

هيئة إدارة السير والآليات والمركبات

TMO — Traffic Management Operation

NOTICE OF PUBLICATION

Subject: Publication of Official Clarifications and Responses — Batch 1 — in relation to the public tender for the Supply of System & Card Management.

The Authority hereby publishes its official responses to clarification questions received from prospective bidders during the tender clarification period, in connection with the public tender for the Supply of System & Card Management.

The attached document contains twenty-seven (27) clarifications and is made available on both official portals:

- www.ppa.gov.lb
- www.tmo.gov.lb

These responses do not modify, amend, or supplement the requirements of the tender documents. In the event of any discrepancy between the responses and the tender documents, the tender documents shall prevail.

All bidders are advised to take note of these responses in the preparation of their submissions. Further batches of clarifications, if any, will be published through the same channels in due course.

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TMO — Traffic Management Operation

OFFICIAL CLARIFICATIONS AND RESPONSES

Batch 1 — 15 April 2026

The Authority hereby publishes its responses to clarification questions received in connection with the public tender for the Supply of System & Card Management. These responses are based on the tender documents and do not modify, amend, or supplement the tender requirements. In case of any discrepancy between these responses and the tender documents, the tender documents shall prevail.

Section 1: Administrative Clarifications

Clarification Q-001

RFP Reference: Article 4 — Acceptable Bidders and Required Administrative Documents

Question: Please advise where applicants may apply for a statement from the Lebanese Ministry of Economy and Trade confirming that the provisions of the Israeli Boycott Law apply to the bidder.

Response:

The statement is collected from the Israel Boycott Office at the Ministry of Economy and Trade.

Clarification Q-002

RFP Reference: Article 4 — Acceptable Bidders and Required Administrative Documents

Question: Please advise where applicants may obtain the revenue stamps worth LBP 1,000,000 (one million Lebanese pounds).

Response:

Revenue stamps are available from the Ministry of Finance or from licensed stamp sales centers.

Clarification Q-003

RFP Reference: Article 4 — Acceptable Bidders and Required Administrative Documents

Question: Please advise where applicants may obtain the Form M18. The tender document does not include Form M18.

Response:

Form M18 (beneficial ownership declaration) is issued by the Ministry of Finance pursuant to Decision No. 1472/1 dated 27 September 2018. The form can be obtained from the Ministry of Finance.

Clarification Q-004

RFP Reference: Article 6 — Site Visits and Preliminary Meeting

Question: How is the site visit to be handled?

Response:

The date and location of the mandatory site visit have been announced on the Authority's official portals (tmo.gov.lb and ppa.gov.lb). Participation is mandatory; non-participation shall result in disqualification pursuant to Article 6 of the tender documents. All costs associated with the visit are borne by the bidder.

Clarification Q-005

RFP Reference: Article 15 — How to Submit Bids

Question: Please advise where the outer envelope can be obtained.

Response:

The outer envelope is obtained from the TMO Registry Office at TMO headquarters, Dekwaneh.

Clarification Q-006

RFP Reference: Form No. 3 — Statement of Annual Income

Question: Do bidders need to submit the complete Annual Financial Statements, or is a short version consisting of cover, Balance Sheet, GuV, Cash Flow Statement, and Auditor's Report sufficient?

Response:

The bidder shall submit the audited financial statements as issued and signed by the authorized auditor for each of the three years, including cash flow statements, as required under Form 3 of the tender documents.

Section 2: Technical Clarifications

Clarification Q-007

RFP Reference: Article 32 — Project Implementation Plan Requirements

Question: In the UAT phase, the tender requires Security/Performance: Penetration/stress tests according to OWASP best practices, with high/critical vulnerabilities addressed before the Go-Live decision. Will this be performed by the customer or the supplier/bidder?

