

Serial	Requirement
7	Serial Number
8	Quantity
9	Weight and Volume details
10	Box number and number of boxes in the consignment
11	Name and full coordinates of the Contractor, Purchaser and Consignor

### 5.5.2 Delivery and Shipment (Handling and Storage)

[39] The Purchaser Point of Contact (PoC) for issues related to shipment by default is:

XXXXXX XXXXX (Project Manager)  
NATO Communication and Information Agency  
NSII SATCOM  
XXXXXXXX, Belgium  
Tel: XXXXXXXXXX  
Email: XXXX.XXXX@ncia.nato.int

IPS-28 The shipping address where all items, including goods exchanged or repaired under warranty, shall be delivered by default to:

NATO Communications and Information Agency  
CIS Sustainment Support Centre  
JFC Headquarters, Building 204  
Rimburgerweg 30, 6445 PA Brunssum, The Netherlands

IPS-29 All equipment under this project shall be delivered and shipped in close co-ordination with the NCI Agency POC at final destination.

IPS-30 The Contractor shall deliver equipment pre-configured and adequately packaged on Euro pallets.

IPS-31 The Contractor shall ensure secure fixation of pallets, cases and equipment during transportation.

IPS-32 The Contractor shall notify all deliveries through issuing of a Notice of Shipment to the Purchaser's PoC, at least 10 working days in advance of each shipment with the following information:

Serial	Requirement
1	Purchaser Contract Number
2	Contract line Item Number (CLIN), designation and quantities
3	Destination
4	Number and gross weight
5	Consignor's and Consignee's name and address
6	Method of shipment, e.g., road, air sea, etc.

Serial	Requirement
7	Date of shipment
8	Number of the Custom Form 302 used

IPS-33 The Notice of Shipment shall be accompanied by the relevant Packing List and the request for a Custom Form 302.

[40] At final destination, the Purchaser PoC will visually inspect all deliveries for transportation damage and verification against packing and inventory lists.

IPS-34 The Contractor shall take back and replace any damaged items, and correct any discrepancies with the packing and inventory lists, at no additional cost to the Purchaser, and without delay to the project.

IPS-35 The Contractor shall be responsible for the availability of proper storage space and availability of Material handling equipment that may be required for the equipment shipped to the destination/location. The Purchaser cannot be held responsible for any delays in implementation in the case of unavailability of facilities or materials, and the Contractor shall be solely responsible to acquire alternative facilities/material to assure proper storage, handling etc.

[41] The Purchaser's POC will inspect all packages, boxes and containers at final destination to ensure that no damage has occurred during transport and that all packages, boxes and containers detailed in the Packing List have been accounted for. The Purchaser will not open any packages, boxes or containers.

IPS-36 The Contractor shall ensure that all required forms and certificates are provided and that all necessary procedures are followed for dangerous goods and goods requiring export licenses.

IPS-37 The Contractor shall be responsible for customs clearance of all shipments into the destination countries. It is the Contractor's responsibility to take into account delays at customs. The Contractor shall therefore consider eventual delays and arrange for shipment in time. Under no circumstances can the Purchaser be held responsible for delays incurred, even when utilising Purchaser provided Custom Forms 302.

IPS-38 The Contractor shall ensure that any requirements related to delivery and shipment of the equipment are obtained from NCI Agency in advance of shipments.

IPS-39 The Contractor shall be responsible for the timely request of Custom Forms 302 at least 10 working days in advance of each shipment, required for duty free import/export of supplies between certain countries.

IPS-40 The written request for a Custom Form 302 shall contain the following information:

Serial	Requirement
1	Purchaser Contract Number
2	Contract line Item Number (CLIN), designation and quantities
3	Destination
4	Number and gross weight
5	Consignor's and Consignee's name and address

Serial	Requirement
6	Method of shipment, e.g., road, air sea, etc.
7	Name and address of the freight forwarder

IPS-41 The request for a Custom Form 302 shall be addressed to:

XXXXXXXXXXXXX  
 NATO Communication and Information Agency,  
 Acquisition / Integrated Product Support  
 NATO HQ, B-1110 Brussels  
 XXXXXXXXXXXX, Belgium  
 Tel: XXXXXXXXXXXX  
 XXXX.XXXXXXXXX@ncia.nato.int

IPS-42 Following receipt of the request by the Purchaser, normally a maximum of three working days are required for the issue of the form. The Custom Forms 302 shall be original, shall be delivered by mail/express courier and shall accompany the shipment and therefore no fax or electronic copy will be used, nor provided to the Contractor. If an express courier has to be used, by the Purchaser, to ensure that the form is available on time before shipment, all associated costs shall be reimbursed by the Contractor.

