the facilities according to the Technical Requirements) Note: The Contracting Authority will make available current enrolment facilities, the Service Provider will have to decide how many enrolment facilities are necessary to meet SLA and other requirements specified in this document. Service Provider can select enrolment facilities provided by the Contracting Authority (transfer of premises for the duration of the Contract will be organized at no cost) or select other premises available in the market (on his own cost). Service provider will need to refurbish all the selected enrolment facilities in accidence to the requirements set in this document. GoA remains responsible for the sunset of the GoA facilities that will not be transferred to Service provider and longer be used for passport and ID card related services (terminations of the lease (if relevant), post directions to new facilities at the door, etc.). However, Contracting Authority gives a strong preference to Service provider proposals to establish enrolment facilities in premises not associated or provided by GoA.
9	Provisioning and compliance control of ID card certificates for the authentication and eSignature; incl. selection, management, and control of its provider (CA appointed by the GoA)
10	Operations of the following enrolment back-office functions (via access rights in the IDMIS system) by the Service Provider):
10.1	Granting travel and identity (authorization and vetting the application), after front office employees submit the verified and eligible applications for travel and identity documents
10.2	Biometric verification and / or adjudications, in cases when the identity of applicant cannot be reliably verified by the data available to the front office employee
10.3	Access rights management of all GoA users (however, IAM IT solution design, development and implementation, M&O by Service Provider)
10.4	Dispute resolution, should the Service provider be not able to solve customer complaints as a first point of contact
11	Transport of personalized documents to foreign missions
12	Operations of enrolment services in foreign missions and MFA facilities in Yerevan, incl. operations of necessary hardware and software, network infrastructure installed in the premises of MFA (however, Service provider will provide maintenance of IT infrastructure as per specific requests by the MFA and agreed SLAs)

Nr.	Roles and Responsibilities of the Contracting Authority
13	Participation in Public Key Directory (organizational role)
14	Storage of ICAO keys for biometric passports issued prior the Contract, share keys with ICAO public directory.
15	Provide initial input on biometric passport aesthetic design, work together with Private Partner to align final aesthetic design
16	Provide initial input on ID card aesthetic design, work together with Private Partner to align final aesthetic design
17	The GoA will classify the personalization site as "special importance facility" and will ensure external guarding by the Armenian police during 24 hrs a day
18	The GoA will ensure external guarding of enrolment facilities by the Armenian police during 24 hrs a day
19	Compliance control, including access and right to audit information system user rights, security controls and logs data
20	Cooperate with the Service Provider, transfer knowledge of current operations, act as a counterpart when aligning planning and design documents

5. BUSINESS MODEL

5.1. Organisation overview

The Selection Procedure and the Project will be organised on a PPP basis, following the requirements of the PPP law[4], involving a Private Partner and a Public Partner. The following roles and responsibilities will be assigned during the Project period:

- Service provider (Private Partner) – to be selected by organising a Selection Procedure defined in the PPP law
- Contracting authority (Public Partner) – Ministry of Internal Affairs (MIA)
- Beneficiaries – Migration and Citizenship Service of the MIA and MFA. MFA responsibilities – providing services for the Armenian consulates and embassies in foreign countries and supervising foreign missions
- Certification Authority (CA) – to be appointed by the GoA
- GoA Contract Monitoring Committee will be established to supervise the Project

5.2. Services' overview

It is expected that non-biometric travel and identity documents will be replaced with secure biometric documents upon the implementation of the Project. Additionally, three new types of documents are foreseen to be introduced to the market – Service Passport, Non-Residents, and Foreign Citizens' ID card.

The Private Partner is expected to provide the citizens of Armenia and foreigners, where applicable, the following types of services (associated types of documents and the document validity periods are presented in Table 10).

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[4] Law of the Republic of Armenia On Public-Private Partnership. URL:
https://mineconomy.am/media/12960/PPP%20LAw%20english_official_2019_HO-113-N_en.pdf

Table 1010. Types of services and demand estimations

No.	Type of services	Document type[5]	Document validity, years	Projected quantity (9-year operational phase)
I.	**Passports**			
1.	Biometric Passport of the citizen of the Republic of Armenia (Regular)	ID3	10	2 000 000
2.	Biometric Passport of the citizen of the Republic of Armenia (Diplomatic)	ID3	5	5 000
3.	Service Passport of the citizen of the Republic of Armenia	ID3	5	10 000
4.	1951 Refugee Convention Travel Document	ID3	10	10 000
5.	1954 Stateless Persons Convention Travel Document	ID3	5	10 000
			Total (passports):	**2 035 000**
II.	**ID cards**			
6.	Electronic Identification Card of the citizen of the Republic of Armenia	ID1	5	4 206 671
7.	Residence Permit Electronic Card of the Republic of Armenia	ID1	1 or 5 years	144 444
8.	Refugee's Electronic Identification Card of the Republic of Armenia	ID1	5	14 444
9.	Stateless Persons Electronic Identification Card	ID1	5	14 444
10.	Foreign Diplomats Electronic Identification Card	ID1	5	14 444
11.	Non-Residents and Foreign Citizens Electronic Identification Card of the Republic of Armenia	ID1	5	7 222
			Total (ID cards):	**4 401 671**
III.	**Specimens and tests**			
12.	Specimens	ID3	NA	2 500[6]
13.	Specimens	ID1	NA	3 000[6]
14.	Test (white cards with electronic functionalities)	ID1	NA	1 000
			Total (specimens and tests):	**2 000**
			Total:	**6 438 671**

The new generation ID1 ID card format card shall comprise the latest achievements in identity card technology and security.

The new generation ID3 travel document booklet technology and security shall comprise the latest achievements in ICAO Doc 9303.

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[5] According to ISO/CEI 7810 standard

[6] 500 specimens per each type of passport and each type of ID card should be provided

5.3.   Services' demand

5.3.1. Passports and ID card demand historical volumes and other related statistics

Table below provides an overview of historic demand for passports and ID cards.

Table 11. Historical services' volumes

No.	Type of document	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1	Non-Biometric Passport of the citizen of the Republic of Armenia (Regular)	398 800	444 175	478 428	120 472	114 082	245 754	387 510	411 297	405 996	246 839	415 228
1.1	Because of Change in Data	11 894	14 304	17 385	3 885	3 026	7 357	7 932	7 938	8 077	5 305	7 907
1.2	Replacement for Lost Passport	22 347	25 796	29 392	6 607	4984	15 081	17 035	19 005	20 552	14 689	20 868
1.3	Replacement of Damaged Passport	166 342	193 259	225 594	41 014	39124	92 102	124 628	143 434	145 727	91 952	158 020
1.4	Because of Expiration	150 598	157 215	134 044	41 190	39 265	61 857	72 476	99 381	106 258	83 841	151 390
1.5	Issued for the First Time	15939	27854	45919	23981	23894	62455	66633	64774	71205	35035	66182
2	Non-Biometric Passport of the citizen of the Republic of Armenia (Diplomatic)	318	355	247	394	342	326	385	403	402	281	367
3	Biometric Passport of the citizen of the Republic of Armenia (Regular)	NA	1 528	3 745	119 929	26 368	57 090	10 109	10 736	12 386	9 546	12 887
4	Biometric Passport of the citizen of the Republic of Armenia (Diplomatic)	0	0	1	25	5	4	6	0	0	4	0
5	Electronic Identification Card of the citizen of the Republic of Armenia	NA	32 687	61 433	333 742	191 859	148 774	142 865	82 226	71 778	69 427	98 362
6	Refugee Convention Travel Document	771	356	300	326	419	262	295	321	334	216	224
7	Stateless Persons Convention Travel Document	4	16	38	54	140	285	412	458	345	205	99

19

No.	Type of document	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
8	Residence Permit Electronic Card of the Republic of Armenia	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
9	Non-Residents and Foreign Citizens Electronic Identification Card of the Republic of Armenia	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
10	Refugee's Electronic Identification Card of the Republic of Armenia	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
11	Stateless Persons Electronic Identification Card	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
12	Foreign Diplomats Electronic Identification Card	600	600	600	600	600	600	600	600	600	600	600
13	Biometric Service passport	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

In addition to that, an overview of Armenian border crossing information is provided below since it may be an additional source of information to estimate the expected biometric passport demand.