Response:

The tender documents establish a dual-track testing model. First, the bidder (SI) is required to implement continuous security testing within the CI/CD pipeline, including SAST, DAST, MAST, and SCA. Second, the Authority will commission, via a separate parallel tender, an independent third-party security company to perform secure code review and greybox penetration testing. Acceptance into production is contingent upon written validation by both the SI's testing and the independent security company. Both tracks must be satisfied prior to any Go-Live decision.

Clarification Q-008

RFP Reference: General System Requirements and Architecture — Change, Release & Environment Management

Question: What environments will be handed over to the customer and what can the bidder host? May bidders use 3 environments instead of 5? Are there any specific requirements for these environments other than PROD?

Response:

The tender documents require five (5) distinct environments — DEV, TEST, UAT/PRE-PROD, SEC (Security Testing), and PROD — with strict segregation between them. All environments must be hosted on-premises at the Authority's facilities; use of public cloud is not permitted for production or disaster recovery. The SEC environment must be production-parity and is dedicated to independent third-party security testing. Bidders are required to comply with the five-environment requirement. However, the RFP does not prescribe identical sizing across all environments — bidders may propose appropriate capacity for each environment in their technical offer, provided SEC remains production-parity and strict segregation is maintained.

Clarification Q-009

RFP Reference: Technical & Security Requirements — Data Encryption and Protection

Question: The tender requires the implementation of Data Loss Prevention (DLP). Does the Authority have any DLP solution in place? Are bidders to integrate with the current solution or propose a DLP solution with other system components?

Response:

The tender documents require the implementation of Data Loss Prevention (DLP) controls as part of the new system, covering data classification and policy enforcement, real-time monitoring and alerting, encryption alignment, and compliance reporting. Given the Greenfield mandate, bidders are required to propose a complete DLP solution as part of their proposed system, included under all-inclusive pricing. The DLP solution must cover all channels — databases, APIs, documents, portals, and endpoints — in accordance with the specifications in Annex 1.

Clarification Q-010

RFP Reference: Back-Office Administrative Functions — Operational Monitoring & Incident Management

Question: Is a SOC/NOC already available, requiring integration? If so, which SOC/SIEM and NOC solutions are in use? What exactly is the scope — is the supplier/bidder required to perform 24/7 monitoring? If SIEM is already available, why is an additional logging platform required?

Response:

The tender documents require the bidder to deliver a centralized logging and monitoring platform with SIEM-equivalent capabilities, including correlation, anomaly detection, and real-time alerting. The platform must be deployed on-premises on infrastructure logically and administratively separate from the production application environment. The bidder must also deliver NOC/SOC operations runbooks and observability dashboards as mandatory deliverables. 24x7 on-call capability with defined escalation paths is required from the bidder throughout the contract period. The Authority shall have full read access to all dashboards, alerts, and audit logs, and shall serve as the secondary approval authority for any administrative actions on the

logging platform. Bidders should propose a complete, self-contained monitoring and logging solution as part of their system, included under all-inclusive pricing.

Clarification Q-011

RFP Reference: Operating Systems and Software Licenses — Warranty

Question: Please confirm that the bidder/supplier is required to provide warranty, support, and maintenance of hardware equipment for 5 years (1+4) and for licenses for 6 years (1+5 years).

Response:

Confirmed. The tender documents require: (a) hardware warranty and maintenance for a total of five (5) years — comprising one (1) year warranty from final acceptance followed by four (4) years of maintenance throughout the contract period; and (b) software licenses with six (6) years of continuous coverage from Go-Live, ensuring twelve months of coverage beyond the five-year maintenance commitment. All license entitlements shall be registered to the Authority.

Clarification Q-012

RFP Reference: Requirements for the Driving License Issuance System — Enrollment Devices

Question: What is the quantity of enrollment, approval, payment, and issuance stations to be provided for each site? How many enrollment sites are there? Do all enrollment sites have a personalization machine? What is the brand/model of existing fingerprint and camera devices to be integrated with the new enrollment system? May bidders propose new devices?

