### I. Country Context

1. Armenia is a lower middle income country with a gross national income per capita of $3,350 (GNI per capita, Atlas method, 2008). The country is comprised of 10 regions (marzes) and the capital city of Yerevan, which also has the status of a marz. About 64% of the total 3,077,087 population lives in urban areas\(^1\), of which one third lives in Yerevan. The services sector, concentrated in trade, is one of the leading sectors of the economy that generates 34% of GDP\(^2\).

2. Armenia’s prospects for inclusive and long-term growth require it to diversify into knowledge-driven sectors and upgrade the quality of domestic products and services. The Global Competitiveness Report 2009-2010 ranks Armenia 97 out of 133 countries on the GCI index.\(^3\) As a land-locked country Armenia is subject to transportation cost disadvantages that can only be compensated by moving to higher value products and services.\(^4\)

3. In this context, the Government of Armenia (GoA) has demonstrated significant commitment to developing the ICT and knowledge-intensive sector by adopting its Information Technology Sector Development Concept Paper (Annex to the RA Government Decree No. 35 dated August 28, 2008), which lays out the government’s vision for the sector as achieving a “sustainable information society with advanced ICT infrastructure, high-level computer literacy, high level of

---

\(^1\) World Development Indicators, The World Bank Group.

\(^2\) National Statistical Service of Armenia.

\(^3\) Global Competitiveness Report 2009-2010, World Economic Forum.

computer saturation and Internet access, extended use of e-services systems, existence of sophisticated local IT market and progressive knowledge-based industry."

4. The IT Sector Development Concept Paper calls for accelerated ICT infrastructure development in order to converge with European standards and to meet the government’s expectations of economic development of the country. The results expected within the next five years include the following: 50% of priority government services are available online, 80% public sector computer penetration and 70% Internet penetration among country population, implying that the majority of government offices would need to be provided with broadband Internet access within that time frame. Currently, though, less than 5% of services are available online with 10% computer and internet penetration in the public sector.⁵

5. The current pace of uptake of broadband services in Armenia is not sufficient to achieve these ambitious but reachable targets. According to the United Nations’ global e-government readiness reports for 2008, Armenia was ranked after 100 countries of the world, despite enjoying since 2007 a fully liberalized telecommunications sector, with three major competing mobile operators, numerous Internet Service Providers, and a number of new entrants. Substantial growth over the past four years in mobile penetration, which has now exceeded 100%, places Armenia in third place within the CIS, ahead of its sub-regional neighbors. However, the level of Internet penetration is still far from being satisfactory at around 6% of the entire population in 2008, according to an EIF survey⁶, and broadband penetration of just around 1-2% also in 2008⁷. In the regions, access to broadband communications is virtually non-existent, with a near monopoly in provision of backbone infrastructure outside of the 3-4 main urban centers.

6. The government is a major user of telecommunications services. The Ministry of Economy estimates central government alone spends somewhere between US$ 10 and 15 million annually. The government wishes to consolidate this spending by creating a government virtual private network that will at the same time save costs and increase the quality of telecommunications services provided to all public institutions, and become a key building block in the provision of a wide range of online government services to both citizens and businesses.

7. Another building block for Armenia’s e-society is the implementation of a secure electronic means of user identification for accessing both public and private e-services. Within this context, the GoA has placed the creation of a secure, efficient, and affordable electronic identification document system (e-ID) as a priority for the implementation of its e-society vision. Such a system would be used for provision of multiple government services, including the GoA’s pension reform program, e-health services, among many others, and will serve as the platform for the development of e-banking and other e-commerce services.

8. On the demand side, the level of personal computer (PC) penetration rates in Armenia is still low at 9.7 per 100 people⁸. However, the IT Sector Development Concept calls for over 70%

---

⁶ Current government estimates put the figure around 15% by end 2009.
⁷ This number may have grown to around 8% by end 2009, according to a TeleGeography survey.
⁸ 2010 The Little Data Book on Information and Communication Technology, The World Bank Group
computer penetration at the household level by 2018, which would require at least 48,000 computers per year to be sold to households that do not already own one. Affordability of PCs is however an issue in Armenia due in part to the lack of affordable consumer credit and the lack of trade credit for importers. The GoA has therefore designed the “Computer for All” program to address the above issues by offering reduced pricing and financing schemes that would enable a larger number of Armenians to acquire computers.

