



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Μόνιμη Αντιπροσωπεία της Ελλάδος
στο ΝΑΤΟ

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Βρυξέλλες, 12 Μαΐου 2022
Α.Π.: 2605

ΠΡΟΣ: ΥΠΟΥΡΓΕΙΟ ΕΘΝΙΚΗΣ ΑΜΥΝΑΣ
- ΓΔΑΕΕ/ΔΑΕΤΕ (μ.η.)

ΚΟΙΝ.: ΥΠΟΥΡΓΕΙΟ ΕΞΩΤΕΡΙΚΩΝ ΓΕΕΘΑ
- κ. Δ' Γενικό Διευθυντή - Γ2 Διεύθυνση
- Δ2 Διεύθυνση
ΥΠΟΥΡΓΕΙΟ ΑΝΑΠΤΥΞΗΣ
- Γενική Γραμματεία Εμπορίου (μ.η.)
- Γενική Γραμματεία Βιομηχανίας/
Διεύθυνση Διεθνών Βιομηχανικών
Σχέσεων (μ.η.)
ΤΕΧΝΙΚΟ ΕΠΙΜΕΛΗΤΗΡΙΟ ΕΛΛΑΔΟΣ
- Διεύθυνση Επαγγελματικής
Δραστηριότητας (μ.η.)

ΘΕΜΑ: 1^η και 2^η Τροποποίηση Αίτησης Υποβολής Προσφορών RFQ-CO-115537-CSSF, Διαγωνιστικής Διαδικασίας: "Cyber Security Services Framework (CSSF)"

Διαβιβάζονται, συνημμένως, 1^η και 2^η τροποποίηση Αίτησης Υποβολής Προσφορών (Request for Quotation/RFQ), εν θέματι διαγωνιστικής διαδικασίας Basic Ordering Agreement Plus (BOA+), εκ μέρους NCIA, ως φιλοξενούντος έθνους.

Καταληκτική ημερομηνία υποβολής προσφορών ορίζεται η **27^η Μαΐου τ.έ., 13:00 CET.**

Τυχόν ενδιαφερόμενοι δύνανται αναζητήσουν πληροφορίες μέσω καθοριζομένου σημείου επαφής (Point of Contact/POC, βλ. παρ. 8, 2^{ης} τροποποιήσεως).

Παρακαλούμε για τις ενέργειές σας.

Λ Α Μ Π Ρ Ι Δ Η Σ

Συν. σελ.: 388

ΑΚΡΙΒΕΣ ΑΝΤΙΓΡΑΦΟ
Η υπάλληλος της Μ.Α. ΝΑΤΟ
Αικατερίνη Νικάκη
Τμηματάρχης Α' ΕΠ & ΠΛ



Acquisition

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Telephone: +32 (0)2 707 5182

NCIA/ACQ/2022/06763

27th April 2022

To: All Nominated Prospective Bidders
Subject: Request for Quotation (RFQ) Amendment 1, for the Cyber Security Services Framework, RFQ-CO-115537-CSSF

Reference: A- NCIA/ACQ/2021/07375, Request for Quotation RFQ-CO-115537-CSSF Cyber Security Services Framework, dated 25 March 2022.

Dear Madam / Sir,

1. The purpose of this Amendment 1 is to:

- a) Publish Round 1 of RFQ Bidders' questions and NCI Agency answers;
- b) Issue revised RFQ documents (Book I) as follows:
 - 02_RFQ-CO-115537-CSSF – Book I – Bidding Instructions
 - 03_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex C (Bidding Sheets)
 - 04_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SSS)
 - 05_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SOW)
- c) Issue the Consultation, Command and Control Board (C3B) Technical and Implementation Directive on CIS Security document;
- d) Issue the Pre-Award Conference presentation.

2. There has been no extension to the bid closing deadline as a result of this amendment which remains **Friday 13 May 2022 at 13:00 HOURS (CENTRAL EUROPEAN TIME)**.

3. This Amendment makes the following revisions:

02 RFQ-CO-115537-CSSF – Book I – Bidding Instructions – Summary of Changes

1. Section 3.2.2.3 and paragraph 3.2.5 updated to include Annex E reference.
2. Section 4.4 and Annex E updated to provide clarity on the requirements for the Technical Evaluation criteria.

03 RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex C (Bidding Sheets) – Summary of Changes

1. Mirroring changes to the SSS, the hardware and software requirements of CLIN 6 have been removed.
2. Mirroring changes to the SSS, the CLIN numbers from CLIN 6 onwards has been updated.

04 RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SSS) – Summary of Changes

1. The hardware and software requirements of CLIN 6 have been removed.
2. The CLIN numbers from CLIN 6 onwards have been updated.

05 RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SOW) – Summary of Changes

1. Updated table references throughout.
2. Updated section 5 to remove requirements to procure hardware and software and to align with the removal of hardware and software CLINs in the SSS.
3. Purchaser Furnished Elements (section 6.7) updated to include hardware and software procurement requirements as PFE, rather than contractor deliverables.
4. NCI Agency answers to Bidders' questions received up to 20 April 2022 are hereby published with this RFQ Amendment 1.
5. Some answers to Bidder questions have necessitated changes to the RFQ bidding documents. Revised bidding documents as indicated in paragraph 1 above is attached to this RFQ Amendment 1 and replaces the original versions in its entirety. Potential Bidders are strongly advised to carefully review revised bidding documents.
6. With the exception of the revisions mentioned above, all other RFQ documents remain unchanged from their original version as issued on 25 March 2022. or as already amended.
7. Prospective Offerors are advised that the NATO NCI Agency reserves the right to cancel this RFQ at any time in its entirety and bears no liability for bid preparation costs incurred by firms or any other collateral costs if bid cancellation occurs.
8. The Contracting Officer responsible for this solicitation is Miss Rebecca Benson, and all Correspondence regarding this RFQ should solely be addressed to Mr. Darren Corkindale (Contractor), who may be reached at:
RFQ-CO-115537-CSF@ncia.nato.int
9. Please note that the deadline for submission of clarification questions is close of business on Friday 6 May 2022.

FOR THE CHIEF OF ACQUISITION

Rebecca Benson
Principal Contracting Officer

Attachments: RFQ Amendment 1

- 1) Responses to Clarification Requests – RFQ-CO-115537-CSSF Clarification Requests Round 1
- 2) Revised RFQ Documents:
 - a. 02_RFQ-CO-115537-CSSF – Book I – Bidding Instructions
 - b. 03_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex C (Bidding Sheets)
 - c. 04_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SSS)
 - d. 05_RFQ-CO-115537-CSSF – Book I – Bidding Instructions Annex I (Representative Task Order SOW)

Distribution List for RFQ-CO-115537-CSSF
Amendment 1

- **Offerors** (sent separately in electronic version)
- **NATO Delegations** (Attn: Investment Adviser and Budget Committee Members):

Albania
Belgium
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Germany
Greece
Hungary
Iceland
Italy
Latvia
Lithuania
Luxembourg
Montenegro
The Netherlands
Norway
North Macedonia
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Turkey
United Kingdom
United States
Belgium Ministry of Economic Affairs

- **Embassies in Brussels** (Attn: Commercial Attaché):

Albania
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Germany
Greece

Hungary
Italy
Latvia
Lithuania
Luxembourg
Montenegro
The Netherlands
Norway
North Macedonia
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Turkey
United Kingdom
United States

- **NATO HQ**

NATO Office of Resources
Management and Implementation Branch – Attn: Deputy Branch Chief
Director, NATO HQ C3 Staff
Attn: Executive Co-ordinator

- **SACTREPEUR**

Attn: Infrastructure Assistant

- **Strategic Commands**

ACO/DCOS CIS & Cyber Defence
ACT/DCOS Capability Development

- **NCI Agency –Internal Distribution**

ACQ Chief of Acquisition (Mrs Jennifer Upton)
ACQ Deputy Chief of Acquisition - Life Cycle and Business Operations (Mrs Agata Szydelko)
ACQ Deputy Chief of Acquisition - Procurement and Policy (Mr Alexandre Vitry)
ACQ Administrator Contracts Award Board (Mrs Carolien Biesemans)
ACQ Principal Contracting Officer (Mr Edel Esparza)
ACQ AAS Senior Contracting Officer (Mr Darren Corkindale)
ACQ IPS (Mr Antonio Fioravanti)
NLO (Mrs Samantha Paarlberg)
NLO (Mrs Els Boets)
NCSC Chief (Mr Ian West)
NCSC Head Cyber Security Programme Delivery Branch (Mr Frederic Jordan)

NCSC Principal Scientist (Mr Davinder Gujral)

PEB Chairperson (Mr Frederic Jordan)

Legal Office (Mr Vincent Roobaert)

CTO (Mr Antonio Calderon)

CIO (Mr Peter Lenk)