Table 11. Citizens of RA who left the country

	2021	**2020**	**2019**	**2018**
1. Amount of border crossings	762 792	454 554	2 399 422	2 151 323
1.1. Including to Georgia (as transit and as final destination)	*160 135*	*240 290*	*1 535 543*	*1 385 508*
% in total	*21%*	*53%*	*64%*	*64%*
2. Number of unique citizens who made at least 1-time border crossing	503 009	248 090	945 502	925 148

Source: Armstat

For analysis purposes data for years 2019 - 2018 is considered more representative, since it represents usual border crossing flows before the force majeure situation took place worldwide (COVID pandemic and related travel restrictions).

Due to limitations of statistical information available, it is not possible to identity how many unique citizens travel to Georgia only and also it is not possible to identify how many citizens who travel to Georgia only travel as final destination versus as transit.

In case on non-biometric passports, citizens of RA can travel abroad only with a passport with a stamp of validity in foreign countries (citizens could apply for a stamp of 1 to 10 years of validity). Therefore, it is yet another source of information to estimate the expected biometric passport demand.

It should be noted that the stamp demand statistics is available only for the period 2019-2022 (which on average had a lower demand for traveling due to COVID restriction), and only for this period we calculate over 900 000 citizens in 2022 with a valid stamp / need for travelling.

Table 12. Data on travel stamps issued for travelling purposes for different periods of validity

	For 1 y	For 2 y	For 3 y	For 4	For 5	For 6	For 7	For 8	For 9	For 10	Total
2019	*328 235*	*105 725*	*68 087*	*17 112*	*67 245*	*NA*	*NA*	*NA*	*NA*	*NA*	*586 404*
2020	67 937	37 846	26 343	5 524	26 535	1 545	504	354	200	9 547	**176 335**
2021	144 630	90 010	66 811	12 466	56 613	7 428	2 355	1 252	987	28 590	**411 142**
10m 2022	216 188	131 012	45 378	13 217	50 104	6 427	2 276	1 089	1 411	22 121	**489 223**
Total valid in 2022	216 188	221 022	138 532	48 319	200 497	15 400	5 135	2 695	2 598	60 258	**910 644**

*Source: Armstat

5.3.2. Biometric passports and ID card demand projections

BIOMETRIC PASSPORT

During the last 5 years, over 350 000 passports were issued annually (both non-biometric (2,5 USD) and biometric (62 USD), but biometric amounted to less than 1%). In addition to that, citizens aiming to travel had to apply for travelling stamp – on average during period 2019-2022 when data is available around 400 000 applications were received every year (combined number for stamps issued for different durations ranging for 1 to 10 years).

It is expected that necessary legislative changes will be introduced, and biometric passport will become the only option for citizens wishing to obtain a passport - non-biometric passports will not be issued in the future (although currently valid passports will continue until validity period expires). Thus,

when estimating demand, historical volumes for non-biometric passports shall be considered rather than historic demand for non-biometric passports. However, some adjustments to the historic volumes of non-biometric passports need to be made considering arguments bellow:

- Considering the significantly increased cost of owning a passport, it is expected that some of the price sensitive citizens who do not expect to travel abroad may decide to obtain only the mandatory ID card, which will be sufficient for all the services / operations in Armenia.
- In addition to that, it is important to take into account that there is a sub-group of price sensitive citizens who travel, but only to Georgia. Meanwhile, according to the latest bilateral agreements, GoA and Government of Georgia will allow border crossing only with an ID card (other things being equal, expected to be effective by fall this year), so those price sensitive citizens will not be mandated to apply for a passport if they travel only to Georgia.

In order to establish a reliable demand, estimate for biometric passports and validate the numbers, different relevant statistics were used, such as travelling stamp demand in Armenia as well border crossings information.

ID CARD

Historically, ID card validity was 10 years, and 100 000 cards were issued annually (around 1 000 000 citizens in Armenia possess the ID card). Current price 7 USD, but 7 USD extra each year for eSignature certificate, so total cost of ownership for 10 years – 70 USD (although, digital services were not used much, so actually small part of population acquired eSignature certificates).

ID card validity period is suggested to be lowered to 5 years, so the amount of ID card holders will increase compared to the historical years. In addition to that, it is expected to distribute additional 1 500 000 ID cards prior the national elections in 2026, so that majority of eligible population will hold the ID card.

Increase of ID card owners is also expected to rise due to the fact that price sensitive Armenians who do not travel may choose to hold only an ID card, since the passport price increases significantly. Thus, demand is expected to reach over 400 000 cards annually (over 4 000 000 cards in the period of the contract). This would mean that majority (2.5 M) of citizens[7] possess the card (which is the case in many EU and other analysed countries were almost every citizen possess an ID card). In addition, foreigner ID card is expected to be issued (subject necessary regulatory amendments that are foreseen are implemented), driving the demand even higher.

The table below summarises the projected annual and total quantity as well as the assumptions behind document quantities during the project operations period (9 years).

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[7] The age of the citizen first time eligible for an ID is 16 years, total number of citizens over 16 is round 2.3 M.

Table 13. Estimated services' volumes and assumptions behind them

#	Service	Type	Assumptions	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
I	**Biometric passports**												
1	**Biometric Passport of the citizen of the Republic of Armenia (Regular)**	ID3	Based on the assumptions provided in this section above, it is planned to issue around 2 M Biometric Passport of the citizen of the Republic of Armenia (Regular) in 9 years (amounting to 222 222 documents per year). The number also includes reissuance of damaged or lost documents (around 5%)	**222 222**	**222 222**	**222 222**	**222 222**	**222 222**	**222 222**	**222 222**	**222 222**	**222 222**	**2 000 000**
2	**Biometric Passport of the citizen of the Republic of Armenia (Diplomatic)**	ID3	Based on the historical average, it is planned to issue around 5 K Biometric Passport of the citizen of the Republic of Armenia (Diplomatic) in 9 years (amounting to 556 documents per year)	**556**	**556**	**556**	**556**	**556**	**556**	**556**	**556**	**556**	**5 000**
3	**1951 Refugee Convention Travel Document**	ID3	Based on the historical average and estimates provided by the GoA, it is planned to issue around 10 K 1951 Refugee Convention Travel Document in 9 years (amounting to 1 111 documents per year)	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**10 000**
4	**1954 Stateless Persons Convention Travel Document**	ID3	Based on the historical average and estimates provided by the GoA, it is planned to issue around 10 K 1954 Stateless Persons Convention Travel Document in 9 years (amounting to 1 111 documents per year)	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**10 000**
5	**Service Passport of the citizen of the Republic of Armenia**	ID3	Based on the estimates provided by the GoA, it is planned to issue around 10 K Service Passport of the citizen of the Republic of Armenia in 9 years (amounting to 1 111 documents per year). Note: This type of documents is not being issued currently and necessary legislative changes shall be initiated to ensure the estimated demand	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**10 000**
			Total (passports):	**226 111**	**226 111**	**226 111**	**226 111**	**226 111**	**226 111**	**226 111**	**226 111**	**226 111**	**2 035 000**
II	**ID cards**												
6	**Electronic Identification Card of the citizen of the Republic of Armenia**	ID1	-	**411 111**	**411 111**	**411 111**	**411 111**	**411 111**	**537 779**	**537 779**	**537 779**	**537 779**	**4 206 671**
6.1	Reissuance of existing ID cards	ID1	Based on the historical demand it is expected that around 1 000 000 cards will be issued during 9 years (111 111 cards per year)	111 111	111 111	111 111	111 111	111 111	111 111	111 111	111 111	111 111	**1 000 000**
6.2	Issuance of New ID cards	ID1	It is planned to make ID cards mandatory, therefore it is expected that additional 1.5 M ID	300 000	300 000	300 000	300 000	300 000					**1 500 000**