9. With regards to the IT and knowledge-intensive industry, which is another key pillar of the GoA’s e-society vision, limited innovation in the private sector hinders economic diversification, industrial upgrading and access to global markets. Armenia’s worst rankings are on the Global Competitiveness Index (GCI) “innovation and sophistication factors” pillar (112 out of 133). Armenia shows limited ability to absorb, adapt and improve existing technologies. To compete on quality in global markets and attract FDI, Armenia needs a core base of domestic firms able to provide goods and services produced according to international standards.

10. Entrepreneurship trends in Armenia show potential for bringing new products and services to the market. In Armenia, in 2007, more firms were formed relative to the working age population than in the vast majority of countries at or below its PPP income level. The recent emergence of a dynamic IT industry in Armenia illustrates the country’s potential for knowledge-based diversification. Within the IT industry, the software and services segment is particularly dynamic, having grown at an average rate of 27 percent per annum from 2000 to 20099. However, a weak enabling environment, lack of sufficient skills and knowhow, and the absence of public support instruments for innovation all constitute barriers to innovation, technology absorption and knowledge-based enterprise growth in Armenia.

11. Armenia’s support for innovation is limited to supporting public research institutions. A public institution created with support from a previous World Bank project, the Enterprise Incubator Foundation (EIF), provides financial support for innovation and incubation services, but due to its size, its impact is limited. Knowledge-intensive firms, including high tech and IT industries, are constrained by low access to credit and commercial investments due to disproportionately high transaction costs, longer time horizons and lack of tangible collateral. Armenia is short of appropriate financing mechanisms available to technology start-ups in the United States or Europe, such as venture funds and other institutional financial intermediaries focused on small and medium business financing. Thus, creation of new financing mechanisms customized to the needs of the Armenian technology companies becomes increasingly important for the further development and growth of the Armenian technology sector. Other major impediments to Armenian IT companies’ expansion include the limited scale of a qualified workforce, the low productivity of companies and the lack of formal standards for the IT industry

12. The industry needs a number of supporting activities and programs targeted at increasing the supply of qualified technical and business graduates; improving the quality of education at Armenian universities; offering continuous educational and training mechanisms and facilities; improving business environment and communications infrastructure; shifting the industry’s focus towards higher value-added products and services; increasing size and sophistication of the

9 Ministry of Economy/EIF 2009 Armenian IT Industry Report.
domestic IT market; improving access to foreign markets; enhancing company productivity and product development skills; and others.

13. Within this context, it must be noted that relevant infrastructure for business incubation and industry development is almost non-existent in the regions. Gyumri, the second largest city of the Republic of Armenia, is far behind Yerevan when it comes to the availability of modern office space, communication infrastructure, training facilities, assistance to start-ups and training and advisory services for firms. However, Gyumri’s proximity to the border with Georgia, its short distance to the border with Turkey and its nascent cluster of technology-intensive firms active in various productive sectors, provide some hope for regional economic development through intensive use of technology.

14. The GoA has developed a comprehensive regional economic development strategic framework for transforming Gyumri into a “TechnoCity”. The objective of this strategy is to provide Gyumri firms and entrepreneurs with access to know-how, services and facilities which are currently unavailable in the Gyumri region, to provide technology support and incubation services to local firms and entrepreneurs as an important piece in the government’s strategy for regional economic development in the Gyumri marz. Current plans for the TechnoCity encompass several interlinked elements, including establishing and following an urban development strategy, creating a special economic zone and fostering identified sectors with future growth potential, including a Technology Park. The first phase of this strategy calls for the creation of the Gyumri Technology Center (GTC), an enterprise incubator in downtown Gyumri, which will house high quality business facilities aimed at serving a cluster of technology-intensive firms in the city. The GoA envisages that business incubators such as GTC could provide considerable support to local companies with a potential to contribute to the development of the Gyumri region. In addition, if successful, this incubation model could be considered in other regions of Armenia such as Vanadzor and Syunic.

II. Sector and Institutional Context

15. The paragraphs below provide a summary of the main sector challenges which the project aims to address.

16. Low level of Internet penetration: Access to broadband is currently at an insufficient level to achieve the government’s aspirations of a modern Information Society. According to the UN’s global e-government readiness reports for 2004, 2005 and 2008, Armenia was ranked behind 100 countries on the communication infrastructure indicator. Insufficient international connectivity and frequent cable damages and service disruptions often result in considerable outages disrupting the country’s Internet connectivity for several days in a row. The overall quality of the retail Internet remains far from being satisfactory.