IPS-43 The Contractor shall be responsible to add the Custom Form 302 (placed in an external envelope) to the shipping documentation.

IPS-44 The Contractor shall ensure that forwarding agents are informed of the availability of the Custom Form 302 and how this form is utilised to avoid the payment of Customs Duties and that the carrier shall be fully conversant with the application and use of Custom Form 302.

IPS-45 If a Country refuses to accept the Custom Form 302 and requires the payment of custom duties, the Contractor shall immediately inform the Purchaser by the fastest means available and obtain from the Custom Officer a written statement establishing that its country refuses to accept the Custom Form 302. Only after having received Purchaser’s approval, the Contractor shall pay these customs duties and shall claim reimbursement to the Purchaser.

**5.5.3 Transportation**

[42] The Purchaser shall not be liable for any storage, damage or any other charges involved in such transportation of items and supplies prior to Acceptance. Any shipment loss shall be the responsibility of the Contractor.

[43] The Purchase will be responsible for transportation of unserviceable equipment to Contractor facility for warranty repair/replacement

IPS-46 The Contractor shall be responsible to transport all items and supplies covered under this Contract to and from all destination addresses at no extra cost to the Purchaser until completion of the warranty period.

- IPS-47 The Contractor shall be responsible for transportation of all equipment furnished under this Contract from its site in a NATO nation to final destination.
- IPS-48 The Contractor shall be responsible for any insurance covering the shipment and delivery.
- IPS-49 The Contractor shall be responsible for transportation of repaired/ replacement items under warranty to the original location.
- IPS-50 The Contractor shall provide a Transportation Report within two (2) weeks after each shipment has arrived at final destination. The Transportation Report shall include:
- a copy of the Packing List;
  - date of arrival at final destination;
  - date of delivery acceptance by the Purchaser's POC at final destination;
  - signature of delivery acceptance by the Purchaser's POC at final destination.

## 5.6 Technical Publications

- IPS-51 The Contractor shall detail approach and plans for Technical Publications in the relevant chapter into the IPSP.
- IPS-52 The Contractor shall provide User Manuals and Maintenance Manuals as per requirements of personnel operating and maintaining the equipment, in accordance with the Maintenance Concept and the Maintenance Tasks data (as per the Product Support Data Package):
- User Manuals: required for the operation of the equipment and describe operation, settings and fine tuning of the equipment to achieve maximum performance including administration instructions (e.g.: guidance on how to show, edit and save the System Configuration Files on the respective devices, together with default user or administrator passwords, as required).
  - Maintenance Manuals: required for the maintenance of the equipment and include:
    - scheduled and unscheduled maintenance detailed instructions, troubleshooting and fault finding techniques (including descriptions of all indicators, switches, switch positions, displays, menu's, settings etc), Installation and dismantling of the equipment (including as applicable physical, electrical, software, safety, RF aspects etc.), repair and test procedures up to HL3/SL3 activities included;
    - drawings of the mechanical, electrical and electronic assemblies and sub-assemblies that comprise the equipment in sufficient detail to allow technical staff to maintain the system at site level in accordance with the Maintenance Concept;

- physical, functional, performance, environmental data and descriptions (including support equipment/tools and interfaces to external systems).

## 5.7 Training

- IPS-53 The Contractor shall detail approach and plans for Training in the relevant chapter into the IPSP.
- IPS-54 The Contractor shall assume that trainees and audience will have proficiency in the English language, knowledge of the Microsoft Windows Operating System and the audience will be tailored for a maximum twelve (12) students plus maximum four (4) auditors.
- IPS-55 The Contractor shall provide training and all related training documentation in the English language. Training shall be able to accommodate Purchaser students with an English language skill level of 2222 (STANAG 6001). Contractor's trainers shall have English language skill level 3332.
- IPS-56 The Contractor shall provide evidence of the trainer, or a Subject Matter Expert (SME) supporting the trainer, qualifications and in particular to have at least two years practical experience with the installation and operation of the items under training.
- IPS-57 The Contractor shall provide training materials and training execution for operators, maintainers and instructors ("train the trainer"), in accordance with the Maintenance Concept, the Maintenance Tasks data (as per the Product Support Data Package) and the Technical Publications.
- IPS-58 The training shall be executed in one of the Purchaser's locations in Mons (BEL), Braine L'Alleud (BEL), Oeiras (PRT) or Brunssum (NLD).
- IPS-59 The Purchaser will review and approve (in 8 weeks) the Training Material delivered under this Contract. Upon acceptance of the draft version, the Contractor shall deliver the final version of the training material.