Registry

- **NCI Agency – All NATEXs**

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|---------------------------------|---|---|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.1 | 3.3.3.4 Bidding Instructions | Kindly confirm if the Consultation Command and Control Board (C3B) Technical Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products will be included within the Restricted Documents pack? If not, is it possible to email that version out to bidders? | The Consultation Command and Control Board (C3B) Technical Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products document is classified as NATO Unclassified, thus, the document (AC 322-D 0048-REV3 (INV)) will be sent out to all bidders alongside the responses to this batch of clarification requests. | Closed |
| A.2 | 2.5.1 | Due to longer time for USA based companies to receive the Restricted documents, we respectfully request the quotation response date to be extended from 6 to 8 weeks from 13 May 2022. | <p>The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective bidders to receive the Restricted documents.</p> <p>Furthermore, given the relatively small size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective bidders to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be assured that the Purchaser is tracking the delivery of</p> | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | the Restricted documents and will ensure a reasonable time between delivery of the Restricted documents and the bid closing deadline. | |
| A.3 | 2.3.1 | Due to a significant delay in releasing the restricted sections of the RFQ. We request extension of the response date. | Please see answer to Clarification Request A2 above. | Closed |
| A.4 | Pre-Award Conference | Can we get a recording of this meeting? | Unfortunately no, the meeting is not being recorded. However, a copy of the presentation and all Questions & Answers from the Pre-Award Conference will be sent to all prospective offerors irrespective of their attendance at the conference. | Closed |
| A.5 | Pre-Award Conference | Will the slides and recording be available? | Please see answer to A.4 above. | Closed |
| A.6 | Pre-Award Conference | Should we submit all parts in single email or seperately emails? | Each part needs to be sent in separate emails and entitled as stated in Book 1 Bidding Instructions (sections 2 and 3) | Closed |
| A.7 | Pre-Award Conference | Will you be providing a formal certificate showing tax exemption? | The certificates contained within the admin criteria of Book I Bidding Instructions has a copy of the tax exemption certificate bidders are required to acknowledge and sign and submit as part of their | Closed |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | admin volume. You can find the certificates under Annex B of Book I Bidding Instructions of the RFQ. | |
| A.8 | Pre-Award Conference | Do you expect Task Orders to be similar in size and complexity to the Reference Task Order in the RFP? | The size and complexity can vary greatly between sites. The size & complexity of future TOs is difficult to ascertain at this point. It will all depend on the requirements and approvals/authorisation at the time. Any potential future TOs could be comprised of one, or more, of the 'Tasks Categories' specified in Section 5.1 of the IDIQ Statement of Work. There may also be urgent/emergent requirements that may not be sizable, but may be critical. | Closed |
| A.9 | Pre-Award Conference | Is there a projected date that response to requests for Annex D and E will be sent? | The NR documents have been sent to the first and second batches of offerors who have requested them. The tracking numbers for these batches have also been sent. We will ensure that there is a reasonable amount of time remaining for offerors to review the Restricted documents before the bid closing date. | Closed |
| A.10 | Pre-Award Conference | When will Annexes D&E be made available? | Please see the answer to A.9 above. | Closed |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.11 | Pre-Award Conference | What is the timeline of receipt of Annexes D&E? We have requested for these Annexes and have not heard back on the status of receipt as of yet. | <p>Replies to all requests for Annexes D&E have been issued. Please ensure that requests for Annexes D&E are sent to the correct email address as specified in the Book I Bidding Instructions.</p> <p>Annexes D&E will be posted out to prospective offerors as soon as possible once they have been requested and the offerors have confirmed:</p> <p>1) The address and point of contact where the documents are to be send;</p> <p>and</p> <p>Confirmation that the offeror shall comply with Annex E of the RFQ-CO-115537-CSSF Contract Special Provisions entitled 'Security of NATO RESTRICTED Information' when handling the Restricted documents.</p> | Closed |
| A.12 | Pre-Award Conference | Clearly Annex D and E are vital for a complete proposal. Is there a commitment on when these will be sent out once the correct security approvals have been established ? | Please see answer to A.11 above. | Closed |
| A.13 | Pre Award Conference | Can you confirm that the "Services to Procure, prepare and ship Components" will be Services to-be executed "On Behalf" of NATO (i.e. Contractual Party with the Component Suppliers and any Transport Suppliers will be NATO)? From the answer, | This all depends on the Task Order at the time. Assuming that the TO had requirements for components, then the onus would be on the CSSF contractor to procure, prep, and ship the components to site(s) to meet the delivery schedule in the TO SSS. If the lead time for procurement and shipment of | Closed |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | <p>can you please clarify what responsibility would remain with Prime Contractor in terms of Project Delays possibly resulting from Component Delivery and Shipments?</p> | <p>components from an OEM is not achievable in the TO SSS delivery schedule, then the CSSF contractor would need to raise this as a CR during the TO RFQ period. We would then assess it on the merits and amend the schedule accordingly *before* the TO was awarded.</p> <p>Section 7.7 of the IDIQ SoW states that "The Contractor shall be fully responsible for the Packaging, Handling, Storage and Transportation of the equipment to the destination sites or up to Tempest Testing Facility, if applicable, except for PFE (Purchaser Furnished Equipment) for which the Purchaser will be responsible".</p> <p>Regarding the prime contractor's responsibility in terms of project delays related to component delivery and shipments of Purchaser Furnished Equipment, we ask all offerors to carefully review Book II, General Provisions clauses: Purchaser Furnished Property, Warranty of Work (Exclusive of Software), Limitations & Exclusions from Warranty Coverage, and Purchaser Delay of Work. In addition, offerors are encouraged to also review Book II, Special Provisions clause: Purchaser Furnished Information & Property.</p> | |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.14 | Pre-Award Conference | For the NCSC CORE - Tier 3 Supporting Services, are the switches, VPN appliances, workstations, etc. provided by the contractor? | <p>Please see answer to A.13 above.</p> <p>Please review the Representative Task Order Schedule of Supplies and Services (SSS) for an overview of the equipment to be provided by the contractor (for evaluation purposes).</p> | Closed |
| A.15 | Pre-Award Conference | Could you please clarify if it's required to provide the cv(as per Annex G) of the subject matter experts within the proposal? | <p>Section 4.4 of the Book I Bidding Instructions contains two technical evaluation criteria relating to CVs (2 & 5).</p> <p>Criterion 2 requires CVs for all key-personnel for each of the project management team mentioned in the IDIQ SOW.</p> <p>Criterion 5 requires CVs for all subject matter experts mentioned in the IDIQ SOW.</p> <p>The CVs for technical criteria 2 and 5 are required to be in the format specified in Book I Bidding Instructions Annex G.</p> <p>Therefore, yes, CVs for all key personnel (technical criterion 2) and all subject matter experts (technical criterion 5) must be included in each offeror's technical package.</p> | Closed |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.16 | Pre-Award Conference | The NCIA team mentioned a minimum of two engineers for the SMEs. However, in the BI sec. 3.5.2.2, page 22 states "The Offeror shall provide a maximum of one "Key Personnel/SME form" and supporting CV/Resume. Can you please clarify as to how many CVs are required per key personnel/SME? | <p>1 per key personnel as outlined in Criterion 2 (Bidding Instructions section 4.4.3). Please see 3.5.2.2 of the Book I Bidding Instructions. It specifically states that if a bidder submits more than one CV per role, only the first will be evaluated.</p> <p>For the Subject Matter Experts in Criterion 5 (Bidding Instructions section 4.4.6), two CVs are required. For the avoidance of doubt, clarity has been provided in paragraphs 4.4.6.2 and 4.4.6.4 of the Bidding Instructions. Please also observe the requirement in the IDIQ SoW, paragraph 5.4.3.</p> | <p>Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding Instructions <u>AMD1</u></p> <p>Closed</p> |
| A.17 | Pre-Award Conference | Could the NATO please confirm for the meetings, (Kick off, Progress/ Milestone etc) How has NATO's policy on attendance changed given the recent pandemic? Is there a change in who is mandated to attend in person and who can attend remotely? Can the attendance be split for health protection or can the meeting be run 100% remotely? | <p>From a general perspective, NATO has adapted and can accept virtual meetings if permitted by the Project Manager (IDIQ SOW 4.6.2.2, 4.6.4.2) by utilising 'REACH' laptops provided to the winning IDIQ contract holder of individual future Task Orders. However, it is important to note that meeting requirements will always be specified in the Task Order SOW and SSS. For future Task Orders once the IDIQ is set up, clarification of the whether virtual meetings can occur for individual Task Orders can be sought during the Task Order RFQ period. Therefore, for the purposes of pricing the quotation for this IDIQ, it is important that the quotation aligns with the meeting locations proposed in the Representative</p> | <p>Closed</p> |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>Task Order SOW and SSS. Please see TO SOW paragraph 6.6.1 (Sigonella, Italy, location for acceptance meeting) and column E in the TO SSS for the kick-off meeting, project review meetings, workshops, and gate review meetings located in Mons, Belgium.</p> <p>Furthermore, for the level of effort Subject Matter Experts in CLIN 9 of the Representative TO SSS, the location for performance of their work is Sigonella, Italy. As the site is specified in the TO SSS, when pricing this CLIN in the Bidding Sheets offerors must include all associated travel, accommodation and subsistence costs.</p> | |
| A.18 | Pre-Award Conference | Is there any preference based on the geo location of the contractor? | No, there is no preference based on geo location. | Closed |
| A.19 | Pre-Award Conference | Linked to A.13 above. I am sorry, but still not clear on the Components. If we order them under our own legal entity, then these assets become also our property. Does that then mean we need to resell them to NATO? From the OEM side this would also "register" the wrong customer? We would also have to negotiate any warranties and Product | For Task Orders where the Contractor is to provide equipment the Title and risk of loss in delivered/installed equipment passes to the NCIA on notification of Gate 5 Acceptance. Software licenses also shall be transferred to the NCIA at notification of Gate 5 Acceptance. This is detailed in Article 29 of the Book II Contract Special Provisions (Ownership and Title). | Closed |