Response:

The current active branches are seven (7) in addition to the headquarters. The Authority may establish up to two (2) additional branches (pursuant to Decree 11244/2003, Article 4) in the future, which would fall within the scope of the contract. The Authority currently operates biometric kits for fingerprint capture and photo capture, and the bidder shall integrate with these existing devices. The specific brand, model, quantities, and site distribution of all existing equipment will be disclosed during the mandatory site visit. Bidders may also propose new enrollment devices as part of their technical offer. Bidders are expected to assess the operational requirements during the site visit and propose device quantities accordingly in their technical offer, included under all-inclusive pricing (PSF, CARC, CGAM).

Clarification Q-013

RFP Reference: Traffic Violations — Enforcement Handheld Devices

Question: What is the quantity of enforcement handheld devices to be provided?

Response:

The tender documents describe the functional requirements for handheld RFID readers as part of the electronic sticker ecosystem. As the e-sticker capability is subject to activation upon written request by the Authority, the bidder is required to include handheld RFID readers in their Bill of Quantities with unit pricing. The bidder shall provide a test quantity sufficient for the Authority to validate the module functionality. Should the Authority decide to activate the e-sticker module, the designated end-user entity (such as the

Internal Security Forces) will procure the required operational quantities through its own procurement process, based on the technical specifications provided by the Authority.

Clarification Q-014

RFP Reference: Citizen Portal and Mobile Application

Question: In many scenarios, payment must be made in advance before the service can be approved. In this case, are cards printed before payment is made?

Response:

The tender documents envision a transformation from the current counter-based service model to a digital-first, hybrid model. Citizens will be able to initiate services online through the citizen portal and mobile application, complete applicable steps including document upload and fee payment digitally, and visit the Authority for any remaining in-person requirements. Physical credential issuance (cards) is available upon citizen request or as mandated by the Authority for specific service types. The Authority retains the right to require physical card issuance for any or all services at any time by written directive. The precise sequencing of payment relative to card production may vary by service type and delivery channel. Bidders are advised to design their proposed workflow to accommodate flexible sequencing of payment, verification, and credential issuance — supporting both fully digital and hybrid (online + single visit) delivery models as may be directed by the Authority.

Clarification Q-015

RFP Reference: Citizen Signature Capture — Notary and Front-Office Kits

Question: What is the quantity of notary front-office kits to be supplied?

Response:

The quantity and distribution of notary and front-office signature pad devices will be determined based on the operational requirements assessed during the mandatory site visit. The proposed devices should be models widely available in the market to ensure ease of procurement and support. Bidders should note that signature pad devices will be purchased by the respective entity that utilizes them and are not required to be priced by the bidder in this tender.

Clarification Q-016

RFP Reference: Miscellaneous

Question: (1) May bidders assume that the connectivity between the main data center, disaster recovery center, and the sites/branches exists and is online?

- (2) Which biometric modalities are to be used (fingerprints 4x4x2)?
- (3) What is the volume of datasets (and type: biometric and/or demographic) and documents that exist in the legacy system?
- (4) Expected number of stations per type and branch?
- (5) Existing ABIS (FP, IRIS, Face)?

- (6) Volume of DL and VR cards needed to be personalized per year and per branch?
- (7) Current DL and VR workflow description?
- (8) Describe the dependency and interaction between the Authority departments.
- (9) Only portals/APIs for the third-party systems, with no hardware/clients?
- (10) How many persons and vehicles are to be managed by the system?
- (11) Card verification solution (mobile/stationary)? What is the quantity?