## 5.8 In Service Support during Warranty

- IPS-60 The Contractor shall provide a In Service Support (ISS) during Warranty until one (1) year after successful completion of FSA (i.e.: end of warranty period).
- IPS-61 The Contractor shall provide the following services during the Warranty:
- Hardware: repair and/or re-placement of all defective technical installations/equipment;
  - Software: remediation/resolution of all bugs, flaws, etc. of all software installations provided as part of this contract including formal deliveries of software updates.

[44] The Purchaser will be responsible (at its own expenses) for returning of failed items to the Contractor.

- IPS-62 The Contractor shall repair repairable items received at the Contractor's plant in maximum Turn Around Time (TAT) ten (10) days. This shall include in-processing, trouble shooting, repair, testing, check-out, packing and shipment to the Purchaser (i.e. to NATO CIS Sustainment Support Centre, at Brunssum).
- IPS-63 The Contractor shall be responsible for returning of repaired items to the Purchaser (i.e. to NATO CIS Sustainment Support Centre, at Brunssum) at no cost for the Purchaser.
- IPS-64 The Contractor shall be responsible for the provision of any alternative or superseding items, should the original part be no longer available or be excessively damaged (BER, Beyond Economic Repair), ensuring SRS (System Requirements Specification) compliance.
- IPS-65 The Contractor shall submit at the end of the Warranty period a **Warranty Report** that documents all identified Warranty cases, affected CI's, corrective actions, costs and schedule.
- IPS-66 The Contractor shall be responsible to provide indication for HW and SW corrective/unscheduled and preventive/scheduled maintenance HL/SL 2 included and onwards to ensure that the response times specified can be met (e.g.: MTTR, TAT).
- IPS-67 The Contractor shall be responsible for the SW adaptive and perfective maintenance or change/update to ensure that the response times specified can be met.

### 5.9 In Service Support post Warranty (option)

- IPS-68 In the event the Purchaser decides to exercise the post warranty option, the Contractor shall be obliged, in addition to the services to be performed during the Warranty period, to enter into a Framework Agreement, with the Purchaser starting one (1) year after the completion of the FSA (i.e.: end of warranty period) for a 3-year period.
- IPS-69 The Contractor shall be responsible for maintaining all stocks of spares, test and other maintenance equipment, Automated Test Equipment (ATE) facilities, and all repair documentation including product support databases technical publications, skills and personnel required.
- IPS-70 The Contractor shall be responsible HW and SW corrective/unscheduled and preventive/scheduled maintenance (from level 2 included) to ensure that the response times specified can be met (e.g.: MTTR, TAT).
- IPS-71 The Contractor shall be responsible for the SW adaptive and perfective maintenance or change/update to ensure that the response times specified can be met.
- IPS-72 The Contractor shall guarantee the provision of equipment replacement/repair services throughout the stipulated period.

- IPS-73 If at any time the Contractor wishes to withdraw these replacement/repair services, it shall transfer to the Purchaser at no additional cost, all requisite fault diagnostic and repair expertise and instructions, documentation, etc., and special-to-type software and hardware including test equipment, mock-ups, etc., to enable such repair at a Purchaser Facility.
- IPS-74 Alternatively, if agreed to by both parties, and again at no additional cost, the Contractor shall transfer to the Purchaser sufficient spare sub-assemblies, modules, circuit card assemblies, etc. to support a discard maintenance concept for the remaining operational life of the equipment. Ad hoc provisioning conference shall be organized for this purpose.
- IPS-75 The Contractor shall maintain comprehensive repair records to enable detailed fault analysis and early detection of failures/maintenance trends. Periodically, the Contractor shall be required to forward the results of these analyses for review by the Purchaser.
- IPS-76 The Contractor shall repair repairable items received at the Contractor's plant in maximum Turn Around Time (TAT) ten (10) days. This shall include in-processing, trouble shooting, repair, check-out and shipment until delivery to the Purchaser (i.e. to NATO CIS Sustainment Support Centre, at Brunssum).