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| | | Support contracts in our own name? Our main concern would be the "legal" implication of directly procuring (rather than acting on behalf of). | Furthermore, Book II IDIQ SOW paragraph 7.7.14.3 also states that the Contractor shall make sure that all licenses are registered with the NCI Agency NCSC Service Desk as end-user (if not yet done by the Purchaser). | |
| A.20 | Pre-Award Conference | Regarding the Personnel security requirements- could you please clarify if it's required the key experts to possess NATO clearance in the bidding stage? | Individual security clearances are not necessarily required at the bidding stage; however, offerors are advised that Contract signature will not be delayed to allow the processing of security clearances. Further information on security requirements during the bidding stage can be found in section 1.5 of the Book I Bidding Instructions. | Closed |
| A.21 | Pre-Award Conference | Can you please clarify as to how many resumes per key person is required? 1 resume for each key role or 2 resumes per key roles, etc.? | 1 per key personnel. Please see 3.5.2.2 of the Book I Bidding Instructions. It specifically states that if a bidder submits more than one CV per role, only the first will be evaluated. For the SMEs, two CVs are required. Please observe the requirement in the IDIQ SoW, paragraph 5.4.3. | Closed |
| A.22 | Pre-Award Conference | A previous slide mentioned a minimum of two engineers for the SMEs, which is why I am asking for clarification. I will follow the BI instructions. | Slide 126 refers to 2 pages per CV for each role. | Closed |
| A.23 | Pre-Award Conference | How will you select 3 winners if for example you have 6 bidders that pass all the criteria | It is very important to understand how lowest compliant bidding methodology is applied. The first step is to open all of the administrative envelopes. This is followed by the pricing envelopes. Only the 3 | Closed |

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| | | | first lowest priced will have their technical volumes evaluated. If all 3 are compliant (pass/fail) then those will be the 3 contractors for this IDIQ. If one is evaluated as non-compliant technically then the 4th lowest price will have their technical proposal evaluated. Its a systematic evaluation process. | |
| A.24 | Pre-Award Conference | Will it then come down to the three lowest bids? | 3 lowest priced and technically compliant (as an offeror can be lowest priced but then be declared non-compliant technically). | Closed |
| A.25 | Pre-Award Conference | How many subcontractors are allowed? | There is no limit on the number of subcontractors allowed. The number of subcontractors is solely for offerors to determine and manage. Please see the Book I Bidding Instructions and the Book II Contract Special & General Provisions. Whilst there is no limit on the number of subcontractors, offerors attention is drawn to the nationality restrictions and Administrative Certificates relating to subcontractors in the RFQ Book I and Book II documents mentioned above. | Closed |
| A.26 | Pre-Award Conference | How are the first three packages are selected to be opened? | Further to the answer to A.23 above, all offers received are moved to separate email folder in the CSF mailbox (important to not include Contracts | Closed |

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| | | | <p>Officer's email directly on quotation). These emails remain unopened until bid closing date arrives. An internal bid opening meeting occurs where will bids will be checked for compliance that they have been submitted correctly. If so, we then proceed to the admin evaluation.</p> <p>If all compliant, all those offers go to pricing team who will conduct price evaluation on all of the offers in accordance with the Book I Bidding Instructions. The three lowest priced offers then go to technical team for technical evaluation in accordance with the Book I Bidding Instructions..</p> <p>It could be the case some of those are deemed non-compliant (missed some questions or awarded a fail for some criteria), so then would go back to next lowest price offer and they would be checked for technical compliance.</p> <p>Following that, feedback provided to all offerors (i.e. who the successful offerors were and their total price). Contract award action then begins with x3 successful offerors.</p> | |
| A.27 | Pre-Award Conference | The corporate experience technical criterion 3, is one of few sections that has page limitation. If the offeror has more than one contract to cover desired areas as well | Looking at the 'Pass/Fail' criteria for this item, offerors need to demonstrate compliance with each of the 3 'Critical' points and at least 2 of the 'Desirable' points. This, totals 5 examples in total which was deemed | Closed |

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| | | <p>essential to cover, how do we deal with page limit? There is a 10 page limitation, but the three critical plus four desirable, but no way one contract can meet all those requirements would be more than one contract, so how do we meet that requirement without exceeding page limitatitation.</p> | <p>fitting and divisible to the 10-page limit for this technical criterion. Offerors are not obliged to use one contract as an example. As per the 'Pass' criteria for this item, offerors are free to use as many examples as needed so long as the examples are similar to those mentioned in the document references, in a similar environment over the last 5 years, and show how the 'Critical' and 'Desirable' points were successfully delivered.</p> | |
| A.28 | Pre-Award Conference | Is there a specific reason why hardware was included in a services agreement scope. | <p>The Task Order is designed to be representative of future requirements that could be placed through this IDIQ. This representative Task Order is used for evaluation purposes, but also to give prospective offerors a good overview of what can potentially be expected when the IDIQ is set up. To ensure robustness of the evaluation, the hardware requirements previously included in the Repepresentative Task Order Schedule of Supplies and Services (previously CLIN 6) have been removed. For evaluation purposes, the hardware elements in the</p> | <p>Please note the following revised RFQ documents: 03_RFQ-CO-115537-CSSF – Bidding Instructions Annex C (Bidding Sheets) <u>AMD1</u></p> |