Response:

- (1) Connectivity: Connectivity between the main data center, disaster recovery center, and branch sites is in place. The bidder is responsible for the networking infrastructure — including configuration, maintenance, and ensuring redundant paths — as part of the all-inclusive scope. The Authority may establish up to two (2) additional branches (pursuant to Decree 11244/2003, Article 4), for which the bidder will be responsible for configuring the connectivity infrastructure. Any fiber connectivity will be provided by Ogero at the cost of the Authority. Further details on the existing infrastructure will be available during the mandatory site visit.
- (2) Biometric modalities: The required biometric modalities and capture specifications will be disclosed during the mandatory site visit. Bidders should note that the system must support, at a minimum, fingerprint capture, facial photograph, and digital signature. The system must also support biometric deduplication and recognition capabilities. Bidders are expected to propose at least the existing biometric specifications as a baseline.
- (3) Legacy data volume: The volume and type of existing datasets — including biometric, demographic, and archived documents — will be disclosed during the mandatory site visit.
- (4) Stations per branch: The number and type of stations per branch will be disclosed during the mandatory site visit. Bidders are expected to assess the operational layout during this visit and propose quantities accordingly.
- (5) Existing AFIS: The Authority operates an existing Automated Fingerprint Identification System (AFIS). The current facial photograph capture is used for printing on the driving license card and is not part of biometric matching. Further details, including technical specifications and integration requirements, will be disclosed during the mandatory site visit.
- (6) DL/VR card volumes: Annual card production volumes and their distribution across branches will be disclosed during the mandatory site visit. Bidders should note that the tender documents specify a maximum annual production of 200,000 units per item type, with an initial batch of 200,000 units per item type to be delivered upon final system acceptance.
- (7) Current DL and VR workflows: The current DL and VR workflows will be presented during the mandatory site visit. Bidders should note that this is a Greenfield implementation — the new system is expected to transform the current counter-based service model into a digital-first, hybrid model supporting online and in-person service delivery. Bidders are expected to propose workflows aligned with this vision, not to replicate existing processes.
- (8) Department interactions: The organizational structure and inter-departmental dependencies of the Authority will be explained during the mandatory site visit. The tender documents describe the functional modules and their interactions at the system level in Annex 1.

(9) Third-party integration: Confirmed. The bidder is responsible for providing portals and APIs for third-party system integration. Hardware supply to third-party entities is not within scope.

(10) Persons and vehicles: The total number of persons and vehicles managed by the current system will be disclosed during the mandatory site visit.

(11) Card verification solution: The Authority requires additional clarification on this question. If the inquiry has not been addressed by the responses provided above, bidders are kindly requested to resubmit the question in a more specific and clarified form.

Clarification Q-017

RFP Reference: Appendix No. (8) — Electronic Driving License Requirements & Appendix No. (9) — Electronic Vehicle Registration Requirements

Question: Please confirm the required contactless chip standard for the Driving License (ISO/IEC 14443 Type A, Type B, or other). Is the DL chip required to support JavaCard or GlobalPlatform? Will the chip support PKI? What is the minimum EEPROM/Flash memory size? Is a contactless chip required for the VR card? Should VR follow the same specification as DL? Does the Authority currently operate reader infrastructure compatible with the intended chip technology?

Response:

Both the Driving License and the Vehicle Registration card are specified as polycarbonate, laser-engraversable cards in ID-1 format. The Driving License conforms to ISO/IEC 18013 Parts 1, 2, and 3. Detailed chip specifications — including contactless chip configuration per card type, chip platform requirements, memory sizing, cryptographic profiles, file structures, and data models — are intentionally withheld and will be provided only to the awarded vendor following contract signature and execution of confidentiality undertakings. Information on any existing reader infrastructure will be available during the mandatory site visit.

Clarification Q-018

RFP Reference: Appendix No. (8) — Electronic Driving License Requirements & Appendix No. (9) — Electronic Vehicle Registration Requirements

Question: Should bidders assume that the Driving License (DL) and Vehicle Registration (VR) cards will retain the current official design (1:1 match), or are bidders expected to propose a new conceptual design?