## 5.10 In Service Support Plan

- IPS-77 The Contractor shall provide a **In Service Support Plan (ISSP)** describing the strategy and the basis execution of a prospective In Service Support Contract.
- IPS-78 The Contractor shall provide a description of how its proposed CM procedures shall continue to be implemented on the hardware and software/firmware after the post warranty period.
- IPS-79 The ISSP shall be considered a living document and as such shall be updated as necessary by the Contractor, with the Purchaser's concurrence, throughout the contracted period.
- IPS-80 The ISSP shall describe and detail the following:
- Detailed description of the product baseline for the ISS (HW and SW)
  - Contractor's proposed ISS Management Organisation and Structure, to carry out the ISS effort proving adequate experience in the maintenance and support of major defence systems including specialised software.
  - Plan and methods for performing ISS activities (e.g.: intervention on each site, preventive maintenance, repair activities, spares replenishment) for the main three areas: Engineering Support (ES), Material Management (MM) and Field Engineering (FE) (i.e.: maintenance activities and field services) and evaluating the Contractor's performance during ISS through proposed Key Performance Indicators for each area.

- Details for Data Reporting Analysis and Corrective Action System (DRACAS) and its link to ECP and configuration change management [included in Engineering Support Area].
- Details for maintaining and updating the Technical Publications and the Product Support Database providing relevant input to training material for refreshing training courses [included in Engineering Support Area].
- Details for spare parts procurement, replenishment and repair including PHST (e.g.: strategy for replacing hardware that can no longer be economically supported by the Contractor or sub-contractors) [included in Material Management Area].
- Plan and methods for Configuration Management and Obsolescence Management specific for the post warranty period.
- Plan and methods for communication (e.g.: for site personnel to inform ISS Contractor when spares have been used and when assistance is needed) detailing also the use of the Call centre and the Collaborative environment and how any exceptions have to be handled.

IPS-81 The Contractor shall provide a detailed description of the proposed product support processes. This description shall detail how the information from locations and the Contractor's maintenance facilities will be collected, stored and made available for evaluation. The term "Sites" refers to every physical location where systems or items under this contract are located when Contractor's activity is required.

IPS-82 The Contractor shall provide a description of how the QA/QC Programme of the Prime Contractor and sub-contractors providing ISS services shall meet the provisions of this contract. The Contractor shall include applicable certificates (issued by National Governments or International Organisations such as ISO) that demonstrate that the sub-contractors Quality Programme conforms to the requirement of the Prospective ISS Contract. The Contractor shall also demonstrate how the provisions of the Prospective ISS Contract regarding QA/QC shall be inserted in all subcontracts and enforced by the Prime Contractor.

### 5.11 In Service Support Monthly Report (option)

IPS-83 In the event the Purchaser decides to exercise the post warranty option presented at 5.12, the Contractor shall submit a **ISS Monthly Report** that documents all the ISSP foreseen activities. This report shall describe in detail all task performed in the preceding month under the contract covering the main three areas: Engineering Support (ES), Material Management (MM) and Field Engineering (FE) (i.e.: maintenance activities and field services) through appropriate use of DRACAS<sup>1</sup>.

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<sup>1</sup> For the repair and replenish items at least the following data shall be recorded:

- Date and time of occurred failure (actual and/or estimated)
- Date and time of reception of request



IPS-84 The ISS Monthly Report shall report for Engineering Support (ES) all relevant activities performed, dashboard for the KPI evaluation to provide supportability evaluation and performance analysis.

IPS-85 The ISS Monthly Report shall report for Material Management (MM) in terms of:

- Repair
  - List of items sent to repair
  - List of items under repair
  - List of items sent back
- Replenish
  - List of items replenished
  - List of items planned to be used in the next period
  - List of items proposed for replenishment
- Consumables
  - List of consumables used
  - List of consumable planned to be used in the next period
  - List of consumable planned to be used by the end of contract
- Test Equipment (TE)
  - List of TE with location
  - List of TE planned to be used in the next period
- Stock optimization
  - List of items in stock
  - Optimization proposal

IPS-86 The ISS Monthly Report shall report for Field Engineering (FE) in terms of :

- Maintenance scheduled and executed
- Corrective maintenance performed
- Manpower involved and facilities issues
- List of all requests for on-site support, including:
  - Date and time of reception of request
  - Name of the employee(s) sent on-site
  - Location
  - Start and end-date and time of support provided
  - Date and time of closure of request
- List of all software maintenance requests, including:
  - Date and time of reception of request
  - Repair activities performed
  - Time to repair

