**Qualification requirements - DRAFT**

Requirements presented below shall be a core part of the request for qualification document. Potential companies will be asked to provide proofs to meet the following requirements, based on which they will be shortlisted.

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| **A) Financial and economical capacity**  |
| 1 | The Applicants’ audited financial statements should show a turnover of at least USD 30,000,000 / year, for the last three (3) years. [this requirement might be optional – to test with the market players]. |
| 2 | The Applicants’ audited financial statements for the last three (3) years should demonstrate the current soundness of the tenderers financial position and its prospective long term profitability. As a minimum, the Applicants’ net worth calculated as the difference between total assets and total liabilities should be positive. |
| 3 | The Applicant must demonstrate that it meets **at least one** of the financial criteria below.For the purposes of demonstrating compliance with the financial criteria, an Applicant may also rely on its [Related Companies], and/or on other Consortium Members [and/or their Related Companies].**3.1 Financial Criterion - Equity**The Applicant shall have had Equity of at least USD [10,000,000] at the end of the last financial year. At the same time Applicant’s existing long term Debt/Equity should not be more than 1.5. For the purpose of these Qualification requirements, Equity shall mean the difference between the value of all assets and the value of all liabilities as represented by share capital, retained earnings, reserves and other forms of the Applicant’s equity.**3.2 Financial Criterion - Free Cash Flow**The Applicant shall have had Free Cash Flow of at least USD [10,000,000] for the last financial year.For the purpose of these Qualification requirements, Free Cash Flow shall mean cash available net of all required investments in working capital and accumulated as a result of operational activity.**3.3 Financial Criterion – Evidence of Available Sources of Financing**The Applicant shall demonstrate the ability to finance the investment requirements for the Project and one year cash-flow requirement of USD [30,000,000]. This ability could be demonstrated by one or both of the below:evidence of liquid investable funds, such as bank deposits or security holdings free of any liens, in the amount equivalent to USD [30,000,000];support letter(s) from a bank or banks showing commitment to lend to the Applicant, the amount equivalent to USD [30,000,000]. The support letter(s) must show commitment by the bank or banks to issue all letters of credit and bank guarantees required by the Concession Agreement. Evidence of available sources of financing referred to in clause (b) above shall not be provided by banks that are not Reliable Banks as per clauses to be stipulated in Request for Qualification documents). |
| 5 | State owned enterprises where the state has significant control through full, majority or significant ownership will be considered non-eligible. Evidence on ultimate beneficiaries of an enterprise must be provided. |
| **B) Technical and professional capacity** |
| **B1.** A certified reference of contracts meeting the requirements stipulated below and completed not earlier then during the last 5 years (if contract is still ongoing, the completed part of the contract shall meet the requirements below), confirming satisfactory performance, shall be provided.References must cover at least **3 countries**, out of which at least 1 reference must cover experience within the Organization for Economic Co-operation and Development (OECD). *[Additionally, if at least 1 reference covers experience within European Economic Area, it will be considered as value added].*Combined multiple references shall meet the requirements as whole. |
| 1 | Experience implementing end-to-end system (software, hardware, and equipment) for ID cards’ and biometric passports’ applications management, biometric data enrolment, document personalization, document issuance and document life cycle support.The tenderer shall be able to demonstrate its citizen identity, ID card and passport management software that covers a significant portion of the needs expressed in this call for tender, at a site where such systems have been deployed. |
| 2 | Experience designing, producing, and personalizing (providing managed service) ID cards, including eIDAS compliant QSCD chips, supporting certificates for authentication and qualified electronic signatures, production of which is at least **300 thousand** units annually. |
| 3 | Experience designing, producing, and personalizing (providing managed service) ICAO 9303 compliant machine-readable biometric passports, including eMRTD with fingerprint management protected by EAC (Extended Access Control) as per European regulation, production of which is at least **150 thousand** units annually. |
| 4 | Experience establishing and operating a secure, certified (ISO 9001, ISO 27001) facility for the personalization of identity and travel documents. |
| 5 | Experience designing geographical network of customer service stations and implementing refurbishment of customer service stations for ID card and passport application, enrolment, and issuance. *[Considered as value added]* |
| 6 | Experience providing managed service (via PPP or other type of framework) of ID card and passport application, enrolment, and issuance customer service for at least 5 years. *[Considered as value added]* |