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| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>Representative Task Order Statement of Work will be provided as Purchaser Furnished Equipment, rather than provided by the Offerors. This is captured in the revisions to the Task Order Statement of Work sections 5 and 6.</p> <p>Revised versions of the RFQ documents will be published alongside the answers to these clarification requests.</p> <p>Offerors are advised that hardware/software may be included in future Task Orders and that the actual scope of future Task Orders will be dependent on the requirements and approval/authorisations at the time.</p> | <p>04_RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes) <u>AMD1</u></p> <p>05_RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SOW for Evaluation Purposes) <u>AMD1</u></p> <p>Closed</p> |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|---|---|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.29 | Pre-Award Conference | What would be the period of performance of a Task Order? How can bidders gauge the length of a standard Task Order. | Further to A.8 above, it is difficult to estimate the standard length of a Task Order at this stage. One of the key principles of this framework is to be adaptive to NATO needs. Future Task Orders will align with one, or more, of the Tasks Categories in the IDIQ Statement of Work. Considering Task Categories 1 & 2, their duration could be analogous to the Representative Task Order used in awarding this IDIQ (37 week duration). Task Orders utilising Tasks Category 3, could run for a shorter period than projects under Tasks Categories 1 & 2. Fundamentally, it all depends on the type of work needed and the project's authorisation. | Closed |
| A.30 | Pre-Award Conference | Are discounts required in the SSS? If consideration would be given to a longer term contract, then pricing would be more competitive. | The Period of Performance of the IDIQ is 2 years. Withing this, Task Orders will likely have shorter durations. The IDIQ Rate Card which is required for completion under the price criteria in Book I Bidding Instructions gives the maximum ceiling day-rate for each of the four SME roles. Once the IDIQ is set up with three companies, these IDIQ contract holders are free to apply discounts to the day-rates in the IDIQ Rate Card (which will be incorporated into the IDIQ contract as the Schedule of Supplies an Services) in order to win future Task Orders. | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|--|--|---|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>When considering discounts, offerors are reminded that:</p> <ul style="list-style-type: none"> a) their pricing must remain realistic; and b) conditioning their prices (such as lower prices conditional on longer durations) <p>may lead to a determination of non-compliance.</p> | |
| A.31 | Book I, Annex E | The instructions for Annex E - Compliance Table indicate it "is to be included in the Quotation Technical Proposal Package. The Quotation shall follow the instructions in section 3.5,...". However, there is no reference to the Compliance Table in the section 3.5 instructions regarding contents of the Technical Proposal (Volume III). What is the Purchaser's intent? | The intent is to ensure that Offerors provide a completed Annex E as part of their technical proposal. Further clarity has been added to section 3.2.2.3 and paragraph 3.2.5 of the Book I Bidding Instructions. | <p>Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding Instructions <u>AMD1</u></p> <p>Closed</p> |
| A.32 | Book I, 4.4.3.2 | To be clear, is the "Annex G - Key Personnel/SME form" included in the two-page limit on CV/Resumes or excluded from page count? | Further to the answer provided against Clarification Request A.16, and the Annex G instructions, the Offeror shall use the Annex G form as a cover page and then submit the supporting documentation as required to substantiate the key personnel experience stated within the Annex G form (e.g. CV). | <p>Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding</p> |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|---|--|---|--|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>As the Annex G form is a cover page to the CV, it is not included in the word count. Thus, the two page limit applies to the CVs under Criterion 2 (Bidding Instructions section 4.4.3). Further detail has been added to section 4.4.3 and 4.4.6 of the Bidding Instructions.</p> | <p>Instructions <u>AMD1</u> Closed</p> |
| A.33 | Contract Special Provision, Book II Part II, 10.4 | <p><i>10.4 Notwithstanding the "Changes" Clause or any other Clause of the Contract, the Contractor hereby agrees that no changes to the aforesaid specifications which may be necessary to permit achievement of the performance requirements specified herein for the Contractor's proposed work shall entitle the Contractor either to any increase in the firm fixed price as set forth in this Contract or to any extension of the delivery times for the work beyond the period of performance in the Task Order.</i></p> <p>Can the customer please clarify that they expect the Contractor to absorb any and all costs associated with a change to the specifications? If this is not an accurate interpretation of 10.4, please clarify this provision.</p> | <p>This Article 10 of the Contract Special Provisions relates to Contractors' comprehension of the contract and specification.</p> <p>Clause 10.4 is stating that Contractors' agree that no changes to the published specifications (in the contract) are required for the Contractor to meet the performance requirements. Essentially, that the Contractor can fulfil the Contract's requirements with no changes (based on the ones published in the RFQ). This would also apply to future Task Orders placed under the IDIQ framework.</p> <p>Clause 10.4 protects the Purchaser from Contractors' agreeing to a Contract specification and then stating that they cannot fulfil the requirements unless specifications are changed. Should this occur, then the Purchaser would not be liable for additional costs.</p> | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|--|--|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | Should the Purchaser wish to change the agreed Contract specifications (such as adding more goods/services) then Article 19 of the Contract Special Provisions and Articles 16 & 19 of the Contract General Provisions would apply. | |
| A.34 | General RFQ Introduction Letter Item 6 | <p>Request for extension of quotation closing date due to incomplete information to permit accurate representative quotation:</p> <p>(1) The references in RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes), CLIN 6, request multiple hardware that based off the description can be configured in multiple variations with drastic range of costing involved. For this reason, our NATO vendors have been unable to provide this offeror with quoting until part numbers are provided. The quotation process with third party vendors for the requested equipment will likely take three weeks.</p> <p>(2) Annexes D and E from Books I and II are needed in order to accurately develop the</p> | <p>(1) This clarification request (A.34) was submitted before the answer to A.28 was provided. The answer to A.28 provided amendments to the RFQ package to remove the hardware requirements that would previously have been quoted by Offerors. Therefore, point 1 of this clarification request (A.34) no longer applies as a reason to request an extension to the quotation closing date.</p> <p>(2) The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective Offerors to receive the Restricted documents.</p> <p>The second batch of requests for NR documents have now been posted with an anticipated latest delivery date of Monday 25th April. Given the relatively small</p> | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|--|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | <p>quotation. We have received notification that our packet will be shipped in the second batch. That timeline, coupled with shipping time and European holidays, place arrival for us to begin the week before or same week of the quotation due date.</p> <p>This vendor needs reasonable time to modify responses after receipt of answers from NATO.</p> <p>This vendor is mustering our response to match the deadlines and submit a complete and compliant offering. We must note that world events (COVID and the Ukraine conflict) are in fact affecting lead times and supply chains in respect to the procurement of related goods and services.</p> <p>This vendor respectfully requests a 60 calendar day extension to be able to work with our Alliance partners and properly prepare our final response to all requirements. If agreeable the closing date for submission of offers would be amended to become July 13, 2022.</p> | <p>size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective Offerors to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be assured that the Purchaser is tracking the delivery of the Restricted documents and will ensure a reasonable time between delivery of the Restricted documents and the bid closing deadline.</p> | |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|--|---|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.35 | 2.3 - QUOTATION SUBMITTAL AND QUOTATION CLOSING DATE | Request for Quotation RFQ-CO-115537-CSSF documentation was released on 25th March 2022. However, the NCIA did not release the RFQ RESTRICTED documentation until 14th April 2022. We would welcome the NCIA extending the Tender submission date by three weeks to accomodate the delay in provision of the RFQ RESTRICTED documentation, which are critical to supporting all Tender responses. If a three week extension is not considered as a reasonable extension by the NCIA, we would welcome your clarification as to why this is not the case. | <p>The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective Offerors to receive the Restricted documents.</p> <p>Receiving the Restricted documents on the 14th April allowed for roughly 28 days before the bid closing deadline. Given the relatively small size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective Offerors to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be assured that the Purchaser is tracking the delivery of the Restricted documents and will ensure a reasonable time between delivery of the Restricted documents and the bid closing deadline.</p> | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|---|---|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.36 | Book I, 4.4.4.2 | Please clarify the application of Annex H to the required response for Criterion 3: System Integration and delivery for Cyber Security Services. At the bidders conference there was discussed providing a summary of experience, followed by specific contract references. Is it appropriate for the offeror to duplicate the form material presented in Annex H to document each project cited, or should it be done otherwise? | Further to the answer to A.27, it is crucial for Offerors to meet the 'Pass' conditions for Criterion 3 (Bidding Instructions section 4.4.4) and observe the page length. Offerors are free to choose the best approach to meet the Pass conditions so long as the page length is observed (noting paragraph 4.4.10 of the Bidding Instructions). Should Offerors choose to duplicate Annex H for each project, only the <i>DESCRIPTION OF THE PROJECT'S SCOPE AND MAGNITUDE</i> and <i>DETAILS OF OFFEROR'S INVOLVEMENT IN THE PERFORMANCE OF THE PROJECT</i> sections of Annex H (excluding the explanatory text in brackets) would count towards the page limit. | Closed |
| A.37 | Book II, Part 2, Special Provisions Task Order Processing Procedures, 9.9 | What is NCIA's expectation with respect to how invoicing requirements will vary in Task Orders? | It is difficult to determine this at this point as this will be dependent on the requirements and authorisation/approvals at the time of issuing future Task Orders. It is likely that administrative matters will change depending on the Task Order issued. For example, Purchase Order numbers are likely to be unique to each Task Order, and thus, this will need to be reflected on the invoice. The address for submitting electronic invoices may also change per Task Order. Therefore, clause 9.9 of the Contract Special Provisions seeks to provide clarity that should there | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|---|--|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | be any divergence from the invoicing terms outlined in Article 13 of the Contract Special Provisions, such divergence will be outlined in the Task Order. | |
| A.38 | Book II, Part 2, Special Provisions Invoices and Payment Terms 13.1 | Does this allow for billing after the completion of a task, such as the acceptance of delivery of equipment? | Invoicing and payment will be made following Purchaser Written Acceptance. Depending on the Task Order, payments may be made for each individual deliverable (Contract Line Item Numbers – CLIN) in the Schedule of Supplies and Services (SSS), or these individual payments may be grouped together into milestones. | Closed |
| A.39 | Book II, Part III, The General Provisions Invoices and Payment 25.5 | Please confirm that the Purchaser will be executing the task order contract signature page (Box 6) as specified here: "NATO Communications and Information Agency". | This appears to refer to the IDIQ Contract Signature Page as provided in the RFQ package. Whilst it is likely to be the NCIA, the signature page for Task Orders (not provided in this RFQ because this Representative Task Order is for evaluation purposes only) will detail who the Purchaser is for each Task Order. | Closed |
| A.40 | All RFQ documents | Can the NCIA please clarify whether any Material items are required to be priced by the Supplier as part of their Tender response and if so, could you please clarify where those Material pricing requirements are within the RFQ Tender documentation. | At publication of the RFQ, there were hardware/software requirements for which Offerors were required to provide a quotation. These were outlined in CLIN 6 of the Schedule of Supplies and Services (SSS). | Closed |

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|---------------------------|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>However, in answering Clarification Request A.28, the Purchaser amended the RFQ package to remove the hardware/software requirements from SSS CLIN 6. Please see answer to clarification request A.28 for further information.</p> <p>Offerors are required to provide a quotation for the items specified in the most recent version of the Bidding Instructions Annex C (Bidding Sheets).</p> | |

| PRICE | | | | |
|------------------|-------------------------|---|---|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| P.1 | Pre-Award Conference | What will be the reference to evaluate "pricing" as being acceptable? | The reference for the price evaluation will be the Representative Task Order. The Representative Task Order requirements are contained in Annex I to the Book I Bidding Instructions. The quotations for this Representative Task Order must be provided in the Bidding Sheets (Book I Bidding Instructions Annex C). This will then be evaluated on a lowest priced, technically compliant basis in accordance with the criteria in the Bidding Instructions. | Closed |
| P.2 | Pre-Award Conference | Is it possible to receive desired Vendor Part Numbers for requested Software, Hardware, and License from Representative Task Order SSS in order to prevent unrealistic pricing due to various possible configurations of the requested equipment? | Given the answer to A.28 above, as the hardware has now been categorized to Purchaser Furnished Equipment, there is no need for Offerors to provide hardware quotations. Thus, Vendor Part Numbers are no longer required, | Closed |
| P.3 | Pre-Award Conference | Will NATO perform a cost realism analysis on three lowest bidders? | One of the key price evaluation criteria in section 4.3 of the Book I Bidding Instructions is that offerors' price quotations meet the requirements for price realism in section 4.3.6 of the Book I Bidding Instructions. Therefore, the | Closed |

| PRICE | | | | |
|------------------|--|--|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | onus is on offerors to ensure that their prices are realistic. A price realism analysis will be conducted on all quotations. | |
| P.4 | Pre-Award Conference | Is it correct that the labour part will be the primary part of evaluation (and less software hardware). | The price evaluation will be conducted on the total firm fixed price of the tabs within the Bidding Sheets. This will include labour, materials, travel, and ODC. | Closed |
| P.5 | Pre-Award Conference | As far as price reasonableness is concerned, the equipment etc after award will be a moot point, whats the consideration for holding the price consideration for a live task order? | We have ability to include prices in IDIQ/SSS. Prices quoted can be incorporated into the IDIQ contract in two ways. Either directly added to the IDIQ Contract SSS, or incorporate the price proposal by reference. | Closed |
| P.6 | Pre-Award Conference | What if someone gives unrealistic pricing for OEM at this stage but in reality it is higher. | If it prices were found to be unrealistic, this could lead to non-compliance and thus that bid would be discounted. | Closed |
| P.7 | RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order | The NATO Sales Rep at Juniper states that the SRX650 power supply is end of sale/not available. If products that are specified are no longer available for purchase/quotation, how should we respond in the RTO Bidding Sheet? | In answering Clarification Request A.28, the Purchaser amended the RFQ package to remove the hardware/software requirements from SSS CLIN 6. | Closed |

| PRICE | | | | |
|------------------|-------------------------------|---------------------------|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | SSS for Evaluation Purposes)" | | <p>Please see answer to clarification request A.28 for further information.</p> <p>Offerors are required to provide a quotation for the items specified in the most recent version of the Bidding Instructions Annex C (Bidding Sheets).</p> | |

| TECHNICAL | | | | |
|------------------|-------------------------|---|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| T.1 | Pre-Award Conference | Is it required to send logs to the both SIEM solutions? | Yes, all logs are collected and aggregated at the Tier-3 enclave and then passed to the SIEM in Tier-2 . The mechanism is explained in IDIQ Statement of Work Annex E, paragraph E.3. | Closed |
| T.2 | | | | |
| T.3 | | | | |