#	Service	Type	Assumptions	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
			cards will be issued during the first 5 years of operations										
6.2.1	*Number of documents lost or damaged*	ID1	*The number of new cards in the line 6.2 above also includes the number of documents lost or damaged (around 57.6 K), which is also based on the historical data*	*57 559*	*57 559*	*57 559*	*57 559*	*57 559*					*287 797*
6.3	Reissuance of new ID cards (after 5 years)	ID1	The validity of ID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 (included in lines 6.1. and 6.2) will start being reissued						353 552	353 552	353 552	353 552	**1 414 207**
6.4	Reissuance of documents lost or damaged	ID1	It is also expected that some documents will be lost or damaged, therefore reissuance of such cards (around 73.1 K a year) is included						73 116	73 116	73 116	73 116	**292 464**
7	**Residence Permit Electronic Card of the Republic of Armenia**	**ID1**	Note: This type of documents is not being issued currently and necessary legislative changes shall be initiated to ensure the estimated demand	**11 111**	**11 111**	**11 111**	**11 111**	**11 111**	**22 222**	**22 222**	**22 222**	**22 222**	**144 444**
7.1	Reissuance of existing Residence Permit Electronic Card of the Republic of Armenia	ID1	Based on the estimates provided by the GoA, it is planned to issue around 100 K Residence Permit Electronic Cards of the Republic of Armenia in 9 years (amounting to 11 111 cards per year)	11 111	11 111	11 111	11 111	11 111	11 111	11 111	11 111	11 111	**100 000**
7.2	Reissuance of new Residence Permit Electronic Card of the Republic of Armenia (after 5 years)	ID1	The validity of ID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 will start being reissued						11 111	11 111	11 111	11 111	**44 444**
8	**Non-Residents and Foreign Citizens Electronic Identification Card of the Republic of Armenia**	**ID1**	Note: This type of documents is not being issued currently and necessary legislative changes shall be initiated to ensure the estimated demand	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**2 222**	**2 222**	**2 222**	**2 222**	**14 444**
8.1	Reissuance of existing Non-Residents and Foreign Citizens Electronic Identification Card of the Republic of Armenia	ID1	Based on the estimates provided by the GoA, it is planned to issue around 10 K Non-Residents and Foreign Citizens Electronic Identification Cards of the Republic of Armenia in 9 years (amounting to 1 111 cards per year)	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	**10 000**
8.2	Reissuance of new Non-Residents and Foreign Citizens Electronic Identification Card of the Republic of Armenia (after 5 years)	ID1	The validity of ID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 will start being reissued						1 111	1 111	1 111	1 111	**4 444**
9	**Refugee's Electronic Identification Card of the Republic of Armenia**	**ID1**	Note: This type of documents is not being issued currently and necessary legislative changes shall be initiated to ensure the estimated demand	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**2 222**	**2 222**	**2 222**	**2 222**	**14 444**

#	Service	Type	Assumptions	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
9.1	Reissuance of existing Refugee's Electronic Identification Card of the Republic of Armenia	ID1	Based on the estimates provided by the GoA, it is planned to issue around 10 K Refugee's Electronic Identification Cards of the Republic of Armenia in 9 years (amounting to 1 111 cards per year)	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	**10 000**
9.2	Reissuance of new Refugee's Electronic Identification Card of the Republic of Armenia (after 5 years)	ID1	The validity of eID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 will start being reissued						1 111	1 111	1 111	1 111	**4 444**
10	**Stateless Persons Electronic Identification Card**	**ID1**	Note: This type of documents is not being issued currently and necessary legislative changes shall be initiated to ensure the estimated demand	**1 111**	**1 111**	**1 111**	**1 111**	**1 111**	**2 222**	**2 222**	**2 222**	**2 222**	**14 444**
10.1	Reissuance of existing Stateless Persons Electronic Identification Card	ID1	Based on the estimates provided by the GoA, it is planned to issue around 10 K Stateless Persons Electronic Identification Cards in 9 years (amounting to 1 111 cards per year)	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	1 111	**10 000**
10.2	Reissuance of new Stateless Persons Electronic Identification Card (after 5 years)	ID1	The validity of ID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 will start being reissued						1 111	1 111	1 111	1 111	4 444
11	**Foreign Diplomats Electronic Identification Card**	**ID1**	-	**556**	**556**	**556**	**556**	**556**	**1 111**	**1 111**	**1 111**	**1 111**	**7 222**
11.1	Reissuance of existing Foreign Diplomats Electronic Identification Card	ID1	Based on the historical average and estimates provided by the GoA, it is planned to issue around 5 K Foreign Diplomats Electronic Identification Cards in 9 years (amounting to 556 cards per year)	556	556	556	556	556	556	556	556	556	**5 000**
11.2	Reissuance of new Foreign Diplomats Electronic Identification Card (after 5 years)	ID1	The validity of ID cards is planned to be 5 years, therefore in year 6 of operations the cards issued in year 1 will start being reissued						556	556	556	556	2 222
			Total (ID cards):	426 111	426 111	426 111	426 111	426 111	567 779	567 779	567 779	567 779	4 401 671
III	**Specimens and tests**												
12	**Specimens**	**ID3**	Based on the estimates by the GoA, it is planned to use 2 500 specimens for passports in year 1	**2 500**									**500**
13	**Specimens**	**ID1**	Based on the estimates by the GoA, it is planned to use 3 000 specimens for eID cards in year 1	**3 000**									**500**
14	**Test (white cards with electronic functionalities)**	**ID1**	Based on the estimates by the GoA, it is planned to use around 1 K test cards during the period of 9 years (around 111 per year)	**111**	**111**	**111**	**111**	**111**	**111**	**111**	**111**	**111**	**1 000**

#	Service	Type	Assumptions	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
			Total (specimens and tests):	**1 111**	**111**	**111**	**111**	**111**	**111**	**111**	**111**	**111**	**2 000**
			Total (all documents):	653 333	652 333	652 333	652 333	652 333	794 001	794 001	794 001	794 001	6 438 671

5.3.3. Service pricing

Current prices

Current prices for the documents issued in Armenia are provided in the table below.

Table 14. Current documents' pricing

No.	Name of document	Document type	Comment	Current price, USD[8]	
				Regular	Fast track
1.	Non-Biometric Passport of the citizen of the Republic of Armenia	ID3	Non-biometric, will not continue	2.58	Additionally: 51.52 (1 business day) 25.76 (3 business day) 12.88 (5 business days)
2.	Biometric Passport of the citizen of the Republic of Armenia	ID3	-	64.40	Additionally: 51.52 (1 business day) 25.76 (3 business day) 12.88 (5 business days) (20,5% of all passports on average)
5.	Electronic Identification Card of the citizen of the Republic of Armenia	ID1	Shall be made mandatory	7.73 + 7 per year for eSignature certificate	Additionally: 51.52 (1 business day) 25.76 (3 business day) 12.88 (5 business days)

The Public Partner price of the regular services will be decided as the result of the Selection Procedure, while the components of the expected end user service price and suggested pricing mechanism are described below.

Expected end user pricing mechanism

It was estimated that **end user price for regular services** consists of the following components:

1. **Public Partner price** – decided as the result of the Selection Procedure. Price GoA pays for the Public Partner (total cost of services and attractive margin which makes project profitable).
2. **Authentication and eSignature certificate price** – decided either by GoA procurement for trust services or via GoA and private sector facilitated arrangement. It is a price that Public Partner (or GoA itself) pays for the trust service provider, appointed by the GoA (relevant for the ID cards).
3. **GoA surplus** – gap between GoA regulated end user tariff and prices charged by the Public Partner and trust service providers. Surplus is collected to cover GoA expenses for the delivery of functions that GoA remains in charge, even though customer service and personalization functions will be outsourced to the Public Partner (e.g., application authorization, investigation

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[8] Exchange rate of 23 March, 2023 was used in calculations (288.17 AMD per USD)

of special application cases, operations of the biometric database, contract management, etc.), subsidies for vulnerable groups, other costs.

