Conference on the PPP project on biometric passport and national ID card issuance services

Date	17 April 2023	Time	17:00 - 19:00 (GMT+4)
Purpose	Conference on the PPP project on biometric passport and national ID card issuance services	Version	1.00

Agenda

No.	Agenda items
1.	Welcome word (Armen Nurbekyan, Deputy Governor at Central Bank of Armenia)
2.	Overview of PPP project on biometric passport and national ID card issuance services (Armen Ghazaryan, Head of the Migration and Citizenship Service at Ministry of Interior)
3.	Detailed presentation on Project activities (Lina Petruskeviciute, Senior Manager at EY)
4.	Questions and answers session
5.	Concluding word (Nerses Yeritsyan, Head of Information Systems Agency of Armenia)

Questions and answers:

#	Question	Answer
1.	Do you have estimated price of solution without services from private company as well as price for full solution with services as you expect it to have?	Government of Armenia (GoA) following a PPP law and implementing regulations has prepared the pre-feasibility study. In the scope of the study, assumptions on pricing of different components of the service have been prepared, based on the market research and subject matter experts' judgment. However, pre-feasibility study was prepared for the internal purposes of the GoA. Based on the pre-feasibility study findings, there is a strong business case to engaged Private Partner for the full scope of PPP. It is expected that potential service providers will make their own estimations and price modelling based on their actual costs.
2.	In which country, especially developed, such model where services are outsourced is implemented and the outcome from this country - is it a good practice or no?	A model where full scope end-to-end or part of business operations are outsourced has been applied in different countries such as Albania, Chile, Estonia, or Sweden. It is also worth mentioning that we shall not only opt to look into experience of developed countries. One of the reasons to outsource the services is to adopt a know-how and learn from experience of the international service providers so that best practices can be adapted to build a world class secure customer service in Armenia. In many developed countries such services are already on the high level, additionally, they may have a lot of organizational legacy that hinders adoption of innovations. However, even in such case many developed countries choose to outsource part of their operations (e.g., in Estonia and Sweden document issuance services which ensure document personalization are outsourced to private partner).

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3.	Who is responsible for the security and what would happen in case of information leakage?	Personal and other sensitive data shall be owned and managed by the GoA. Personalization facilities shall be located in the premises provided and controlled by GoA. All the applicable IT infrastructure shall be located in the data center premises provided and controlled by GoA. Please note that more detailed guidance on the GoA security requirements is provided in the Information Memorandum package, as an annex to draft Technical requirements ("Annex No. 4: Minimum Security Principles"). The Private partner is expected to design, implement, and invest into data management capabilities as well as carries responsibility to implement end-to-end data protection and overall system security requirements (see the technical requirements, an annex to the Information Memorandum). However, GoA retains control function over the operations of the Private partner.
4.	Since you're using the term "private partner", is there limitation for companies owned by government?	The definition used is public-private partnership. By the essence of this project, it is expected that public partner during the course of the project shall take over the know-how, experience, and competence of the private partner. One of the documents listed for the feedback and the market consultation contains all the expected qualification / eligibility requirements. Participants of the market consultation are expected to evaluate how well they match it, based on that provide their feedback and proposals for GoA At the current stage, GoA position is that companies fully controlled and owned by the foreign government will be less preferred than fully private companies with global experience. GoA has given it very serious consideration and it is one of the requirements which GoA would like to test with the potential service providers during the consultation process.
5.	In the Information Memorandum, the Government of Armenia expects that the first passport is issued in January 2024. We have 9 months for signing the contract and it is 1 year to establish, build and start services. Is there clear timeline on running the services fully?	From policy point of view the GoA has formulated ambition to issue new identity documents that meet international standards by the beginning of next year. It is assumed that it is in the interest of both, public and private partner, to start operations as soon as possible. GoA acknowledges that selection process and launch of full-fledged operations may take longer than January 2024, thus would be ready to consider phased approached (i.e., private partner takes over printing and related operations first, then service provision; ID cards may start to be issued earlier then biometric passports, etc.).. GoA would like to tap into the knowledge and experience of companies interested in participation in this project, therefore, there is a question in the feedback form (annex to Information Memorandum) to provide your views on the most feasible timeline and project implementation approach. GoA will consider feedback from interested parties and final requirements for the implementation timeline will be listed in the final Technical Requirements. In additional to that, project implementation plan will be one the proposal evaluation criteria

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		– companies with the most sound, detailed and thorough approach will obtain higher evaluation scores.
6.	Question regarding contract period. We are going to have passports that will be valid for 10 years. The operation period stated is for 9 years (taking into account that roughly 1 year will be needed for the design and implementation). The IT infrastructure generally needs upgrade and reinvestment after 5 years. In order to reduce the cost of documents, is it possible to propose duration of the PPP contract that would be coherent with the lifecycle and depreciation of the infrastructure (e.g. 11 years instead of 10 years). From our experience, after 5 years in general, we replace most materials, so that's additional cost on infrastructure.	GoA will consider the suggestion and reflect the final decision in the final version of the procurement documents.