17. Major inequalities in access to modern ICTs between the capital city and rural areas: This issue is compounded by high prices for advanced services, notably broadband Internet, to a large extent due to the lack of competition in access to international telecommunication networks and a dearth of investment in domestic backbone networks. Although after the liberalization of the Armenian telecom market the cost of international connections has substantially decreased, it is still notably higher in comparison to that of connections in European and certain CIS countries.
The retail monthly fee for unlimited Internet traffic of ADSL technology at the speed of 1 Mbps stood in 2008 at US$ 80 in Armenia, US$ 10 in Georgia, US$ 40 in Azerbaijan, and US$ 28 in Turkey.11

18. Lack of coordination of ICT development efforts: As a result of the complexity of interactions between government entities, sometimes with overlapping responsibilities, and the cross-cutting nature of ICT, it is very difficult to coordinate the ICT-based development efforts in GoA, which leads to duplicating the investments and “stove-pipe” systems. This will present a major barrier to providing seamless e-services.

19. Low level of PC penetration: Current PC penetration in Armenia is 9.7 per 100 people and internet penetration is 6.2 per 100 people12, which is much lower than in other countries in the region that advocated and supported targeted ICT development programs such as Estonia (66.2 per 100), Latvia (60.4 per 100), Lithuania (54.4 per 100), Russia (31.9 per 100)13. Further improvements in PC penetration and usage are critical for improving delivery of services to citizens, increasing productivity, and expanding access to enhanced educational opportunities.

20. Unaffordable prices for even low-end PCs: To acquire a low-end new desktop computer with a monitor in Armenia would require at least around $450 in cash. In 2008, the average monthly per capita income in Armenia was $7814, which implies a monthly household income of $312 (assuming on average four people per household). With an investment cost higher than the average monthly household income, PCs are unaffordable for the local population. In addition, current bank rates for consumer loans are 20-24%, and require a large upfront cash payment of 30% or more, and thus consumers are reluctant to obtain a loan to finance the purchase of a computer. There is therefore a need to offer specific pricing and loan schemes that would enable a larger number of Armenians to acquire new and quality computers (including desktops, laptops, and other comparable access devices).

21. Fast obsolescence of specialized skills and migration of young talent: This issue is mostly due to the lack of modern training infrastructure and a stagnant market for re-skilling, which leads to a disconnect between the training provided and the demands of the industry.

22. Weak local entrepreneurship: This is in large part related to the absence of support structures, lack of value chains, and low appreciation for the value of intangibles (brand names, business reputation, marketing and managerial skills, networks, etc.), which hamper all high tech industries, including IT. Professional advice, certification, sales promotion, training, is essential for industry development.

---

10 Current government estimates put this figure at around US$ 40 per month.
11 Mediamax New Agency, July 6, 2009: Quoted from the report of the Armenian office of Academy for Educational Development (AED) and the United States Agency for International Development (USAID) on the Armenian telecommunications sector.
14 National Statistical Services of Armenia (NSSA).
23. **Low access to credit and commercial investments**: High tech and IT industries are most impacted by this constraint in access to credit due to disproportionately high transaction costs, longer time horizons and lack of tangible collateral.

24. **Lack of adequate infrastructure for business incubation in the regions**: The absence of incubation and industry development facilities outside of Yerevan is striking, notably in Gyumri, being the second largest city in the country. Quality office facilities with relevant services at reasonable prices are important elements for supporting the domestic industry. Professional advice, training, help with soft and hard technologies, marketing and fund raising are additional elements to help start-ups as well as existing companies.

25. In order to address some of the above challenges, the GoA requested support from the World Bank in the design and implementation of an E-Society and Innovation for Competitiveness (EIC) Project. A PHRD grant of close to US$1 million was secured to finance preparatory studies which have for the most part been completed. The PHRD grant includes studies in the areas of broadband backbone design, spectrum policy, e-ID card design, Computer for All support, design of Gymri Technology Center, design of Venture Fund, assistance for design of programs for IT industry development, economic analysis and M&E framework, among others.

### III. Project Development Objectives

26. The Project Development Objective (PDO) is to address constraints to competitive e-Society\(^\text{15}\) and enterprise innovation in Armenia by strengthening the underlying infrastructure and enabling environment.