Response:

As stated in the technical specifications (Annex 1), the current card design shall be retained. Bidders shall reproduce the present layout, colors, emblems, and bilingual text exactly as currently issued, subject only to Authority-mandated security-feature refreshes that do not change the visual layout. No redesign is permitted unless the Authority provides prior written approval and approves physical samples. All detailed design files, placement maps, ink specifications, OVD effects, and sensitive security details will be provided to the awarded vendor following contract signature and execution of confidentiality undertakings.

Clarification Q-019

RFP Reference: Miscellaneous

Question: Please confirm that there is no requirement for external accredited laboratory testing for the Driving License (DL), Vehicle Registration (VR) cards, or the RFID e-Sticker, and that no third-party laboratory certificates are mandated. Please also confirm that there are no mandatory quality or durability test certificates required.

Response:

The bidder shall provide manufacturer's certificates of conformance confirming that the cards and stickers are produced in accordance with the specified standards and specifications. External accredited laboratory testing or third-party certification beyond manufacturer certification is not a requirement of the tender documents. The Authority reserves the right to submit samples from any production batch to an independent laboratory at its own discretion for verification purposes, and to hold the contractor accountable for any non-conformance identified.

Section 3: Commercial and Operational Clarifications

Clarification Q-020

RFP Reference: Article 23 — Opening and Evaluation of Financial Bids

Question: Items not priced/included in PSF/CGAM/CARC include all software and licenses, implementation, integration, training, and initial operation. May bidders assume "initial operation" means ramp-up support?

Response:

"Initial operation" as referenced in the tender documents encompasses the post-Go-Live stabilization period, including the Hypercare period of 60 to 90 days and the 30-day operational acceptance test. All related costs are included under the all-inclusive pricing (PSF/CGAM/CARC).

Clarification Q-021

RFP Reference: Chapter II — Schedule of Activities and Procedures Related to Awarding the Contract

Question: What are the locations of the centers?

Response:

The current active locations are as follows:

- Dekwaneh (Headquarters)
- Regional Branches: Nabatiyeh, Sidon, Ouzai, Aley, Zahle, Jounieh, Tripoli

The above are the currently active branches. The Authority may establish up to two (2) additional branches (pursuant to Decree 11244/2003, Article 4) in the future, which would fall within the scope of the contract.

Clarification Q-022

RFP Reference: Chapter II — Schedule of Activities and Procedures Related to Awarding the Contract

Question: What is included in the handover? When will it take place?

Response:

The tender documents establish a comprehensive framework of Authority ownership, continuous access rights, and formal handover obligations:

(a) Authority Ownership and Access — Immediate and Unrestricted:

All deliverables, source code, software, equipment, documentation, credentials, and data are the property of the Authority. Access is not deferred to contract end — it is immediate and continuous:

- Database credentials (username and password) shall be provided to the Authority from the start of the contract, enabling the Authority to access the system at any time it wishes (Article 15).
- The Authority is the owner of all outputs. The Authority is granted full and immediate access, without restrictions, to all source code, deployment pipelines, virtual machines, and related servers (Annex 11 — Additional Conditions).
- The Authority receives full and immediate access to all source code repositories, including code currently under development, with no vendor lock-in permitted. Formal source code delivery occurs upon each module's first entry into production (Annex 11 — Additional Conditions).
- The Authority receives administrative access to all deployment pipelines and all associated secrets and keys, with documented handover and continuity procedures (Annex 11 — Additional Conditions).
- All licenses and subscriptions shall be registered to the Authority from day one — not to the contractor or any reseller. Tenant and organization admin rights, license keys, entitlement IDs, and publisher portal access shall be handed over upon Go-Live and kept updated throughout the contract term (Annex 1, Intellectual Property and Licensing).
- A complete copy of all software and source code must be delivered to the Authority. For third-party software not developed by the contractor, technical support for a minimum of ten years must be secured, with source code placed in escrow where applicable (Article 30).
- The Authority reserves the right to conduct or commission independent audits at any time, covering infrastructure, application security, development practices, and subcontractor performance. The contractor shall provide full access to relevant documentation, environments, and staff during such audits (Annex 1, Governance and Compliance).
- All equipment and software become the property of the Authority during and after the contract period (Activity Schedule, Item 1).