NATO UNCLASSIFIED



RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365

Annex I – Representative Task Order for Evaluation Purposes

NATO UNCLASSIFIED

Welcome to CSSSF Pre-Award Conference



START TIME: 09.00 (CET)

The meeting is supported by the **NDW Digital Events Team**

Send a question to the Host in the Q&A,
if you experience any technical issues



Cyber Security Services Framework (CSSF)

RFQ-CO-115537-CSSF
Pre-Award Conference

13 April 2022

WebEx

WELCOME

Mr. Frederic Jordan
Head Cyber Security Programme
Delivery Branch

NCI Agency's CSSF Team

| Role | |
|--|--|
| Senior Contracting Officer (Consultant), Acquisition (Single POC for industry) | Darren Corkindale RFQ-CO-115537- CSF@ncia.nato.int |
| Head Cyber Security Programme Delivery Branch (NCSC) | Frederic Jordan |
| Senior Scientist, NATO Cyber Security Centre (NCSC) | Robert Malewicz |
| Senior Costing Analyst, Acquisition | Pieter Jansen |
| Senior IPS Officer, Acquisition | Antonio Fioravanti |

Agenda

| Time | Activity | Presenter |
|---------------|--|---|
| 09:00 – 09:10 | Welcome – NCSC | Frederic Jordan |
| 09:10 – 09:15 | PAC Purpose and Administrative Remarks | Darren Corkindale |
| 09:15 – 09:30 | CSSF, RFQ Package and Solicitation Process | Darren Corkindale |
| 09:30 – 10:00 | Book I Bidding Instructions (Administrative and Price Evaluation) | Darren Corkindale |
| 10:00 – 11:45 | Book II, Part IV IDIQ Statement of Work | Robert Malewicz Antonio Fioravanti (IPS) |
| 11:45 – 12:45 | Book I Bidding Instructions, Annex I (Representative Task Order) | Robert Malewicz |
| 12:45 – 13:30 | Lunch | - |
| 13:30 – 14:30 | Book I Bidding Instructions (Technical Evaluation) | Robert Malewicz |
| 14:30 – 15:00 | Book II, Parts I-III Prospective Contract | Darren Corkindale |
| 15:00 – 16:30 | Questions and Answers | - |
| 16:30 | Closing Remarks | Darren Corkindale |

Pre-Award Conference - Purpose

09:10 – 09:15

PAC Purpose and Administrative Remarks

Darren Corkindale

Pre-Award Conference - Purpose

- Present the Cyber Security Services Framework
- Overview of entire RFQ package structure and content
- Opportunity to clarify aspects of the RFQ for which the Offerors may have questions
- Opportunity to submit new questions (in writing) concerning the solicitation and the briefing

ADMINISTRATION

09:10 – 09:15

PAC Purpose and Administrative Remarks

Darren Corkindale

Pre-Award Conference – Administrative Remarks

- Questions/ Clarification Requests must be written
 - Use the appropriate form (**Book I Annex A**)
- **During the Conference**, questions may be asked using the Q&A feature on WebEx. Questions must be written in complete sentences and the reference must be stated; i.e. SoW, Section 1.1.3.1., Slide 1
- All questions and answers during the conference will be provided to all prospective bidders irrespective of attendance at the conference
- Use of camera and recording devices is prohibited
- **Answers:**
 - The Agency will address questions & provide answers where possible during and at the end of the Pre-Award Conference.
 - The Agency will confirm in writing answers to questions to all Offerors after the conference.
 - Only written responses provided after the conference are official and binding taking precedence over any answers given at this conference. Nothing said or stated by NCI Agency staff at the conference changes the RFQ.

Q&A instructions

During the conference, you will be muted by default in order to minimize distraction from audio feedback.

Please use the Q&A on the right-hand side to ask questions.

During the Q&A session at the end, you will be able to unmute yourself. If you would like to ask a question verbally, please raise your hand beforehand. We will keep a record of participants raising hands and send a request to unmute in the right order.

Mute your line when not speaking.

Keep your video on and turn it off if you experience connection issues.

If you would like to raise your hand, click on the hand button or explore other reactions.

> Participants (1)

Q&A

All(0)

1. If you want to ask a question, open the **Q&A panel** on the right side of your window.

2. Type your question in the text box. In the **Ask drop-down list**, select **"All Cohosts"**. Press **Enter to Send**.

Ask: All Cohosts

Select a host or cohost in the Ask menu first and then type your question here. There's a 512-character limit.

Send

Send Privately

Unmute

Start video



Apps



Pre-Award Conference – Security Aspects

- Classification of RFQ and Offerors' Conference: ---
- **NO CLASSIFIED DISCUSSIONS:** no questions and answers containing classified information may be provided during the Conference

CSSF, RFQ Package and Solicitation Process

09:15 – 09:30

CSSF, RFQ Package and Solicitation Process

Darren Corkindale

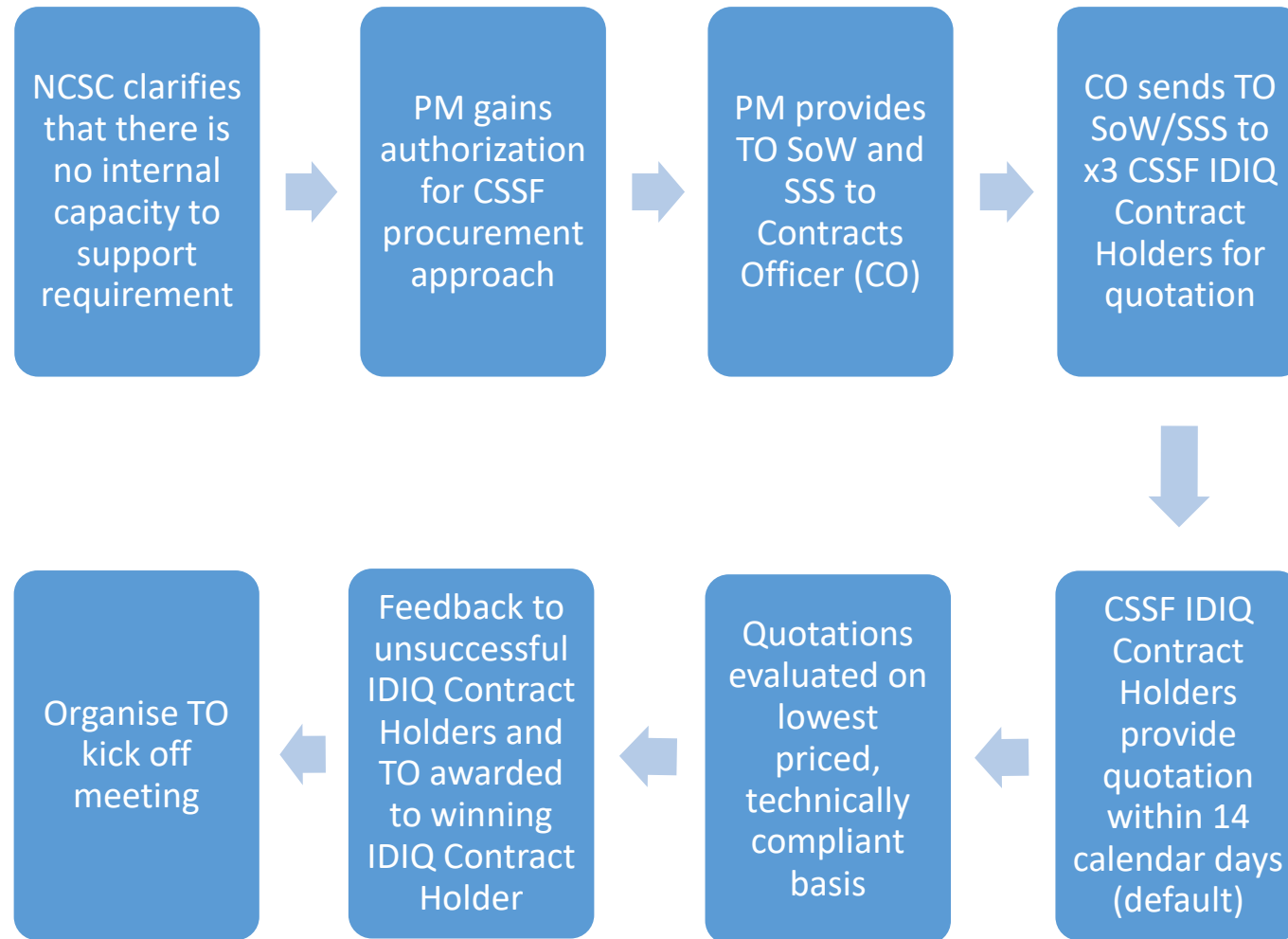
CSSF Concept

- To establish a framework enabling NATO Cyber Security Centre (NCSC) to leverage project support in relation to providing Cyber Security Services to Tier 3 sites across 30 NATO nations from suppliers with experience in cyber security systems and infrastructure.
- Establish a Multiple Award Indefinite Delivery, Indefinite Quantity (IDIQ) framework agreement with up to three suppliers experienced in cyber security systems and infrastructure.
- Keep the IDIQ framework requirements broad allowing a wide range of services to be procured through it.
- Utilise Task Orders (TO) competed through this IDIQ to respond promptly to emerging and urgent requirements.