27. To measure the progress toward achieving the project development objective and outcomes, and ultimately towards the government’s higher level objectives of addressing constraints to competitiveness of the economy by promoting innovation and the development of an ICT-enabled Society (e-Society) in Armenia, a number of PDO level indicators were defined\(^\text{16}\):

- Access to internet services (% population using Internet)
- Access to computers (% population using a computer)
- Development of Knowledge and Technology intensive industries (ratio of IT/ITES Sector\(^\text{17}\) revenue in GDP)
- IT/ITES Employment (number of people)

28. In addition, for each of the sub-components a number of individual intermediate outcome indicators were identified. Country Performance against the Network Readiness Index of the Global IT Report (WEF)\(^\text{18}\) will also be monitored, alongside Armenia’s ranking in the WEF’s Global Competitiveness Report and UN’s E-government readiness index.

---

\(^\text{15}\) E-Society in the context of this project is defined as society with a greater access to ICTs (computers, broadband), improved enterprise level ICT skills, growing and more competitive local knowledge and technology intensive industry.

\(^\text{16}\) To the extent feasible, a subset of these indicators will be gender-disaggregated.

\(^\text{17}\) IT services, Software, ISPs and engineering services.

29. The World Bank’s Country Partnership Strategy (CPS) for Armenia for 2009-2012, firmly grounded in Armenia's Sustainable Development Program (SDP), identifies the following two key pillars: (i) Addressing Vulnerability, with the aim of mitigating the impact of the global economic crisis on Armenia and the most vulnerable population groups; and (ii) Promoting Competitiveness and Growth, with the objective of helping Armenia to position itself to take advantage of the recovery of the global economy and maintain high and sustained growth over the medium term. Further, the second pillar explicitly prioritizes support to Armenia’s transformation into a knowledge economy.

30. Within this context, the Armenia E-Society and Innovation for Competitiveness (EIC) Project is well positioned at supporting the second CPS pillar, while at the same time providing indirect support to the first pillar. Furthermore, the project is well aligned with the objectives of the series of Development Policy Operations currently under implementation, as a number of triggers involve reforms in the telecommunications sector.

IV. Project Description

31. The paragraphs below summarize the various project components and sub-components. More details on specific activities included within each sub-component can be found in Annex 4. The amounts indicated include only the IBRD financing portion. GoA co-financing has been estimated at 25% of the indicated amounts and represents the estimated taxes involved. Additional GoA co-financing is also expected for a number of activities, notably for Gyumri Technology Center and Digital Citizen. It must be noted that the GoA has requested and obtained a Project Preparation Advance (PPA) to complement the PHRD grant and advance limited project implementation in a number of priority areas, notably the Digital Citizen and Computer for All programs, under sub-components 1.2 and 1.3, respectively. The PPA also includes some of the technical assistance described below for subcomponent 1.1 and for component 2.

**Component 1: E-Society Infrastructure Development (US$ 12.7 million)**

32. The objective of this component is to increase access to affordable broadband services for citizens, businesses and public institutions, to equip citizens and businesses with a tool for authentication for electronic transactions and to increase access to affordable computers, content and e-services for citizens. This component will focus on e-society infrastructure development by financing activities under the following three sub-components:

33. **Sub-component 1.1: Nationwide Broadband Backbone and Government Network (US$ 7.9 mln).** The objective of this sub-component is to support the development of a world class private sector-led competitive ICT infrastructure serving major regions, communities, government and local self-government bodies and private industry in Armenia. Specifically, this sub-component will provide financing for: (i) technical assistance for regulatory framework and backbone implementation; and (ii) the government contribution towards the deployment on a Public Private Partnership (PPP) basis of a nationwide broadband backbone network, operated and managed by the private sector, which will facilitate broadband access throughout the country, with adequate international linkages, as well as with the necessary connections for public
institutions throughout the country (government virtual private network), i.e. government agencies, schools and health care facilities.

34. **Sub-component 1.2: Support to Digital Citizen Program (US$ 1.3 mln)**. The main objective of this sub-component is to enhance trust and security in the provision of electronic services and hence promote further uptake of electronic services by citizens and businesses. This will be achieved through support to the creation of a national certification authority for electronic signatures, to be established on the basis of the Ministry of Economy’s E-Governance Infrastructure Project Implementation Unit (EKENG). The use of electronic signatures will provide citizens and businesses with a tool for electronic authentication for on-line transactions. In addition, the government plans on further extending the use of electronic signatures through a parallel initiative funded from GoA own resources to develop and distribute electronic identification cards and biometric passports (e-ID documents), which will contain electronic signatures embedded in them, while at the same time explore innovative approaches like mobile ID solutions. Specifically, this sub-component will support: (i) technical assistance for establishing and rolling out the e-ID document system on a PPP basis, and support to the Certification Authority, primarily aimed at providing independent testing and verification of the functionality and security of the system; and (ii) information technology goods and services on the basis of a turnkey contract for establishing the Certification Authority.