The Private Partner will be allowed to set **end user price for services that exceed minimum requirements**, e.g.:

- If minimum requirement is to issue a passport in 15 days after application is submitted, the Private Perter may suggest improved fast track delivery of documents (e.g., in 1 day)
- Since fast-track services cost more, Private Partner may charge higher price than the price for document issuance meeting minimum requirements (however, certain price caps for fast-track services shall be set in the final Selection Procedure documents)
- Price composition of such additional services:
  1. Public Partner price for minimum requirements – set by the contract
  2. Authentication and eSignature certificate price (for ID card) – set by GoA/trust service provider
  3. GoA surplus for documents meeting minimum requirements – described in point no. 3 in the paragraph above on the end user price for regular services
  4. Private Partner surcharge for documents exceeding minimum requirements – set by the Private Partner (however, certain price caps for fast-track services shall be set in the final Selection Procedure documents to protect interests of citizens)
  5. GoA may impose surplus profit sharing / sur-charge from fast-track services, since improved service delivery terms may also imply GoA may deliver some of its functions faster (e.g., a percentage from Private Partner surcharge or a fixed amount)

It is expected that around 20% of documents (based on historical demand for fast-track services) will be acquired as fast track services.

5.3.4. The payment mechanism

The considered payment mechanism implies that the end users pay the tariff for the issuance according to the type of service. The Private Partner does not own the fees, including any applicable state dues, for the services from the end customers (except for payments for ancillary commercial value-added services related to identity documents, such as catering, fast track queue, etc.) and allocates such fees directly to the special Government's account (they will be paid to the state budget). However, the Private Partner is responsible for organizing fee payment / collection services (including online and on-site payments). The Public Partner then pays the Private Partner volume payments for the factual services provided during the period on the quarterly basis. The actual payments are reconciled on the annual basis to take into account differences occurred due to the minimum volume guarantee and profit-sharing mechanism described in the section below.

5.3.5. The minimum volume guarantees

It is expected that the Public Partner shall undertake to procure the agreed minimum volume of Services (as per number of the travel and identity documents - both passports and ID cards - to be issued) from the Private Partner for the whole period of the Project.

The volume guarantee payments are reconciled and paid on the annual basis, taken into account actual volumes, additional payments related to the profit-sharing mechanism and all the fees / penalties for breaches of SLAs, etc. Volume guarantee payments are reviewed every year on the cumulative basis (meaning payments from the previous years are considered).

The actual minimum volumes of documents to be guaranteed shall be stated in the final Selection Procedure documents. At the current stage, minimum volume guarantee is discussed to range from 50% to 75% from total estimated document volumes provided in Chapter "6.1.2. Biometric passports and ID card demand projections".

5.3.6. *The profit-sharing mechanism*

It is expected that the PPP contract will introduce the payment mechanism, which will establish the sharing of Private Partner's profit in case the actual volume of services provided is above the estimated volumes in a pre-determined manner.

There are several approaches how to implement the proposed profit-sharing mechanism. This includes (i) introduction of two prices for the services during the bid (the first (base) tariff is for the estimated volumes of services and the second is the share of the first tariff – to be applied to the services above the estimated volumes), and (ii) share of Private Partner's profit received from the services above the estimated volumes.

The actual profit-sharing mechanism will be provided in the final Selection Procedure documents.

5.4.   Implementation costs

Information on Project financials is provided below based on the pre-feasibility study prepared by the GoA. Outcome of the pre-feasibility study confirmed that the Project is feasible and is expected to generate positive outcome for both society and the Private Partner.

Financial information is indicative and provided for informational purposes. At the stage of the bidding, the Private Partner is expected to apply necessary assumptions and perform relevant estimations and calculations.

Project implementation costs include the capital expenditures (CAPEX) incurred as well as operational expenses (OPEX). It is estimated that the project capital expenditures will amount to around 24.6M USD, incl. initial investment and the re-investment in later years of operations. The costs have been estimated based on the market analysis performed in the scope of the pre-feasibility study and it is considered to be a conservative assumption of maximum potential spending. CAPEX as well as assumptions behind the calculations are provided in the table below.

Table 15. Indicative Project CAPEX

No.	Budget line	Expenses, USD	Assumptions
1.	IT systems	9 500 000	Initial investment – around 5 600 000 USD, reinvestment of 70% (~3.9 M USD) after 5 years included
2.	Enrolment equipment, incl. workstations	3 400 000	Initial investment – 2 000 000 USD • Purchase and installation ~250 stations • 8 000 USD/enrolment station Reinvestment of 70% (1.4 M USD) after 5 years included
3.	Personalization equipment	4 700 000	For biometric passport and ID card: 2 lines per document type.
4.	Queuing system and payment machines	600 000	21 locations (in Armenia) (It is estimated that ~30% of current (or newly established) enrolment facilities will be used and refurbished by the Private partner)
5.	Server equipment	1 500 000	Purchase and installation
6.	Data room facilities	200 000	Investment in refurbishment of GoA facilities
7.	Personalization facilities		

No.	Budget line	Expenses, USD	Assumptions
8.	Enrolment facilities	4 200 000	• 200 000 USD for major reconstruction per enrolment facility of around 300 m^2 • 21 service points (It is estimated that service point network will be optimized and 30 % of current (or newly established) enrolment facilities will be required for operations)
9.	eIDAS setup	500 000	Processes, documents, organization, security
	Total:	**24 600 000**	-

Project operating expenses are estimated to amount to around 19.3M USD on average per year adding the variable costs for documents blanks, chips, applet, middle ware and OS support and maintenance as well as certificates. The costs have been estimated based on the market analysis performed in the scope of the pre-feasibility and it is considered to be a conservative assumption of maximum potential spending. It is also important to note that OPEX provided below shall be shared by both Private and Public Partners, since certain functions will remain with GoA (e.g., providing eSignature and authentication certificates, vetting service and authorization to issue the document, etc.). OPEX as well as assumptions behind the calculations are provided in the table below.

Table 16. Indicative Project OPEX

No.	Budget line	Expenses per year, USD[9]	Assumptions
1.	Personnel – customer service / enrolment	3 000 000	210 FTEs, 1 000 USD / month avg.[10] adding the annual inflation
2.	Personnel – personalization / printing	1 000 000	70 FTEs, 1 500 USD / month avg.[11] adding the annual inflation
3.	IT infrastructure maintenance and depreciation	2 100 000	• 15% from initial CAPEX for IT systems (5.6 M), incl. support, maintenance, depreciation, and inflation: 1 000 000 USD • Annual licenses: 1 100 000 USD
4.	Document blanks	8 500 000	Prices (incl. logistics from Europe to Armenia): ID card: 7,2 USD Biometric passport: 15,2 USD for regular passports (incl. ICAO certificate) Biometric passport: 40 USD for fast-track passports (incl. ICAO certificate) Logistics from Europe to Armenia: ID card: 0,036 USD/ID card Biometric passport: 0,36 USD/biometric passport
5.	Chips, applet, middle ware and OS support and maintenance, incl. ICAO certificate		
6.	Authentication and eSignature certificates	1 800 000	3 Eur per certificate per ID card

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[9] Average expenses per year during the period of operations (2024-2032.
[10] Costs estimated assuming AM labour market for the start of operations. Labour costs are expected to increase over years due to growing number of clients and transactions.
[11] Costs estimated assuming AM labour market for the start of operations. Labour costs are expected to increase over years due to growing number of clients and transactions.