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- Date and time of dispatch
  - Date and time of reception
  - Part Number equipment/item received
  - Serial Number equipment/item received
  - Repair activities performed and failure reporting analysis (or diagnose NFF or BER with evaluation cost, proposed solution and details on the disposal)
  - Time to repair
  - Repair cost, including PHS&T
  - Date and time of shipment
  - Date and time of arrival at return location identified by Purchaser (estimated and actual)
  - Date and time of closure of request

- Date and time of release of workarounds, patches and maintenance releases
- Date and time of closure of request
- List of all requests for technical assistance, including:
  - Date and time of reception of request
  - Nature of the request
  - Details of SME responding to the request
  - Date and time of closure of request.

IPS-87 The ISS Monthly Report shall include the update of the Obsolescence Report

## SECTION 6. CONFIGURATION MANAGEMENT

- [45] This section addresses the Configuration Management (CM) requirements of the project. The purpose of these requirements is to ensure that the Contractor establishes and executes NATO-compliant and effective configuration management during the execution and until the end of warranty period, extended during the ISS optional period if activated.
- CM-1 The Contractor shall establish and maintain the CM policies, processes and practices/procedures in conformance with [STANAG 4427 Ed.3] “Configuration Management in System Life Cycle Management” and underpinning ACMPs (ACMP-2000, ACMP-2009, ACMP-2100) and [ISO 10007:2017] “Quality Management System – Guidelines for Configuration Management”.
- CM-2 The Contractor shall establish and maintain an effective CM organization to implement the CM program and manage the CM functions (configuration management and planning, configuration identification and documentation, configuration change and control, configuration status accounting, configuration audits).
- CM-3 The Contractor shall be responsible for the application of all necessary CM procedures throughout the duration of the Contract.
- CM-4 The Contractor shall maintain a version control system as part of its CM program, both for HW/SW/FM and for documentation/data (data management).
- CM-5 The Contractor shall ensure that there is full traceability through all baselines back to the functional baseline.
- CM-6 All Contractor and Purchaser activities and milestones related to CM shall be identified and included in the Project Master Schedule (PMS) in the PIP.

### 6.1 Configuration Management Plan

- CM-7 The Contractor shall establish, provide, execute, and maintain an effective **Configuration Management Plan (CMP)** during the execution and until the end of warranty period (and in the optional ISS period if activated). The Contractor shall organize review meetings for CM progress starting from the first draft of CMP.
- CM-8 The CMP shall assure the establishment and maintenance of configuration item records, configuration item life cycle records, and baselines throughout the duration of the contract and provide assurance that all changes to the baselines are performed through a formal change control process once a baseline has been established and agreed.
- CM-9 The CMP shall be structured as a living document and subject to revisions and updates, as required. The Contractor shall place the plan under configuration control prior to its implementation and for the life of the Contract.
- CM-10 The CMP shall identify, document and justify the organizational structure, roles and responsibilities, tasks, milestones and procedures to be used by the Contractor to implement the CMP and fulfil the requirements of this Contract.

- CM-11 The CMP shall be structured following the requirements set in the [ACMP-2009-SRD-40.1 ref. # 4.3.C] and subject to revisions and updates, as required.
- CM-12 The Contractor shall provide in the CMP the rationale and criteria for the CI identification and CI numbering for the Purchaser approval, based on the criteria for selection of CIs detailed in [NATO ACMP-2009, 2017] “Guidance on Configuration Management”.

[46] The Purchaser reserves the right to modify the CI structure prior to its baselining.

## 6.2 Configuration Control

- CM-13 The Contractor shall identify and describe HW, SW (including FW) and documentation Configuration Items (CI's) as defined in [NATO ACMP-2009, 2017].
- CM-14 The Contractor shall be responsible for issuing in a timely manner, as required by this SoW, all approved changes and revisions to all baseline documents included in the Contract. This includes changes originated both by the Contractor and the Purchaser.
- CM-15 Where a change affects more than one document, or affects documents previously approved and delivered, the Contractor shall ensure that the change is properly reflected in all baseline documents affected by that change.
- CM-16 The Contractor shall use the instructions and templates provided by the purchaser to issue any ECPs and RfCs in accordance with the following:
- 1) [AI 16.32.02] – Preparation of ECP forms and relevant annex,
  - 2) [AI 16.32.03] – Preparation of RfC forms and relevant annex.