35. **Sub-component 1.3: Computer for All Program (US$ 3.5 mln)**. The overall objective of this sub-component is to increase computer usage in Armenia by offering to the population modern computers equipped with software and content at affordable prices. The target of the program is to reach purchase rates of at least 10,000 computers per year. The program will be implemented through a PPP between the Government of Armenia, Enterprise Incubator Foundation, commercial banks, technology vendors, and their local distributors and retailers, and will remain open to other vendors and service providers, including telecommunications operators. Specifically, this sub-component will finance: (i) line of credit (LOC) to small borrowers, in particular, local wholesale distributors and end consumers, through private financial institutions (PFIs) acting as financial intermediaries as per the guidelines of OP 8.30, para. 19; and (ii) technical assistance to implement the Computer for All Program.

**Component 2: Fostering Enterprise Innovation (US$ 10.2 mln)**

36. The objective of this component is to promote the creation, growth and competitiveness of knowledge and technology-driven enterprises\(^\text{19}\), while at the same time encouraging traditional sectors to adopt new technologies. This component will focus on supporting programs, financial mechanisms and infrastructure that will create a favorable enabling environment for knowledge and technology-driven companies, by financing activities under the following three sub-components:

\(^{19}\) Knowledge and technology-driven enterprises include technology-based firms (e.g. IT firms), as well as firms that compete on the basis of product, process or service innovation. Innovation can be either incremental or radical, and either new to the Armenian market or new to the world.
37. **Sub-component 2.1: Financial Support for Innovation in Knowledge and Technology-intensive Firms (US$ 4.70 mln)**. The objective of this sub-component is to stimulate the rate of technology absorption, technology transfer, innovation and commercialization in the private sector, foster collaboration between research and industry, and promote the development of new knowledge- and technology-driven companies across Armenia, including a regional innovation promotion emphasis in the Gyumri region. Specifically, this sub-component will finance: (i) *Ideas generation mini grants* ($2-10 k) for business plan and proof of concepts for innovative ideas, and *innovation matching grants* for product or process adaptation, improvement and development ($10-150k); (ii) public contribution towards establishing a Seed and Early Stage Venture Fund, including management team remuneration; and (iii) establishing an Innovation Brokerage Team.

38. **Sub-component 2.2: Establishment of Gyumri Technology Center (US$ 2.90 mln)**. The objective of this sub-component is to provide Gyumri firms and entrepreneurs with access to know-how, services and facilities which are currently unavailable in the Gyumri region. This sub-component will provide support for firms (both existing and start-ups) with potential to grow and compete initially in local and eventually in international markets on the basis of technological upgrading. This will be achieved by facilitating firms’ access to knowledge and supportive technology infrastructure. Specifically, this sub-component will finance works, goods and consulting services for the establishment of a technology center in Gyumri, in an existing GoA-owned building, to provide technology support and incubation services to local firms and entrepreneurs as an important piece in the government’s strategy for regional economic development in the Gyumri marz.

39. **Sub-component 2.3: Support to IT/Knowledge-intensive Industry Development (US$ 2.60 mln)**. The objective of this sub-component is to enhance the technological absorptive capacity and innovation in existing firms and the growth of knowledge and technology-driven firms. The sub-component will promote enterprise-led innovation by supporting skills and technology development, and firms’ linkages with demanding international markets and Armenian research capabilities. Specifically, this sub-component will: (i) promote international sales and foreign direct investment, through the establishment of an Armenian IT Sales Force Representation Office in Silicon Valley and managerial secondments; and (ii) facilitate access to know-how and new technologies and promote productivity improvements, through technical assistance and training for skills development and certification.

**Component 3: Project Management (US$ 1.1 mln)**

40. This component will finance necessary activities for adequate project management, including monitoring and evaluation, and PR communications campaigns. Specifically, it will support technical assistance, capacity building and incremental operating costs, including travel, as needed for project management, for EKENG, EIF, NCFA, as well as FFPMC. This component will also support the establishment of a regularly updated monitoring and evaluation system (preferably on a web-based platform) and will finance project audits.