No.	Budget line	Expenses per year, USD[9]	Assumptions
7.	Logistics and transportation to issuance points	100 000	Logistics from personalization site to issuance places – postal and courier costs
8.	Maintenance – enrolment equipment and facilities	700 000	10 % from CAPEX (2 M for enrolment equipment and 4.2 M for enrolment facilities)
9.	Maintenance – personalization and data center facilities and equipment	1 200 000	15 % from CAPEX from equipment / hardware
10.	Security management and eIDAS compliance	150 000	-
	Total:	**18 550 000**	-

6. IMPLEMENTATION TIMELINE

Starting with the currently ongoing market sounding process, the Project is divided into two main stages that are described in more detail in this section below:

- Private Partner selection
- Project implementation

6.1.   Private Partner selection

The table below provides the projected timeline for the vendor selection process.

Table 17. Timetable of vendor selection activities

No.	Stage	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
1.	Market sounding	▓	▓							
2.	Update of the relevant documentation based on the market sounding		▓	▓						
3.	Prequalification			▓	▓					
4.	Companies' shortlisting					▓				
5.	Proposal submission						▓	▓		
6.	Proposal evaluation								▓	
7.	Finalization and contract signing									▓

6.2.   Project implementation

GoA foresees that by January 2024 citizens of Armenia will be able to obtain new travel and identity documents. Given it is an ambitious timeline to fulfil all requirements set in the scope of the Contract, it is foreseen that gradual implementation of full obligations set the in Technical Requirements may be acceptable, e.g.:

1. ID cards may start to be issued earlier then biometric passports
2. Personalization facility with new IT infrastructure may become operational earlier then full scope redesign of enrolment facilities network
3. Conformity assessment to relevant standards (e.g., PCI, ISO 27000) may be requested prior the start of operations, but relevant certification (e.g., eIDAS) may be completed in later stages

Final project implementation timeline shall be completed after market sounding.

7. ANNEXES

Annex No. 1. Market consultation (Market sounding) feedback form

The Government of Armenia (hereinafter – GoA) represented by the Ministry of the Internal Affairs (hereinafter – MIA) is planning to organise a Selection Procedure in order to acquire biometric passport and national ID card issuance services (hereinafter – Services).

In order to prepare Selection Procedure conditions that meet the latest market trends and opportunities and ensure fair competition among suppliers, please submit your comments, suggestions, and answers to the questions below:

<u>**Questions and answers form:**</u>

No.	Questions	Answers
Technical Requirements		
1	What requirements / conditions set in the Technical Requirements may limit your company's willingness to participate in the Selection Procedure?	
2	Do you have any comments / suggestions for content of the Technical Requirements?	
3	Do you have specific recommendations for SLAs and relevant KPIs set in the Technical Requirements?	
4	What technological innovations you suggest including in the Technical Requirements? E.g., deep fake combating services based on biometric data, digital services, etc.	
5	What value added services you suggest including in the Technical Requirements? E.g., secure courier services to deliver personalized document to citizen, on site fast track queue (for citizens who did not book appointment online in advance), etc.	
6	In the scope of Contract, it is expected that the Private Partner will be allowed to set up network of enrolment facilities according to his experience. Requirements are set that at least one enrolment facility shall be deployed, operated and maintained per geographic / administrative centre of the Republic of Armenia (at least 11 service points). It is also expected that enrolment facility in Yerevan is centralized. However, the Private Partner is allowed to establish bigger number of facilities making sure it meets standards, SLAs and requirements set in the Technical Requirements. It is expected that in general certain level of centralization would allow to achieve and maintain high level of service quality. At the same time, there are concerns how to address the needs of citizens living in the remote locations as well as citizens of limited mobility.	
6.1	Can you please share your experience and recommendations (incl. value added services (e.g.,	

No.	Questions	Answers
	currier services for document delivery), technical solutions (e.g., mobile enrolment work-stations or digital services); additional KPIs related to enrolment facilities' geographical locations) on how to best address and protect needs of the following groups of citizens: 1. Citizens living in remote locations 2. Citizens with limited mobility	
6.2	Based on your experience and historical passport and ID card demand data in Yerevan, would you consider a centralized passport office facility in Yerevan a feasible option? What concerns and / or necessary prerequisites you would consider?	
7	What organizational measures do you typically apply to be able to provide fast track services (document available for in 1 day after enrolment), especially considering remote locations?	
8	Given your knowledge of international standards (e.g., eIDAS, etc.) and best practices, what is your recommendations regarding the need to enrol biometric data each time citizens apply for a biometric passport and ID card (not for the first time)? Do you have experience of issuing documents based on biometric data that is stored in the data base for longer than half a year?	
9	For the enrolment station equipment (biometric data capturing devices), state-of-art "all in one" solutions are considered as an attractive option to improve quality of service and citizen experience in the enrolment facility. Would your company be in the position to offer such solutions? Would it have a significant price implication? If yes, can you share how much (%) the total cost of ownership be increased should such solutions be requested as mandatory?	
10	It is now considered that the user interface of the middleware shall have the modular architecture to enable support of other types of chips in the future, as well as current ID cards issued before 15th of February 2023. The current ID card chips support PKCS#11 interface. Would you be able to meet this requirement? What implications on price / service performance you see?	
11	Would your suggested ID card applet be compatible with OpenSC (open-source smart card)?	
12	Would your company be able to meet a requirement of a colour photo for the ID cards? Would it have a significant price implication? If yes, how much (%) you would expect to increase your price per ID card?	
13	It is now considered that eID applet and middleware shall support the following service: "Match on Card user authentication with fingerprint, Face, or Iris biometrics". Would it have a significant price implication? If yes, how	

No.	Questions	Answers
	much (%) you would expect to increase your price per ID card?	
14	GoA is considering possibility to introduce biometric data based advanced digital services allowing to combat deep fake technology-based fraud attempts. Do you have experience of implementing such services / use cases in the context of ABIS (Automated Biometric Identification Solution) or similar solutions? If yes, can you please indicate cost of implementing such services?	
15	Government of Armenia foresees that by January 2024, citizens of Armenia will be able to obtain new travel and identity documents. Given it is an ambitiuos timeline to fulfil all requirements set in the scope of the Contract, it is foreseen that gradual implementation of full obligations set the in Technical Requirements may be acceptable, e.g.: 4. ID cards may start to be issued earlier then biometric passports 5. Personalization facility with new IT infrastructure may become operational earlier then full scope redesign of enrolment facilities network 6. Conformity assessment to relevant standards (e.g., PCI, ISO 27000) may be completed prior the start of operations, but relevant certification (e.g., ISO 27000, eIDAS) may be completed in later stages	NA
15.1	Can you please provide your view and recommendations how to best structure project implementation plan, to make sure that Government commitment to start issuance of travel and identity cards at least in certain capacity is possible by the January 2024?	
15.2	What is the shortest possible time to start issuing ID cards? What are the necessary conditions for it?	
15.3	What is the shortest possible time to start issuing passports? What are the necessary conditions for it?	
15.4	What is the shortest possible time to complete personalisation facility conformity assessment to PCI standard?	
15.5	What is the shortest possible time to complete overall operations conformity assessment to ISO27000?	
15.6	What is the shortest possible time to complete eIDAS conformity assessment?	
15.7	What are your recommendations for the takeover of operations? Would you prefer takeover of all enrolment and personalization operations at once or prefer gradual take over (e.g., personalization facility at first, enrolment facilities gradually)?	