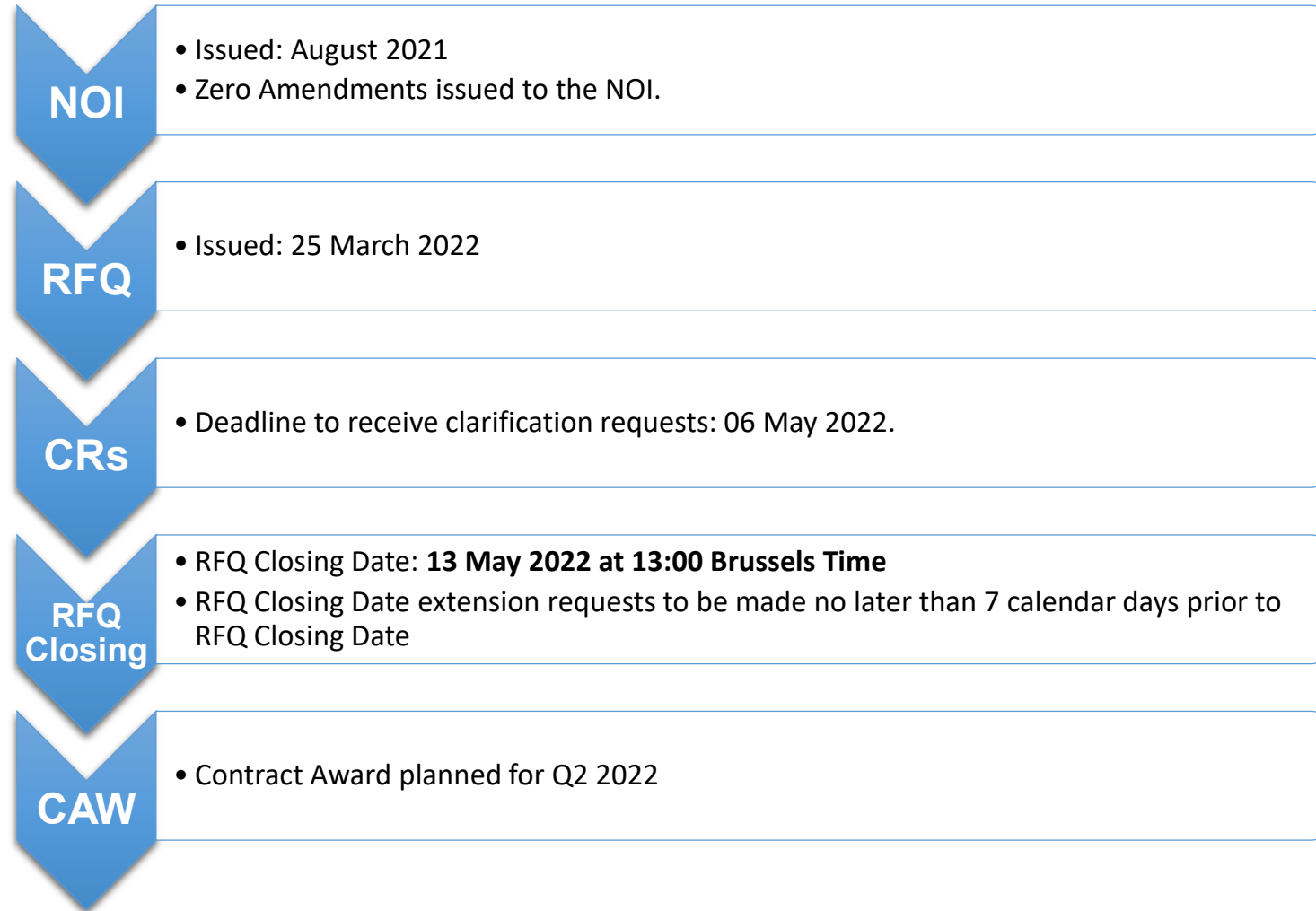
CSSF Key Principles

- Competition – the use of Task Order competitions to maximize value for money.
- Accelerated acquisition – through standardized TO templates and short RFQ response times the CSSF can hasten the procurement of Cyber Security Services/Support.
- Broad IDIQ scope – a flexible and wide range of services which can be placed through the agreement.
- Usability – adaptable to be used to provide Cyber Security Services/Support across projects, Service Lines and multiple funding sources.
- Non-personal services contract – meaning a contract under which the personnel rendering the services are not subject, either by the contract 's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Agency and its employees.
- Winning bidders for this IDIQ are expected to have the necessary cyber security knowledge and experience to carry out tasks based on Task Orders with little to no supervisory intervention from NCIA personnel.

CSSF Example User Journey (Task Order)



Procurement Timelines



RFQ Documents Orientation

Book I

Section 1 - Introduction

I

Section 2 – General RFQ Instructions

Section 3 – Quotation Preparation Instructions

Section 4 – Quotation Evaluation

Bidding Instructions annexes A-I

Book II

Contract Signature Page

II

Part I – IDIQ SSS (Rate Card)

Part II – Contract Special Provisions

Part III – Contract General Provisions

Part IV – IDIQ SOW and annexes A-E

Book I – Bidding Instructions
Sections 1, 2, and 3 & 4
(Admin & Price Evaluation)

Book II, Part IV – IDIQ SOW

Book I, Annex I –
Representative Task Order

Book I – Bidding Instructions
Sections 3 & 4 (Technical
Evaluation)

Book II, Parts I-III –
Prospective Contract

Book I Bidding Instructions

09:30 – 10:00

Book I Bidding Instructions
(Administrative and Price Evaluation)

Darren Corkindale

Book I – Bidding Instructions
Sections 1, 2, and 3 & 4
(Admin & Price Evaluation)

Book II, Part IV – IDIQ SOW

Book I, Annex I –
Representative Task Order

Book I – Bidding Instructions
Sections 3 & 4 (Technical
Evaluation)

Book II, Parts I-III –
Prospective Contract

RFQ Overall Structure

BOOK I (RFQ Instructions)

1. Introduction
2. General RFQ Information
3. Quotation Preparation Instructions
4. Quotation Evaluation
5. Annexes:
 - Annex A – Clarification Request Forms
 - Annex B – Administrative Certificates
 - Annex C – Bidding Sheets
 - Annex D – Instructions for the Preparation of Bidding Sheets
 - Annex E – Compliance Table
 - Annexes F-H – Offerors' Forms
 - Annex I – Representative Task Order

BOOK II (Prospective Contract)

1. Contract Signature Page
2. Part I – IDIQ Schedule of Supplies and Services (IDIQ Rate Card)
3. Part II – Contract Special Provisions
4. Part III – NCI Agency General Contract Provisions
5. Part IV – IDIQ Statement of Work

Annexes

- Annex A – Contract Data Requirements List (CDRL)
- Annex B – Maintenance & Support Definitions
- Annex C – Engineering Qualifications & Expertise
- Annex D – NCSC Core Architecture
- Annex E – Technical Overview & Specifications

Book I - RFQ Instructions

- **Section 1 – Introduction**
 - Multiple Award IDIQ Contracts
 - Governing Rules
 - Lowest Price Technically Compliant Evaluation Method
 - Administrative compliance → price evaluation → technical evaluation
 - Only the three lowest priced quotations for Representative Task Order proceed to technical evaluation
 - Security
- **Section 2 – General RFQ Information**
 - Concepts related to the RFQ procedure
 - Definitions
 - Eligibility
 - Quotation Submittal/Closing/Late Quotations/RFQ Extension
 - Purchaser POC (RFQ-CO-115537-CSF@ncia.nato.int)
 - Contract Distribution

Book I - RFQ Instructions (Cont.)

- **Section 3 – Quotation Preparation Instructions**

Offerors shall prepare their quotation in three (3) parts:

(a) Administrative Package (Part I): **ALL** certificates identified: Electronic Submission

(b) Price Proposal (Part II): **ALL** contents identified: Electronic Submission

(c) Technical Proposal (Part III) **ALL** contents identified: Electronic Submission

Proposal shall be sent to: RFQ-CO-115537-CSF@ncia.nato.int

- Do **not** copy the Contracting Officer when submitting your proposal.
- All e-mails submitted shall be less than 20MB and **shall not be password-protected.**

QUOTATION PREPARATION

- Read carefully and strictly follow the RFQ instructions.
- Provide a complete package as per the RFQ instructions (all certificates, all signed, provide all prices, all breakdown of prices and all information in the technical package)
- No exceptions to the terms and conditions, no qualification and/or otherwise conditioning the offer on a modification or alteration of the Terms and Conditions or the language of the Statement of Work. Doing so may be deemed a **non-compliant Quotation**.
- Price quotation provides all prices, all data required and provide realistic prices.
- Request clarification as assumptions, dependencies and exclusions contained in a proposal may be deemed non-compliant.
- Possible modification of Contract Special Provisions only before RFQ Closing through Clarification Requests*, and if accepted by the NCI, a resulting Amendment to the RFQ.