## 6.3 Engineering Change Proposals

- CM-17 The Contractor shall assign a priority rating of Emergency, Urgent or Routine Extensions to the target times for processing when submitting ECPs. Changes to the Contractor's baselined CIs shall be processed as:
- 1) Class I ECPs: these shall have to be mutually agreed upon by the Contractor and Purchaser. Extensions to the target times for processing Class I ECPs shall be mutually agreed upon by the Contractor and Purchaser;
  - 2) Class II ECPs: these shall be submitted by the Contractor to the Purchaser for review and classification concurrence prior to implementation;
  - 3) If the Purchaser's representative does not concur in the classification, Class I ECP procedures shall be applied by the Contractor and the ECP and then formally submitted to the Purchaser for approval or rejection.
- CM-18 The Contractor shall ensure that any ECP shall include, as a minimum, the following information:
- 1) Reference Number;

- 2) requirement affected;
- 3) nature of change;
- 4) rationale for the change;
- 5) impact of change / CIs affected;
- 6) Description of how the change will be reflected in the delivered system's cost, schedule, and/or performance. This description shall include any trade-offs that shall be considered;
- 7) Status;
- 8) Priority.

CM-19 All design changes shall be appropriately reflected in the technical documentation by the issue of appropriate changes or revisions. Changes/revisions shall be provided for consideration and approval to the Purchaser by the Contractor in accordance with ECP procedures.

#### **6.4 Requests for Concession**

CM-20 If required, the Contractor shall prepare, handle, and submit for Purchaser's approval, Requests for Concession (RfC).

CM-21 The Contractor shall be aware that permanent departures from a baseline shall be accomplished by ECP action rather than by RfC.

#### **6.5 Deficiency Reports**

[47] During testing or other inspection procedures, the Purchaser may observe perceived deficiencies. These Purchaser observations shall be included in the Contractor's Deficiency Log, and appropriately documented.

CM-22 The Contractor shall establish and maintain a process for reporting, tracking, and resolving deficiencies in the Developmental and Product Baselines. Deficiency Reports (DRs) shall document problems during the design, configuration, implementation, or operation of the system.

CM-23 DRs shall be closed when the identified problem is resolved through procedure or other action that does not affect the system baselines, or when a corresponding Change Request is opened to correct the deficiency through a change to a baseline.

CM-24 The Deficiency Log shall be maintained by the Contractor and contain the following information:

- 1) Serial number for each deficiency;
- 2) Description of the deficiency;
- 3) Test and test case or event under which the deficiency was first observed (e.g.: FAT, FAST);

- 4) Date of the observation of the deficiency and expected date of its correction;
  - 5) The personnel raising and endorsing the observation;
  - 6) Any clearance action taken such as repair and testing, notification, receipt of a written reply from the Contractor;
  - 7) The authorized personnel endorsing the correction, and the date of correction;
  - 8) The Contractor's proposed way forward, in case the deficiency remains, with target dates and description of the intended resolution strategy.
- CM-25 The Deficiency Log shall be first created at the time of the First Factory Acceptance Testing, and shall remain updated until the end of warranty period.

## 6.6 Configuration Status Accounting

- CM-26 The Contractor shall be fully responsible for the Configuration Status Accounting (CSA) for all baselines and CIs throughout the duration of the Contract and in accordance with [NATO ACMP-2009, 2017].
- CM-27 The Contractor shall propose the format of CSA report in the CMP for Purchaser's approval.
- CM-28 The Contractor shall deliver CSA reports to the Purchaser both as part of management and specialist products in this contract and also as standalone documents at the Purchaser's request.
- CM-29 At the end of the Contract, the Contractor shall deliver a set of final CSA reports for each CI in both hard copy and in electronic media.

## 6.7 Configuration Auditing

- CM-30 The Contractor shall organize and support Purchaser witnessed configuration audits to demonstrate that the actual status of all CI's matches the authorized state of CI's as registered in the CSA Reports compliant with STANAG 4427.
- CM-31 The Contractor shall provide (before each configuration audit) the Purchaser with all baseline documentation required to perform the configuration audit. At each audit, the Contractor shall make available the technical personnel capable of answering questions from the Purchaser's auditor.