No.	Questions	Answers
16	Given your experience in different countries, can you please share your recommendations towards split of roles and responsibilities when setting up enrolment necessary equipment in foreign missions (embassies and consulates):	NA
16.1	Who is responsible for the equipment setup and configuration? In what form you provide guidance, consultations, and technical support?	
16.2	What are the typical post warranty and maintenance services and SLAs you offer? E.g., specific reaction times, equipment fix / replacement times, approach to availability of spare parts on site, etc.	
17	GoA would like to make sure that services and their infrastructure is kept upgraded to meet evolving relevant standards, include innovative technologies and services that may emerge through the course of the Contract duration of the 10 years.	NA
17.1	What measures you would propose to make sure an ongoing dialogue between Service provide and GoA to make sure those new standards and technologies are leveraged when providing passport and ID card related services?	
17.2	Should GoA set the expectation that at the end of the Contract assets are returned meeting the requirements of the standards and their versions relevant to that date, what commercial implications you foresee at the bidding stage? What commercial conditions you propose to be included in the technical requirements and / or contractual terms?	
18	GoA aims to ensure safety and, when necessary, law enforcement at the enrolment facilities. For this reason, it is considered now that each of the enrolment facility shall be guarded by Police officers free of charge for Service provider (cost assumed by GoA). Service provider shall take into account workstations for Police guards when designing the facilities, so that it meets physical working conditions regulated by local law. On the other hand, this may also be replaced by ensuring enrolment facilities are connected to Police patrol service remotely and patrol services react in case triggered by the front office employees or the security system of the Service provider. Please share you experience and recommended approach for ensuring physical security of the enrolment facilities.	
Qualification Criteria and Proposal Evaluation Criteria		
19	What requirements / conditions set in the Qualification Criteria may limit your company's willingness to	

No.	Questions	Answers
	participate in the Selection Procedure? Do you have any comments / suggestions for the document?	
20	What requirements / conditions set in the Proposal Evaluation Criteria may limit your company's willingness to participate in the Selection Procedure? Do you have any comments / suggestions for the document?	
21	Please indicate what additional information may be necessary for you to be able to provide a suggestion regarding geographical network / locations of enrolment stations in the proposal stage?	
22	It is expected that compliance of the biometric passport and ID cards to the standards and requirements below shall be tested in the accredited laboratory and compliance certificate shall be presented when submitting the proposal: • ISO/IEC 14443-1, -2, -3 (ID card) • ISO/IEC 14443-4 A or B (ID card) • ISO 10373-1 (ID card) • ISO 24789 using 3-D profile (ID card and passport) • Composition of the substrate for the ID - 1 FORMAT documents, as well as the composition of the substrate of the page with the owner's details for the ID - 3 FORMAT DOCUMENTS (passports) • Excellent level of bonding of the substrates to each other and the complete integration of the owner's photo, in one of the internal substrates of the form or page respectively • Overall compliance to safety specifications provided in the Technical Requirements, proven by the macroscopic, microscopic and spectroscopic inspection	
22.1	Please confirm such certificates can be obtained within the expected proposal submission timeline (9 weeks).	
22.2	Please inform what data / what format of data shall be necessary to be provided by the Government, so that the laboratory tests can be completed on time.	
Term Sheet and commercial conditions		
23	What requirements / conditions set in the Term Sheet may limit your company's willingness to participate in the Selection Procedure? Do you have any comments / suggestions for the document?	
24	Do you have any comments / suggestions for the project CAPEX and OPEX estimates?	
25	Do you have any comments / suggestions for regarding Passport and ID card demand projections (estimated volumes)?	

No.	Questions	Answers
26	At the current stage of the Project, GoA is considering to provide a minimum volume guarantee for the Private Partner. Different alternatives are considered: 1. 50 % volume guarantee (from the estimated volumes) 2. 75 % volume guarantee (from the estimated volumes)	NA
26.1	Should the volume guarantee impact your price quote for the passport and ID card?	
26.2	If yes, how much (%) you would expect to increase your price per document, given that minimum volume guarantee is provided for 50 % of estimated volumes rather than for 75 % of estimated volumes?	
27	At the current stage of the Project, GoA is considering to impose a profit-sharing mechanism should the actual document volume exceeds the estimated amount. In such case it is considered to ask the Private Partner bid on 2 different prices – (1) price for document, when actual volumes are up to estimated volumes and (2) price for document, when actual volumes exceeding the estimated volumes.	NA
27.1	Please share if such profit-sharing mechanism is acceptable from your point? Would you have any specific suggestions or concerns?	
27.2	Please indicate how much (%) lower the price for documents exceeding the estimated volumes may be, compared to the document price for the volumes up to the estimated amount?	
28	At the current stage of the Project, GoA is considering regulating and collecting fees for regular services to the GoA budget account: Public Partner would operate as payment processor, but fees would be collected to GoA budget account, GoA would pay for the Private Partner on quarterly basis for services provided. As for fast-track services it is considered to allow Private Partner to collect fees to their account directly, however, part of the fee shall be directed to the GoA budget account at the time of payment transaction (GoA surplus for services meeting minimum requirements and additional surcharge the fast-track service).	NA
28.1	Do you have comments or suggestions regarding the suggested payment mechanism?	
28.2	How do you suggest implementing collection of fees for fast-track services, providing that part of the end user price must be paid to the Public Partner and another part of it – to the GoA budget account?	
28.3	What profit sharing mechanism with GoA you suggest for fast-track services? E.g., percentage of the fast-track	

No.	Questions	Answers
	service surcharge set by the Private Parter; regular fee set by GoA, etc.	
29	Currently GoA of Armenia is considering that inflation risk may be at some extent assumed by GoA, while exchange risk – by the Private Partner. Please suggest what conditions for price inflation and currency exchange risk you may consider acceptable?	
30	There are currently around 400 employees (majority of them – civil servants) currently in various positions related to the travel and identity document issuance services. It is considered that the selected Service Provider may employ, but not be mandated to employ part of them. However, obliging Service Provider to employ certain % of current employees is also considered. In this context, it is worth mentioning that GoA started the extensive training program for the employees in various positions related to the travel and identity document issuance services. The training program aims to shape professional skills related to granting asylum in the Republic of Armenia, the identification and profiling of persons crossing the RA state border, the acquisition and termination of an RA citizenship, identification of the person, the issuance of IDs, the processing of documents for changing IDs, as well as acquaint them with the structure and the main principles of maintenance of the state register of population. The program also includes a component for the development of service and communication skills. The trainings will be provided by international third-party service provider.	NA
30.1	What is your typical approach to the government employees' take over in case of PPP projects?	
30.2	Should GoA seek to mandate Service Provider to employ certain part of the current employees, what amount (%) you consider a reasonable obligation?	
31	It is expected that the Private Partner will keep services in the scope of Contract up to date according to actual versions of applicable standards throughout the Contract period, incl. necessary improvements in the relevant technologies. Can you share your experience how such expectation from GoA could be implemented and what could be a reasonable commitment by the Private Partner from your point of view?	
32	Do you have any other observations or suggestions regarding the structure of the project, planned content, and additional information that may be necessary for you to engage in the Project?	

Please note that this market consultation (market sounding) is published before the start of the Selection Procedure. A market consultation (market sounding) is not a Selection Procedure

announcement or a Selection Procedure pre-announcement. By announcing this market consultation (market sounding), participants are not invited to compete for the Contract.

Market consultation (market sounding) participants provide consultations free of charge. No expenses are reimbursed to the participants of the consultations. Participation in the provision of consultations does not invalidate the right to submit a bid in a Selection Procedure in the future. The information obtained during the market consultations (market sounding) will be used in making decisions regarding the organization and execution of the Selection Procedure.