* Book I Bidding Instructions Annex A

QUOTATION PREPARATION (Cont.)

- Clarity: clear, concise, unambiguous language
- Relevance: proposed implementation justified and documented
- Do not restate SoW wording
- No changes allowed to submitted Quotations after RFQ Closing Date
- Eligibility: Contractors and sub-Contractors, at any tier, must be from within the NATO Participating Countries (see Book I, Section 2.2). None of the **work**, including project design, labour and services shall be performed other than by firms from and within Participating Countries.

Book I - RFQ Instructions

LOWEST PRICE TECHNICAL COMPLIANT

- **Section 4 – Quotation Evaluation**
- Evaluation Procedure
 - Step 1 – Administrative Evaluation
 - Non-Compliance Examples:
 - Late Quotations, no signature
 - Failure to prepare Quotation in accordance with RFQ Instructions
 - Not providing required certificates
 - Qualification or Conditioning Quotation – Taking exception to terms and conditions of prospective Contract
 - Step 2 – Evaluation of Price Proposal Package
 - Non-Compliance Examples:
 - Submission not as per the RFQ requirements
 - Inaccurate/Incomplete pricing (Bidding Sheets and IDIQ Rate Card)
 - Inadequate/Untraceable price information
 - Failure to provide justification supporting an apparent non-realistic price

Book I - RFQ Instructions

LOWEST PRICE TECHNICAL COMPLIANT

- **Section 4 – Quotation Evaluation (Cont.)**
- Evaluation Procedure
 - Step 3 – Technical Evaluation
 - Non-Compliance Example:
 - Not using the response forms in Annexes F – H of the Book I Bidding Instructions
 - Receiving a ‘Fail’ for any of the criteria listed in section 4.4 of the Book I Bidding Instructions

Book I Bidding Instructions

NO PASSWORD PROTECTED DOCUMENTS

| Part | Format and Quantity Details |
|---------------------------|--|
| I: Administration Package | <p><u>1 .File Submitted by Email not larger than 20MB total , which includes:</u> 1 Scanned PDF copies of the certificates with physical (non-digital) signatures of the prescribed certifications All of the required contents are outlined in Section 3.3</p> |
| II: Price Proposal | <p><u>1 .File Submitted by Email, which includes:</u></p> <ul style="list-style-type: none"> • 1 Excel file, using the Bidding Sheets template provided with the RFQ • 1 PDF file of the Bidding Sheets • 1 Excel file of the IDIQ Rate Card <p>All of the required contents are outlined in Section 3.4</p> |
| III: Technical Proposal | <p><u>1 .File Submitted by Email, which includes:</u></p> <ul style="list-style-type: none"> • 1 file which addresses each evaluation criterion as described in Section 4.4 and in accordance with the requirements of Section 3.5. • Annex E – Compliance Table <p>If necessary, the technical volume may be separated into more than one email. Maximum email size per each email is 20MB. All of the required contents are outlined in Section 4.4</p> |

Book I Bidding Instructions (Administrative)

- **NO electronic signatures** - set forth in Annex B hereto, specifically:
 - ANNEX B-1 CERTIFICATE OF LEGAL NAME OF OFFEROR
 - ANNEX B-2 CERTIFICATE OF INDEPENDENT DETERMINATION
 - ANNEX B-3 CERTIFICATE OF QUOTATION VALIDITY (6 Months)
 - ANNEX B-4 CERTIFICATE OF UNDERSTANDING
 - ANNEX B-5 CERTIFICATE OF EXCLUSION OF TAXES, DUTIES AND CHARGES
 - ANNEX B-6 ACKNOWLEDGEMENT OF RECEIPT OF RFQ AMENDMENTS
 - ANNEX B-7 DISCLOSURE OF REQUIREMENTS FOR NCI AGENCY EXECUTION OF SUPPLEMENTAL AGREEMENTS
 - ANNEX B-8 CERTIFICATE OF NATO MEMBER COUNTRY OF ORIGIN OF DELIVERED EQUIPMENT, SERVICES, MATERIALS AND INTELLECTUAL PROPERTY RIGHTS

Book I Bidding Instructions (Administrative) – cont.

- ANNEX B-9 COMPREHENSION AND ACCEPTANCE OF CONTRACT GENERAL AND SPECIAL PROVISIONS
- ANNEX B-10 LIST OF PROSPECTIVE SUBCONTRACTORS/CONSORTIUM MEMBERS
- ANNEX B-11 AQAP 2110 COMPLIANCE OR ISO-9001:2015 CERTIFICATION
- ANNEX B-12 DISCLOSURE OF INVOLVEMENT OF FORMER NCI AGENCY EMPLOYMENT
- ANNEX B-13 OFFEROR BACKGROUND IPR
- ANNEX B-14 LIST OF SUBCONTRACTORS IPR
- ANNEX B-15 VENDOR SUPPLY CHAIN SECURITY SELF-ATTESTATION STATEMENT
- ANNEX B-16 CERTIFICATE OF ISO 27001:2013 COMPLIANCE

Book I Bidding Instructions (Price)

- Submission as per the RFQ requirements – Annex C and IDIQ Rate Card
- Completeness of bidding sheets as per RFQ requirements
- Firm Fixed Prices
- Priced in currency of participating nation
- Accuracy and Completeness of Price Schedules
- Adequacy, Traceability and Completeness of detailed price information
- Price Realism

Book I Bidding Instructions (Price)

Bidding Sheet Workbook Preparation

- Complete Bidding Sheet (No Partial Pricing)
- Accurate and Traceable
- **Bidding Sheet workbook contains:**
 - Bidding Sheet Instructions
 - CLIN Bidding Sheets (captures entire scope defined in the SoW)
 - Each CLIN and SubCLIN must be accounted for in the CLIN Bidding Sheets and traceable
 - Price Breakdown Sheets (Materials/Labour/Travel/ODC) must be defensible and traceable to National Audit information and /or “preferred customer Pricing”
 - The total sum firm fixed price column in the "Offer Summary" sheet **should equal** the grand total from the "CLIN Summary" tab. These totals are also required to be traceable to the totals from the details tabs (Labour+Material+Travel+ODCs)=
Grand Total= CLIN Summary Tab.
 - The Automated Check tab feature **must be checked** before submitting Bidding Sheets.

Book I Bidding Instructions (Price)

Price Criteria

- 15 price criteria, including:
 - Meets preparation and submission requirements;
 - Firm Fixed Prices and completion of all yellow fields in Bidding Sheets;
 - All pricing data, quantities, unit prices provided;
 - Prices include all costs for items supplied, delivered and supported;
 - Prices correctly entered and totaled;
 - Unit prices and total price for each cline item (CLIN);
 - Currency of each CLIN clear and from NATO nation;
 - Prices exclude all taxes, duties and customs charges;
 - CLIN and total prices are accurate and realistic;
 - Pricing provided and is adequate, accurate, traceable and complete;
 - Meets price realism requirements;
 - Quotation does not include comments conditioning the prices provided;
 - Completed IDIQ Rate Card.

Book II, Part IV – Prospective Contract IDIQ Statement of Work

| | | |
|---------------|---|---|
| 10:00 – 11:45 | Book II, Part IV IDIQ Statement of Work | Robert Malewicz Antonio Fioravanti (IPS) |
|---------------|---|---|

Book I – Bidding Instructions
Sections 1, 2, and 3 & 4
(Admin & Price Evaluation)

Book II, Part IV – IDIQ SOW

Book I, Annex I –
Representative Task Order

Book I – Bidding Instructions
Sections 3 & 4 (Technical
Evaluation)

Book II, Parts I-III –
Prospective Contract

RFQ Overall Structure

BOOK I (RFQ Instructions)

1. Introduction
2. General RFQ Information
3. Quotation Preparation Instructions
4. Quotation Evaluation
5. Annexes:
 - Annex A – Clarification Request Forms
 - Annex B – Administrative Certificates
 - Annex C – Bidding Sheets
 - Annex D – Instructions for the Preparation of Bidding Sheets
 - Annex E – Compliance Table
 - Annexes F-H – Offerors' Forms
 - Annex I – Representative Task Order

BOOK II (Prospective Contract)

1. Contract Signature Page
2. Part I – IDIQ Schedule of Supplies and Services (IDIQ Rate Card)
3. Part II – Contract Special Provisions
4. Part III – NCI Agency General Contract Provisions
5. Part IV – IDIQ Statement of Work

Annexes

- Annex A – Contract Data Requirements List (CDRL)
- Annex B – Maintenance & Support Definitions
- Annex C – Engineering Qualifications & Expertise
- Annex D – NCSC Core Architecture
- Annex E – Technical Overview & Specifications