V. **Financing**

Source: ($m.)
VI. Implementation

41. Responsibility for the project lies fully in the Ministry of Economy, which will have the overall project coordination role. High-level management of the project will be carried out by a Project Steering Committee (PSC), set up in accordance with the requirements of Government Decree 765\textsuperscript{20} (Credit Governance Board), chaired by the Minister of Economy with right of veto, and with representation of several key participating institutions: Ministry of Economy, the Ministry of Finance, the Ministry of Transport and Communications (MTC), the Public Services Regulatory Commission (PSRC), the Foreign Financed Projects Management Center (FFPMC), the Enterprise Incubator Foundation (EIF), the National Competitiveness Foundation of Armenia (NCFA), the E-Governance Infrastructure Project Implementation Unit OJSC (EKENG).

42. Day-to-day management of specific activities under the project would be assured by EIF, NCFA and EKENG, alongside FFPMC, which will manage the fiduciary aspects of the project.

VII. Safeguard Policies (including public consultation)

43. The project implies civil works and triggers OP/BP 4.01 Environmental Assessment. According to it the project was subjected to the environmental screening and classified as environmental Category B. Further the ESMF and the site-specific EMP were developed for the project components 1 and 2 respectively. Based on the findings of the ESMF, OP/BP 4.04 Natural Habitats and OP/BP 4.11 Physical Cultural Resources were triggered as well. OP/BP 4.04 will be applied to ensure adequate screening and selection of the potential locations of wireless towers which, in difference from the other elements of the designed infrastructure, may not fit within the existing right-of-way. Earth works in undeveloped landscapes may come across chance finds and OP/BP 4.11 is triggered to secure proper handling of any elements of presently unknown historical heritage in case they are encountered.

<table>
<thead>
<tr>
<th>Safeguard Policies Triggered by the Project</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Assessment (OP/BP 4.01)</td>
<td>[X]</td>
<td></td>
</tr>
<tr>
<td>Natural Habitats (OP/BP 4.04)</td>
<td>[X]</td>
<td></td>
</tr>
<tr>
<td>Pest Management (OP 4.09)</td>
<td></td>
<td>[X]</td>
</tr>
<tr>
<td>Indigenous Peoples (OP/BP 4.10)</td>
<td></td>
<td>[X]</td>
</tr>
<tr>
<td>Physical Cultural Resources (OP/BP 4.11)</td>
<td>[X]</td>
<td></td>
</tr>
<tr>
<td>Involuntary Resettlement (OP/BP 4.12)</td>
<td></td>
<td>[X]</td>
</tr>
<tr>
<td>Forests (OP/BP 4.36)</td>
<td></td>
<td>[X]</td>
</tr>
<tr>
<td>Safety of Dams (OP/BP 4.37)</td>
<td></td>
<td>[X]</td>
</tr>
<tr>
<td>Projects on International Waterways (OP/BP 7.50)</td>
<td></td>
<td>[X]</td>
</tr>
</tbody>
</table>

\textsuperscript{20} Republic of Armenia Government Decree No. 765, December 22, 1999 on Activities Implemented on the Account of Credit and Grant Proceeds, Allocated to the Republic of Armenia by Overseas Countries and International Credit Organizations.
VIII. Contact point at World Bank and Borrower

**World Bank**
Contact: Mr. Juan Navas-Sabater  
Title: Lead ICT Policy Specialist  
Tel: (202) 458-2697, Fax: (202) 522-3001  
Email: Jnavassabater@worldbank.org

**Borrower/Client/Recipient**  
Ministry of Economy  
Contact: Mr. Vahe Danielyan  
Title: Deputy Minister  
Address: 5 Mher Mkrtchyan str, Yerevan, Armenia, 0010  
Tel: (374-10) 526-134, Fax: (374-10) 526-577  
Email: vdanielyan@mineconomy.am

**Implementing Agencies**  
Foreign Financing Projects Management Center (FFPMC)  
Contact: Mr. Edgar Avetyan  
Title: Director General  
Address: Republican square, Government House No.1, Yerevan, Armenia, 0010  
Tel: (374-10) 523-471, Fax: (374-10) 528-742  
Email: info@ffpmc.am

IX. For more information contact:

The InfoShop  
The World Bank  
1818 H Street, NW  
Washington, D.C. 20433  
Telephone: (202) 458-4500  
Fax: (202) 522-1500  
Email: pic@worldbank.org  
Web: http://www.worldbank.org/infoshop

*By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties’ claims on the disputed areas*