Annex No. 2. Technical Requirements

[provided as a separate document]

Annex No. 3. Term Sheet

[provided as a separate document]

Annex No. 4. Qualification Criteria

[provided as a separate document]

Annex No. 5. Proposal Evaluation Criteria

[provided as a separate document]

Annex No. 6. Enrolment / customer service stations operated in Armenia

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
1	Passport and Visa Department	*n/a*	*n/a*	15	13	99	99	77 642	9 467
2	Shengavit passport department	27 G. Nzhdeh str., Yerevan, Armenia	RA Police	10	8	103	208	34 907	8 961
3	Arabkir passport department	1 Mamikonyants str., Arabkir, Yerevan, Armenia	RA Police	12	10	75	150	40 390	10 531
4	Nor-Nork passport department	1/1 Boryan str., Nor-Nork, Yerevan, Armenia	RA Police	12	9	119	225	40 034	10 473
5	Avan passport department	2 Isahakyan str., Avan, Yerevan, Armenia	RA Police	5	4	95	210	17 461	4 733
6	Kanaker-Zeytun passport department	3 Aharonyan str., Kanaker-Zeytun, Yerevan, Armenia	RA Police	8	6	54	182	26 792	6 527
7	Malatia passport department	22 S. Sargsyan str., Malatia, Yerevan, Armenia	RA Police	13	13	93	250	46 333	12 195
8	Erebuni passport department	162a Khorenatsi str., Erebuni, Yerevan, Armenia	RA ministry of Justice	11	7	170	300	39 299	11 104
9	Marash passport department	11 Kajaznunu str., Marash, Yerevan, Armenia	RA Police	3	-	40	120	10 742	2 231
10	Central passport department	90 S. Vratsyan str., Yerevan, Armenia	RA Police	10	10	125	250	31 846	7 492
11	Mashtots passport department	10/1 Shirararneri str., Mashtots, Yerevan, Armenia	RA Police	9	8	100	200	30 663	8 426
12	Davitashen passport department	31/2 T. Petrosyan str., Davitashen 4th distract, Yerevan, Armenia	RA Police	5	4	106	240	15 559	3 580

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
13	Gyumri (Mush) passport department	17 Anania Shirakatsi str., Mush, Gyumri, Shirak region, Armenia	RA Police	7	10	170	250	18 511	7 190
14	Taron passport department	3 Mkhitar Gosh str., Vanadzor (Taron), Lori region, Armenia	RA Police	6	7	60	130	17 351	6 006
15	Kotayk passport department	5 Zor. Andranik str., Abovyan (Kotayk), Kotayk region, Armenia	RA Police	10	5	58	202	24 286	8 391
16	Vayk passport department	2 Yeritasardakan str., Vayk, Vayots Dzor region, Armenia	RA Police	2	1	8	48	2 645	1 191
17	Amasia passport department	object 9, 2ns street,, v. Amasia, Shirak region, Armenia	RA Police	1	1	14	20	1 460	402
18	Ani passport department	1 Yerkatughayinneri str., Maralik, Shirak region, Armenia	RA Police	2	1	30	76	5 170	1 291
19	Aparan passport department	9 Gayi str., Aparan, Aragatsotn region, Armenia	RA Police	2	1	25	120	4 473	1 525
20	Aragats passport department	5 Bzhsjkyan str., v. Tsaghkahovit, Aragatsotn region, Armenia	RA Police	1	1	42	97	3 348	776
21	Ararat (Vedi) passport department	1 Charents str., Vedi, Ararat region, Armenia	n/a	2	2	14	88	6 135	2 708
22	Ararat passport department	12 Shahumyan str., Ararat, Ararat region, Armenia	RA Police	6	4	49	96	14 352	6 372
23	Artashat passport department	20 Shahumyan str., Artashat, Ararat region, Armenia	RA Police	7	7	70	150	24 333	8 559
24	Artik passport department	4 Gorku str., Artik, Shirak region, Armenia	RA Police	4	3	65	127	11 663	3 343
25	Ashtarak passport department	46 Tigran Mets str., Ashtarak, Aragatsotn region, Armenia	RA Police	6	5	69	132	16 304	5 160

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
26	Akhuryan passport department	13 Shirak highway, Akhuryan, Shirak region, Armenia	RA Police	3	2	60	134	9 843	3 693
27	Vardenis passport department	6 L. Azgaldyan str., Vardenis, Gegharkunik region, Armenia	RA Police	2	2	40	108	6 894	3 115
28	Goris passport department	3 Grigor Narekatsi str., Goris, Syunik region, Armenia	RA Police	3	2	25	65	7 284	2 332
29	Gugark passport department	18 Tigran Mets str., Vanadzor, Lori region, Armenia	"Haypost" CJSC	3	3	35	-	3 742	2 122
30	Ashotsq passport department	12/1, 1st street, v. Ashotsq, Shirak region, Armenia	RA Police	2	1	18	52	2 395	545
31	Jermuk passport department	3 Myasnikyan str., Jermuk, Vayots Dzor region, Armenia	RA Police	1	1	3	30	1 908	623
32	Dilijan passport department	57 Myasnikyan str., Dilijan, Tavush region, Armenia	RA Police	2	1	22	98	4 619	2 201
33	Yeghegnadzor passport department	18 Mikoyan str., Yeghegnadzor, Vayots Dzor region, Armenia	RA Police	3	3	27	95	7 509	3 047
34	Ijevan passport department	10 Yerevanyan str., Ijevan, Tavush region, Armenia	"Haypost" CJSC	5	5	10	-	8 939	5 235
35	Tashir passport department	100 Pushkin str., Tashir, Lori region, Armenia	RA Police	2	2	-	44	5 634	1 938
36	Gavar passport department	30 Sayadyan str., Gavar, Gegharkunik region, Armenia	RA Police	4	3	31	120	13 628	4 794
37	Kapan passport department	4 Yerkatughayinneri str., Kapan, Syunik region, Armenia	RA Police	5	6	49	116	7 436	3 278

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
38	Chambarak passport department	121 Garegin Nzhdeh str., Chambarak, Gegharkunik region, Armenia	RA Police	2	2	24	68	2 194	1 001
39	Martuni passport department	9 Myasnikyan str., Martuni, Gegharkunik region, Armenia	RA Police	6	4	57	91	22 638	5 747
40	Masis passport department	30 Baghramyan str., Masis, Ararat region, Armenia	RA Police	6	6	85	110	19 609	8 933
41	Meghri passport department	bld. 1, Andranik street, 1st blind alley, Meghri, Syunik region, Armenia	RA Police	2	2	12	52	2 100	450
42	Nairi passport department	2 Shirak str., Yeghvard (Nairi), Shirak region, Armenia	RA Police	4	2	20	133	7 747	4 474
43	Noyemberyan passport department	4 Barekamutyan str., Noyemberyan, Tanush region, Armenia	RA Police	2	2	13	64	6 620	2 893
44	Armavir passport department	3 Jinavi str., Armavir, Armavir region, Armenia	RA Police	7	5	75	113	23 083	7 260
45	Hrazdan passport department	1 Hay Fidayinner, Vanatur district, Hrazdan, Kotayk region, Armenia	RA Police	5	4	26	110	16 892	5 217
46	Sevan passport department	8 K. Demirchyan str., Sevan, Gegharkunik region, Armenia	RA Police	6	2	51	93	9 003	3 167
47	Sisian passport department	6 G. Nazhdeh str., Sisian, Syunik region, Armenia	RA Police	3	2	35	65	4 861	2 414
48	Spitak passport department	1-A Al. Manukyan str., Spitak, Lori region, Armenia	RA Police	3	3	41	88	9 770	3 236
49	Stepanavan passport department	37 S.Sargsyan str., Stepanavan, Lori region, Armenia	RA Police	2	1	22	50	6 471	2 297