In addition to that, we would like to note that it is expected that the Private Partner will keep services in the scope of Contract up to date and according to actual versions of applicable standards throughout the Contract period, incl. necessary improvements in the relevant technologies.
Therefore, one of the feedback form questions asks for the input from potential service providers to share if and how such expectation from GoA could be met. |
| 7. | One of the requirements is that there should be self-service portal for the citizen to track document and register appointment. Is it expected to be separate systems, or should it be integrated with government portal, e.g., eCitizen portal? | This should be a separate portal provided and maintained by the private partner. This portal should be designed in accordance with GoA requirements for visual design.
The portal shall have integration links and be accessible from government eService gateway and Migration Service portal. |
| 8. | It's said in the document that at least enrolment facility per region and not more than two enrolment facilities in Yerevan shall be established. Could you clarify on this requirement - why not more than two in Yerevan? | Certain level of centralization is expected to improve customer service standard and efficiency of operations. Technical Requirements allows a certain level of freedom for the service provider to decide upon the level of centralization in different regions. However, the GoA expects operations in Yerevan are centralized in a single functioning well-equipped and meeting modern standards facility. There is freedom given, should the service providers evaluate and decide that second facility is necessary to meet the SLA. This decision is made based on examples of better efficiency and quality of services observed in other countries that have facilities centralized in major cities.

However, should potential service providers have concerns or arguments to justify the need for bigger amount of the facilities in Yerevan, please provide your arguments in the response and feedback form that is part of the official Information Memorandum. GoA will consider the arguments and may decide to alter the requirements. |
| 9. | Also, it's mentioned that you will appreciate if the private partner | Technical Requirements define specific standards and requirements to be implemented. Should Technical |

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	suggests another model for distribution. Is it possible to delegate the process of document distribution to other companies (e.g., banks, telcos) or delivery services? Or should everything be delivered in place assigned as Registration authority?	Requirements and referenced standards allow, service providers can develop innovative business models. Service providers are especially encouraged to look for innovative ways to approach service delivery in the remote locations. Please note, certain requirements and limitations for outsourcing functions in the scope of the tender to third parties may be provided in the Request for Qualification and Request for Proposal documents.
10.	There is big integration layer with different government agencies within the IDMIS system. Is it responsibility of private partner to implement these IDMIS integrations or is this done by the government? Also, the requirement Disaster recovery scheme - maybe it's better to have high-availability scheme (Active-Active) instead of Active-Passive	It is the responsibility of the service provider to develop and maintain all the necessary integrations from the service provider interface point of view. GoA will be responsible to develop and maintain integration interfaces of the IT systems managed / owned by GoA.
11.	To our understanding the existing infrastructure is outdated otherwise you wouldn't seek for new/alternative solution. Is there any chance to upgrade the solution to get rid of the problems? Given that this is a constant non-static process.	The current decision was not to include outdated IT infrastructure into the assets to be transferred. IT assets / infrastructure is obsolete and no longer suitable to ensure level of operations that meet Technical Requirements. However, should potential service providers have concerns or arguments to justify the need for obsolete IT assets transfer, please provide your arguments in the response and feedback form that is part of the official Information Memorandum. GoA will consider the arguments and may decide to alter the requirements.
12.	The presentation and materials attached to the e-mail describes different types of documents. What are the types of passports and ID cards? What is the reason to have ID cards and passports for refugees and stateless persons under Convention 1954? Maybe it could be combined into one document provided to these people. I understand that these documents will not have many requests but maybe it could be combined type of document. Also, could you please share what is the service passport?	List of documents to be provided follows the national/international legal requirements and international standards.