(b) Formal Handover to Successor at Contract End:

The contractor shall begin formal handover preparations at least sixty (60) days before the end of the contract (Special Conditions, Article 32). The handover encompasses all types of equipment, devices, supplies, hardware, and software, to be transferred to the Authority and/or the incoming contractor. Work sites, including all constructions, equipment, and software, must be returned in working condition as received at the commencement of the contract. The handover is documented through formal minutes and descriptive statements, under the supervision of the Authority and the technical consultant. The contractor shall notify the Authority in writing of the commencement of handover preparations.

(c) Incoming Handover — Current System Artifacts:

The Authority will provide the awarded bidder with available artifacts from the current system during the discovery phase. These materials are provided as reference only and are not authoritative requirements. The awarded bidder shall validate and normalize them during discovery (Annex 1, System Overview).

Clarification Q-023

RFP Reference: Article 30 — Contract Requirements: Infrastructure and Technical Support

Question: Please elaborate on L1 empowerment and its requirements.

Response:

L1 empowerment refers to training the Authority's existing technical staff to independently handle Level 1 (Help Desk / basic user support) functions, including user troubleshooting, first-line incident logging, and basic system operation. The support structure comprises four levels: L1 (Help Desk), L2 (in-depth technical support), L3 (specialized/expert support), and L4 (external support). The contractor is required to provide a clear L1 empowerment plan as part of the proposal, and must build L1 capabilities among Authority IT staff and familiarize them with L2, L3, and L4 concepts and technologies.

Clarification Q-024

RFP Reference: Article 30 — Contract Requirements: Infrastructure and Technical Support

Question: Is there any expected frequency of periodic training to be followed during the entire period of the contract?

Response:

The tender documents require periodic training programs with approved training materials, supported by performance indicators and compliance tracking. The specific training frequency is not prescribed. Bidders are expected to propose a training frequency as part of their knowledge transfer and local support plan. This is a scored criterion under Knowledge Transfer, Training and Local Support Model (7 points).

Clarification Q-025

RFP Reference: Article 32 — Project Implementation Plan Requirements

Question: What is the volume of the data to be migrated?

Response:

The volume of legacy data to be migrated will be disclosed during the mandatory site visit. Transaction statistics for the period January to September 2025 are provided in the tender documents as reference indicators.

Clarification Q-026

RFP Reference: Article 32 — Project Implementation Plan Requirements

Question: What are the timelines? Please specify the penalties.

Response:

Bidders are kindly requested to refer to the tender documents for the detailed project timelines and penalty provisions. Key sections include, but are not limited to:

- Article 32: Project Implementation Plan Requirements (delivery milestones and implementation timelines)
- Article 23: Evaluation of Financial Bids (pricing structure and financial provisions)
- Special Conditions of Contract, Article 14: Penalties and Liquidated Damages
- Chapter II: Schedule of Activities and Procedures (commencement, delivery, and termination)

The tender documents provide comprehensive coverage of all applicable timelines, acceptance criteria, and associated penalty mechanisms.

Clarification Q-027

RFP Reference: General Contract Terms — Article 11: Entry into Force, Commencement of Work, Delivery, and Termination

Question: What are the payment terms?

Response:

Bidders are kindly requested to refer to the tender documents for the detailed payment terms and conditions. Key sections include, but are not limited to:

- Special Conditions of Contract, Article 14: Payment Mechanism (PSF, CGAM, CARC)
- Article 23: Evaluation of Financial Bids (pricing structure)
- Chapter II: Schedule of Activities and Procedures (invoicing and payment timelines)
- General Contract Terms, Article 11: Entry into Force and Delivery

The tender documents provide comprehensive coverage of all invoicing procedures, payment timelines, and related conditions.