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
50	Talin passport department	14 M. Gorku str., Talin, Aragatsotn region, Armenia	RA Police	2	5	42	94	6 809	2 378
51	Tumanyan passport department	3 Tumanyan str., Alaverdi (Tumanyan), Lori region, Armenia	RA Police	4	3	22	60	7 101	3 317
52	Tavush passport department	12 Levon Bek str., Berd, Tavush region, Armenia	n/a	2	2	16	65	4 495	2 899
53	Vagharshabat passport department	15 Kamo str., Vagharshapat, Armavir region, Armenia	RA Police	8	8	75	150	32 439	8 165
54	Nor-Hachn passport department	14 Charents str., Nor-Hachn, Kotayk region, Armenia	RA Police	1	1	33	46	4 956	1 358
55	Byureghavan passport department	42/1 Zor. Andranik str., Byureghavan, Kotayk region, Armenia	RA Police	2	2	21	82	3 732	1 271
56	Metsamor passport department	Municipality administrative building, Metsamor, Armavir region, Armenia	RA Police	2	1	45	80	6 649	1 876
57	Kajaran passport department	1 Abovyan str., Kajaran, Syunik region, Armenia	RA Police	2	1	23	64	1 166	412
58	Charentsavan passport department	bld. 16, 6th district, 1 Shahumyan str., Charentsavan, Kotayk region, Armenia	Charentsavan municipality	2	2	11	80	9 292	2 632
59	Baghramyan passport department	2 Baghramyan str.,v. Baghramyan, Armavir region, Armenia	RA Police	3	1	43	113	4 404	1 366
60	Kumayri passport department	91/1 Ghorghanyan str., Kumayri, Gyumri, Shirak region, Armenia	RA Police	6	6	52	155	16 549	3 365
61	Gyumri passport department	bld. Kayaranamerdz sq., Gyumri, Shirak region, Armenia	"Haypost" CJSC	2	3	9	-	1 257	-

No.	Name	Address	Owner	Number of employees in the passport department (2022)	Number of enrolment stations (2022)	Enrolment stations, halls, m² (2022)	Total, m² (2022)	Services performed (2021)	
								Total Passport and ID related services	Other services
62	Bazum passport department	1 Rustavi str., Vanadzor (Bazum), Lori region, Armenia	RA Police	7	7	64	102	11 586	2 387
63	Nubarashen passport department	h. 17, 14 Nubarashen str., Yerevan, Armenia	RA Police	2	3	39	110	2 678	2 106
64	Charbakh passport department	56 Shirak str., Charbakh, Yerevan, Armenia	RA Police	2	1	18	31	9 361	1 411
65	Zakyan passport department	118/1, 3 Zakyan str., Yerevan, Armenia	*n/a*	*n/a*	8	-	142	-	-

Annex No. 7. Enrolment / customer service stations operated in foreign countries

No.	Name	Location	Number of applications received for a passport (non-biometric and biometric)		
			2021	2020	2019
I	**Operating currently**				
1	Embassy of Armenia to USA	Washington, USA	284	312	183
2	Consulate General of Armenia in Los Angeles	Los Angeles, USA	1 722	340	1 339
3	Embassy of Armenia to Canada	Ottawa, Canada	141	31	90
4	Embassy of Armenia to Argentina	Buenos Aires, Argentina	35	23	43
5	Embassy of Armenia to Brazil	Brasilia, Brazil	6	2	7
6	Embassy of Armenia to Mexico	Mexico, Mexico	6	1	2
7	Embassy of Armenia to France	Paris, France	1 371	924	1 361
8	Consulate General of Armenia in Marseille	Marseille, France	662	78	557
9	Consulate General of Armenia in Lyon	Lyon, France	757	156	783
10	Embassy of Armenia to Belgium	Brussels, Belgium	504	567	641
11	Embassy of Armenia to Switzerland	Geneva, Switzerland	91	63	91
12	Embassy of Armenia to Netherlands	The Hague, Netherlands	229	47	122
13	Embassy of Armenia to Germany	Berlin, Germany	2 879	2 298	2 675
14	Embassy of Armenia to Austria	Vienna, Austria	426	260	271
15	Embassy of Armenia to UK	London, UK	58	18	71
16	Embassy of Armenia to Poland	Warsaw, Poland	275	54	234
17	Embassy of Armenia to Czech Republic	Prague, Czech Republic	201	114	134
18	Embassy of Armenia to Italy	Rome, Italy	100	72	51
19	Embassy of Armenia to Spain	Madrid, Spain	1 256	953	967
20	Embassy of Armenia to Greece	Athens, Greece	852	611	556
21	Embassy of Armenia to Bulgaria	Sofia, Bulgaria	133	149	105
22	Embassy of Armenia to Romania	Bucharest, Romania	5	2	4
23	Embassy of Armenia to Lithuania	Vilnius, Lithuania	73	18	53
24	Embassy of Armenia to Sweden	Stockholm, Sweden	196	37	164
25	Embassy of Armenia to Russia	Moscow, Russia	7 224	4 470	3 174
26	Consulate General of Armenia in Saint Petersburg	Saint Petersburg, Russia	1 128	967	781
27	Consulate General of Armenia in Rostov on Don	Rostov on Don, Russia	4 140	2 902	1 785
28	Consular Office of the Embassy of Armenia to Russia (Sochi)	Sochi, Russia	1 018	348	653

No.	Name	Location	Number of applications received for a passport (non-biometric and biometric)		
			2021	2020	2019
29	Consular Office of the Embassy of Armenia to Russia (Novosibirsk)	Novosibirsk, Russia	825	452	377
30	Embassy of Armenia to Ukraine	Kyiv, Ukraine	568	358	454
31	Consulate General of Armenia in Odessa	Odessa, Ukraine	248	173	218
32	Embassy of Armenia to Belarus	Minsk, Belarus	222	138	168
33	Embassy of Armenia to Kazakhstan	Astana, Kazakhstan	276	193	174
34	Embassy of Armenia to Georgia	Tbilisi, Georgia	453	176	43
35	Consulate General of Armenia in Batumi	Batumi, Georgia	9	8	6
36	Embassy of Armenia to Turkmenistan	Ashgabat, Turkmenistan	4	1	7
37	Embassy of Armenia to Syria	Damascus, Syria	110	56	101
38	Consulate General of Armenia in Aleppo	Aleppo, Syria	105	15	196
39	Embassy of Armenia to Iraq	Baghdad, Iraq	5	1	2
40	Consulate General of Armenia in Erbil	Erbil, Iraq	8		
41	Embassy of Armenia to Lebanon	Beirut, Lebanon	514	523	422
42	Embassy of Armenia to UAE	Abu Dhabi, UAE	37	23	36
43	Consulate General of Armenia in Dubai	Dubai, UAE	182	154	83
44	Embassy of Armenia to Kuwait	Kuwait City, Kuwait	132	53	60
45	Embassy of Armenia to Egypt	Cairo, Egypt	42	7	31
46	Embassy of Armenia to Iran	Tehran, Iran	9	0	7
47	Embassy of Armenia to Qatar	Doha, Qatar	29	15	2
48	Embassy of Armenia to Israel	Tel Aviv-Yafo, Israel	44	29	
49	Embassy of Armenia to China	Beijing, China	122	11	39
50	Embassy of Armenia to India	New Dheli, India	8	0	3
51	Embassy of Armenia to Japan	Tokyo, Japan	17	10	13
52	Embassy of Armenia to Vietnam	Hanoi, Vietnam	6	3	2
53	Embassy of Armenia to Indonesia	Jakarta, Indonesia	12	1	6
54	Ministry of Foreign Affairs[12]	Yerevan, Armenia	402	285	367
II	To be opened in 2023				
55	Embassy of Armenia to Ethiopia	Addis Ababa, Ethiopia	NA	NA	NA

[12] Also around 600 diplomat ID cards were also issued each year

No.	Name	Location	Number of applications received for a passport (non-biometric and biometric)		
			2021	2020	2019
56	Consular Office of the Embassy of Armenia to Russia (Vladikavkaz)	Vladikavkaz, Russia	NA	NA	NA
57	Consulate General of Armenia in Tabriz	Tabriz, Iran	NA	NA	NA
58	Embassy of Armenia to Uruguay	Montevideo, Uruguay	NA	NA	NA
59	Consular Office of the Embassy of Armenia to Czech Republic (Belgrade, Serbia)	Belgrade, Serbia	NA	NA	NA
60	Consular Office of the Embassy of Armenia to Greece (Nicosia, Cyprus)	Nicosia, Cyprus	NA	NA	NA
61	Embassies, Consulates, and Consular Offices intended to open during the next 10 years	n/a	NA	NA	NA

Annex No. 8. Project risks analysis and matrix

[provided as a separate document]