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13.	Do you accept Consortium as a participant and if yes should each member of this entity comply to all listed requirements or entire consortium should be compliant	It is important to note, that according to applicable law, subject contract is awarded, a separate legal entity shall be established in Armenia. At the current stage it is considered that candidates may participate as solo entities or consortiums. To meet certain qualification requirements or provide certain functions, sub-contractor relationships are also possible. More detailed and specific requirements on consortium and engagement of third parties will be listed in the Request for Qualification document that will define the final eligibility requirements for the candidates. Please note, it is expected that the lead of the Consortium shall have a significant share and the role in the project and will be able to meet core competence / eligibility requirements. Should potential service providers have their position and recommendations regarding requirements towards a requirement to establish legal entity in Armenia or consortium, please provide arguments / recommendations in the response and feedback form that is part of the official Information Memorandum. GoA will consider the arguments and may decide to alter the requirements.
14.	Taking into count the high risk of project, we suggest making closed tender, specially invited by the government to ensure realistic and quick way to make this project happen.	Selection process is organized following the Law on Public-Private Partnership.
15.	The tender will take 9 months, with additional time for implementation and maintenance. Given that existing contract is expired, is there interim plan for the Government to fill the gap and provide passports and ID cards while the process is still on-going? Are there any considerations to reduce the tendering time to make faster process?	GoA would like to proceed as fast as possible without compromising the requirements set in applicable laws and regulations and ensuring quality of the selection process. GoA expects input from the potential service providers (feedback form, annex to Information Memorandum) on the suggested project implementation plan and approach to be able to start new operations as soon as possible, potentially phasing the launch of full services. GoA will consider feedback from interested parties and final requirements for the implementation timeline will be listed in the final Technical Requirements. In addition to that, project implementation plan will be one the proposal evaluation criteria – companies with the most sound, detailed and thorough approach will obtain higher evaluation scores.
16.	The question is on the maintenance and operation on the back-end. Can you elaborate on the limit of responsibility of the operations related to the databases and more generally to your system, the IDMIS system?	It is expected for Government of Armenia to maintain ownership and ensure the security of citizens' identity. Therefore, it is expected that biometric data and document registry database will be owned, operated and maintained by the GoA.. It is expected that service provider will design, implement it and then transfer that specific component for the GoA operations immediately after the implementation; which is different from the rest of the IT components that service

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		provider will continue operating for the remaining years of the contract. The Government will dedicate resources to run this database in their infrastructure and with their own resources. Should the specific maintenance and technical assistance services will be necessary to source from the private partner, any works in the database will be monitored and controlled by the GoA.
17.	Req. 128. Operating system and the cryptographic libraries must be developed / owned by the Service Provider himself and not sourced from external suppliers. Is it possible to change this requirement as it limits the competition?	Please provide arguments for such request in the response and feedback form that is part of the official information memorandum. GoA will consider the arguments and may decide to alter the requirements.
18	The document mentions eIDAS, incl. eIDAS compliance and eIDAS certification (e.g., requirement 45). To our understanding, this certification is only possible for EU Member States. Could you please explain what are the expectations regarding this topic?	From the policy point of view, the commitment to meet eIDAS requirement is one of GoA commitments under CEPA agreement. Technically, the requirement relates to the certification of the chip on the ID-card based on the ISO evaluation criteria and CEN protection profiles mentioned in CIR 2016/650. The chip does not necessarily need to be EU notified / included on the "compiled list of notified SSCDs/QSCDs". On the top of that, GoA appointed Trust Service Provider will rely on identity proofing of citizens (operations and facilities of Registration Authority) provided by the selected service provider in the scope of this tender. Thus, identity proofing of citizens (operations and facilities of Registration Authority) shall be eIDAS compliant, compliance proved by annual audits.
19.	I read through Qualification criteria, which says that the tenderers should have two sites located in EU. What the reason of having two sites in EU? This is limiting participation, since there are companies equally as good or even better that those that have sites in the EU.	Soundness of applicable security framework, geographic proximity and its impact on supply chain risk management as well as process efficiency and agility were the major factor driving the requirement for factories for the production of identity documents to be located in the EU territory. However, should potential service providers have concerns or arguments to justify those risks associated with interrupted supply chain, reduced efficiency and agility can be effectively mitigated, please provide arguments for such request in the response and feedback form that is part of the official Information Memorandum. GoA will consider the arguments and may decide to alter the requirements.
20.	What is the reason behind having 2 factories? Producing 200.000 passports takes just a few days for a big factory and having the 2nd site just limits the competition.	Two (2) factories for the production of identity documents are required according to business continuity and disaster recovery requirements specified in the ISO 27001 standard. However, should potential service providers have arguments to justify requirements in the applicable standards can be met only with a single factory, please provide those arguments in

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