## SECTION 7. QUALITY ASSURANCE AND QUALITY CONTROL

- [48] This section addresses the Quality Assurance (QA) and Quality Control (QC) requirements of the project. The purpose of these requirements is to ensure that the Contractor provides all deliverables on time and at the required level of quality by utilising a professional, best practice quality assurance framework and through internal quality control independent from the Contractor's project organisation. A second objective is to minimise the duration of the review cycles and decrease the review workload by ensuring that the Contractor provides mature deliverables only.
- [49] Quality Assurance (QA) is a procedure or set of procedures intended to ensure that a product or service under development meets specified requirements.
- [50] Quality Control (QC) is a procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria or meets the requirements of the Purchaser.
- [51] Under this contract the Quality Assurance process is intended as Quality Assurance and Control Process. The term Quality Assurance will include also the Quality Control definition.
- QA-1 The Contractor's internal Quality Assurance process and system will be required to comply with STANAG 4107 "Mutual acceptance of Government Quality Assurance and usage of the Allied Quality Assurance Publications (AQAP)".
- QA-2 The Contractor shall recognize and accept the application of STANAG 4107 for this Contract and sub-contracts thereof. The Contractor shall use AQAP 2070 as guidance to the delegation of QA.
- QA-3 The Contractor shall provide all necessary assistance to the Purchaser QA Representative (QAR), or his delegated National Quality Assurance Representative (NQAR), if and when Quality Assurance (QA) activities are delegated in accordance with STANAG 4107.
- QA-4 If sub-contracted quality resources are used, the Contractor's Quality Assurance Process shall describe the controls and processes in place for monitoring the sub-Contractor's work against agreed timelines and levels of quality.
- QA-5 All Contractor and Purchaser activities and milestones related to QA shall be identified and included in the Project Master Schedule (PMS) of the PMP in the PIP.

### 7.1 Quality Assurance Plan

- QA-6 The Contractor shall establish, execute, and maintain an effective **Quality Assurance Plan (QAP)** throughout the period of performance of this Contract. The Contractor's QA Process shall be described in the QA Plan. The process is subject to approval by the Purchaser, or its delegated representative(s), whenever it does not meet the Quality Assurance requirements that are stated in this contract. The Contractor shall organize QA Review meetings starting from the first draft of QA Plan. The location of the first meeting shall be Contractor's facilities and ad-hoc meetings shall be arranged upon agreement.

- QA-7 The Contractor shall establish and maintain an effective QA organization to implement the QAP and manage the QA functions. It shall be managed independently of the management of the project.
- QA-8 The QAP shall describe the Contractor's QA organization, QA programme, roles and responsibilities and procedures to ensure that all activities are performed in accordance with the requirements of this Contract.
- QA-9 The Contractor's designated Quality Assurance Manager shall ensure that all required roles, responsibilities, processes and control mechanisms are identified and implemented to make sure that all the functional, non-functional requirements within the scope of the contract are analysed, planned and satisfied.
- QA-10 The Contractor's QAP shall be structured as a living document subject to revision/update, as required.
- QA-11 The Contractor's QAP shall reference or document and explain the Contractor's QA procedures for analysis, software support, development, design, production, installation, configuration management, control of Purchaser furnished property, documentation, records, programming standards and coding conventions, library controls, reviews and audits, testing, corrective action and certification as specifically related to this project.
- QA-12 The QAP shall apply to all hardware, software, documentation, activities, services and supplies that are designed, developed, acquired, maintained or used, including deliverable and non-deliverable items.
- QA-13 The QAP shall also ensure that the exchange of deliverables from the Contractor to the Purchaser shall be adequately controlled, and that no deliverables shall be presented by the Contractor without adequate quality control and sign-off by the Contractor's QA Manager.
- QA-14 The Contractor's QAP shall be compatible and consistent with all other plans, specifications, standards, documents and schedules, which are utilized under this Contract.
- QA-15 All Contractor procedures referenced in the QA Plan shall either be submitted with the plan, or described in the plan and made available for review by the Purchaser upon demand.
- QA-16 The QA Plan and all related QA procedures shall be subject to Purchaser approval.
- QA-17 The Contractor shall maintain a QA log during the lifetime of the project in which records are kept accounting for all QA-activities, most notably all QA reviews. All accounting shall be done through dating and sign off by the responsible QA person. The QA log shall enable the Purchaser to verify if and when a deliverable has been QA reviewed and by whom and with what result.

## 7.2 Quality Assurance Process

- QA-18 The Quality Assurance (QA) implemented by the Contractor shall apply to all hardware, software (including firmware) and documentation being developed,