| 7 | The tenderer should have and present **certificates of suitability**, specifically:a) certification for printing works based on the **ISO 14298 standard** (formerly CWA 14641 – C ΕΝ Workshop Agreement) « Security management system for secure printing » by Intergraph (International Association of Security Printers),b) certification based on the **ISO / IEC 27001 standard** for information security management (including the statement of applicability), in its current version, andc) certification according to the **ISO 9001** “Quality Management System” standard, in its current version.In addition, any suppliers, partners, subcontractors, etc. that will be involved in critical parts of the project such as the supply, development and / or implementation hardware and software, the provision of maintenance services, must have certification according to the ISO / IEC 27001 “Information Management Systems” standard as well as the ISO 9001 “Quality Management System” standard, in their current version, for the quality of their services.The above certifications should be active and valid at the moment of tender submission and throughout the duration of the Agreement. |
| 8 | The tenderer shall have dedicated, secure, certified factories for the production of identity documents and, at the request of the authorities, be able to organize a factory visit.The tenderer shall have at least two (2) sites, certified ISO 9001, ISO 14001, ISO 27001, and Intergraph (ISO 14298 – Governmental level), located in the European Union for the production of ID cards and electronic passports. Certificates to be presented.The tenderer shall provide a description of their factories that produce electronic passport booklets and ID cards and a list of countries which use travel and ID document blanks produced in these factories. |
| **B2.** Certificate of history of Non-performing contracts and litigation in the fields relevant to this tender: Non-performance of a contract did not occur within the last five (5) years prior to the deadline for proposal submission, based on all information on fully settled disputes or litigation. A fully settled dispute or litigation is one that has been resolved in accordance with the Dispute Resolution Mechanism under the respective contract, and where all appeal instances available to the bidder have been exhausted. |
| **B3**. List of all Consortium members and Sub-contractors, incl. manufacturers, shall be provided. |
| **C) Team of experts**The tenderer shall be able to mobilize technical teams to implement the service within the time set for design and deployment of the solution and to illustrate this capability with active references.All experts must be able to use English as the working language in the project.All experts must have a university degree in the relevant field. |
| 1 | **Project manager:*** > 10 years’ experience in the IT system implementation and / or identity management solution implementation field
* Project management certification (PMP, Prince 2, CompTIA Project+, Agile / SCRUM or equivalent).
* > 5 years’ experience managing projects in the field of biometric travel and / or identity document system implementation
* Value added: international experience in relevant fields
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| 2 | **IT system security specialist:*** > 10 years’ experience in the IT system implementation and / or identity management solution implementation field
* CISM (Certified Information Security Manager), CISSP (Certified Information Systems Security Professional) or equivalent certificates
* > 5 years’ experience in the information system security field of biometric travel and identity document system implementation
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| 3 | **IT system architect:*** > 10 years’ experience in the IT system implementation and / or identity management solution implementation field
* At least 3 projects of personalization system / equipment implementation
* At least 3 projects in biometric data enrolment system / equipment implantation
* At least 3 projects with biometric database and biometric data matching system implementation
* Value added: demonstrated experience and knowledge in technological and standardisation evolutions / innovations in the field
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| 4 | **Public service design specialist:*** > 10 years’ experience in the public sector / eGovernment, customer service improvement and / or service delivery model and process design
* > 3 years’ experience in queues and workforce demand management
* At least 1 project of customer service centre geographic network optimization and / or design
* Value added: experience in travel and / or identity document biometric data enrolment service model and process design
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| 5 | **Biometric passport and ID card specialist:*** > 10 years’ experience in travel and identity document security features design and document quality management
* > 5 years’ experience in ID card applet and middleware design, implementation, and support
* At least 1 project designing eID card, supporting qualified signature creation device, compliant with eIDAS requirements
* At least 1 project supporting client becoming an ICAO member
* Value added: demonstrated experience and knowledge in technological and standardisation evolutions / innovations of the biometric passport and ID card
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| 6 | The Applicant is expected to provide information about the number of staff with experience in the following areas:* Biometric passport security features design and document quality management
* ID card security features design and document quality management
* eIDAS certification
* IT system security
* Personalization system / equipment implementation
* Biometric data enrolment system / equipment implantation
* Biometric database and biometric data matching system implementation
* Public sector / eGovernment, customer service improvement and / or service delivery
* Queues and workforce demand management
* customer service centre geographic network optimization and / or design
* Project management and administrative support
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