Part IV: IDIQ Statement of Work

| | | | |
|-------------------|--|----------------|---|
| Section 1 | Introduction | | |
| Section 2 | Standards for Interpretation of the SOW | | |
| Section 3 | Applicable Documents | | |
| Section 4 | Project Management | | |
| Section 5 | Scope of Work | | |
| Section 6 | Delivery Activities and Processes | | |
| Section 7 | Integrated Product Support | | |
| Section 8 | Quality Assurance and Control | | |
| Section 9 | Configuration Management | | |
| Section 10 | Personnel Security Requirements | | |
| Section 11 | IDIQ Management | Annex A | Contract Data Requirements List (CDRL) |
| Section 12 | Safety Requirements | Annex B | Maintenance & Support Definitions |
| | | Annex C | Engineering Qualifications and Expertise |
| | | Annex D | NCSC Core Architecture Overview |
| | | Annex F | Technical Overview and Specifications |

Section 1 – Introduction

Content: Background information with context details, helping to understand what the Purchaser, NCI Agency - NATO Cyber Security Centre (NCSC), attempts to achieve with the CSSF IDIQ

Customer’s (NCSC) mission:

- provide effective, agile and resilient cyber defences in order to enable the secure execution of the Agency’s Mission and NATO’s Consultation, Operations and Missions, enhancing the Alliance’s collective cyber defence;
- maintain and enhance the cyber hygiene of NATO’s Enterprise networks; and
- lead in the development and delivery of cyber security capabilities and services

IDIQ SoW Purpose: This Statement of Work (SoW) for the Cyber Security Services Framework (CSSF) multiple-award, indefinite delivery indefinite quantity (IDIQ) contract covers the technical support that the NCSC intends to request from the selected industry partners, required to deliver NCSC services, vital to the cyber security posture of the NATO network and information infrastructure

Scope: All authorised NATO Command Locations in Europe and North America including any of NATO’s Affiliates, upon issuance of TOs in accordance with the terms of the Contract. The list of existing affiliates is available at <http://www.nato.int/cps/en/natolive/structure.htm>

Section 1 – Introduction, cont.

General Rules:

- Task Orders specify delivery details
- Delivery organization described in Section 4
- Applicable activities and processes described in Sections 5, 6, and 7
- Control measures detailed in Section 8 (quality control), Section 9 (configuration management), Section 10 (personnel security), and Section 12 (safety)
- IDIQ Management stipulated in Section 11

Section 2 – Standards for Interpretation of the SOW

Content: Definition of the meaning of key words with contractual implications for the CSSF IDIQ and Task Orders, placed under this IDIQ

Purpose:

- to establish a common contractual language
- to avoid misinterpretation of requirements

Section 3 – Applicable Documents

- **Content:** provides a list of references, considered applicable for the CSSF IDIQ
- **Structure:**
 - NATO Standardization Agreements (STANAGS) and Publications
 - NATO Security Policy Documents
 - SECAN Doctrine and Information Publication
 - NCI Agency Documents
 - International Standards and Specifications
 - MIL Standards and Handbooks
 - Health and Safety (H&S)Directives and Standards

Section 4 – Project Management

Content: Requirements for establishment of the project management organization

Structure:

- Purchaser Project Organization and Responsibilities
- Contractor's Responsibilities and Organization
- Definition of the key personnel
- Definition of project management documentation
- Rules for delivery of project management documentation
- Review and acceptance process
- Project Controls (reports, meetings, minutes, risk logs, Issue Management, IVVQ, Information sharing)

Section 4 – Project Management

Project Organisation

NCI Agency Project Management Team (PMT) will include NCI Agency functional elements, including ACQ Contracting Officer and IPS Officer, chaired by the NCI Agency Project Manager (PM). The PMT will be responsible for reviewing the deliverables for the supervision of the implementation and for acceptance of the system. The PMT will constitute the interface with the Contractor

Contractor's Project Organisation

- Purpose: performing and managing the efforts necessary to satisfactorily discharge their responsibilities under the TO Contract, including manpower, resources, management and administration capabilities, necessary to meet the overall objectives of the TO Contract
- Project Management methodology: PRINCE2
- Obligations:
 - provide highlight reports and attend project progress meetings as required
 - control the project execution in accordance with the approved Project Implementation Plan (PIP)
 - monitor and control for potential problems and schedule risks

Section 4 – Project Management

Contractor Key Personnel

- Contractor Project Manager: responsible for the performance for the work. Spokesperson and primary contact for the Purchaser's PM
- Contractor Technical Lead: lead the analysis, design, development, integration, transition and follow-on efforts of the Contractor
- Contractor Test Director: test planning, design and tools selection, establish guidelines for test procedures and reports, and co-ordinate with the Purchaser on test support requirements and manage the Contractor test resources
- Contractor Quality Assurance Representative: shall report to a separate manager within the Contractor's organization at a level equivalent to or higher than the PM
- Contractor Integrated Product Support Manager: systems engineering and logistics support with knowledge of the IPS related NATO standards, handbooks, ISOs/IEC and ASD (Aerospace & Defence) Suite (S1000D, S2000M, S3000L) and tools
- Contractor Configuration Manager: preparation and execution of the entire set of configuration management processes and procedures in accordance with configuration management standards including STANAG 4427 Ed. 3 (and underpinning ACMPs) and ISO 10007: 2017 (or equivalent, e.g. EIA649C)

Section 4 – Project Management

Key Deliverables

Two major deliverables:

- **Project Implementation Plan (PIP) – reference IDIQ SoW paragraph 4.2**
 - Section 1: Project Overview
 - Section 2: Applicable Documents
 - Section 3: Project Management Plan
 - Section 4: System Design, Integration and Implementation Plan
 - Section 5: Integrated Product Support Plan
 - Section 6: Quality Assurance Plan
 - Section 7: Configuration Management Plan
 - Section 8: Master Test Plan
 - Section 9: Documentation Plan
 - Section 10: Training Plan

Section 4 – Project Management

Key Deliverables, cont.

- **Project Master Schedule (PMS) – reference IDIQ SoW paragraph 4.3**
 - Contains all TO Contract events and milestones for the Project, planned in accordance with the Schedule of Supplies and Services (SSS), including all deliverables with delivery dates as per the TO SSS
 - Format: Microsoft Project, including network, milestone, and Gantt views, and identifying the critical path for the overall project
 - Visualisation: PMS Plan on a Page (PMSPOAP) in Microsoft Visio Format, and be updated on a monthly basis as part of the Project Status Reporting cycle

Section 4 – Project Management

Delivery Rules, Review, and Approval

Delivery Rules – reference IDIQ SoW paragraph 4.4

- Contract Data Requirements List (CDRL) template, Annex A, Table 1 to be used in TOs, including a list of deliverables, and dates
- A project portal provides means for delivery and maintenance of documents
- Naming convention (IDIW SoW paragraph 7.5) shall be preserved
- E-mail notification is required for a formal submission
- Track Changes mode shall be adopted over the review iterations

Review and Acceptance – reference IDIQ SoW paragraph 4.5

- Review period: ten (10) working
- Period to address comments: ten (10) working
- Quotation from the SoW: *The Purchaser reserves the right to request an additional cycle of review for each document should the Contractor not incorporate all the modifications, additions and expansions required by the Purchaser. Any delays to the project will be the responsibility of the Contractor*

Section 4 – Project Management

Project Controls

Project Status Reports (PSR) – reference IDIQ SoW paragraph 4.6.1

- To be delivered five (5) working days prior to the Project Review Meeting (PRM)
- Including project activities since the last reporting, action status, progress, exceptions, schedule status, any updates and new issues and risks (with mitigation proposals), conducted tests, changes in key personnel, change requests, plans for activities for the next reporting period, warranty claims

Project Meetings – reference IDIQ SoW paragraph 4.6.2

- Meeting place: typically in Mons
- Preparations: include meeting request and agenda; any relevant documentation shall be provided not later than two (2) before the meeting
- Records: real time minutes, subject to agreement at the end of the meeting
- Types of meeting:
 - Project Kick-Off
 - Design Review Meeting(s)
 - Project Review Meetings
 - Other meetings

Section 4 – Project Management

Project Controls, cont.

Risk Management – reference IDIQ SoW paragraph 4.7

- Risk Management process shall be established by the Contractor, subject to Purchaser's approval, and maintained in a Risk Log on the Project Portal
- The Contractor to identify all risks (management, technical, schedule, and cost risks), evaluate each risk, and select a proposed response for each risk, subject to Purchaser's approval
- Risk Values: High, Medium, or Low, based on its probability and impact
- Risk responses: prevention, reduction, acceptance, contingency, transference
- Risk log attributes: identifier, description, category, impact, probability, proximity, countermeasure, owner, date identified, date of last updated, status

Section 4 – Project Management

Project Controls, cont.

Issue Management – reference IDIQ SoW paragraph 4.8

- Anything that could have an effect on the Project, either detrimental or beneficial (change request, problem, error, anomaly, risk occurring, query, change in the project environment)
- The Contractor to create and maintain an Issue Log and a related Action Item List (AIL) in the Project Portal
- Risk log attributes: issue number, issue type (request for change, off-specification, general issue such as a question or a statement of concern), author, date identified, date of last update, description, action items, responsible, suspense date, issue priority, and issue status
- Action Item attributes: identifier, action details, owner, actors, date initiated, date of last update, issue number, suspense date, priority, status

Section 4 – Project Management

Project Controls, cont.

Independent Verification, Validation and Quality (IVVQ)– reference IDIQ SoW paragraph 4.9

- Independent Verification, Validation and Quality (IVVQ) representative to be appointed by the Purchaser at execution of TO
- Objective:
 - evaluation of the performance of the Contractor and the verification of the work being performed under the related effort
 - monitor, assess, and report on the Contractor’s performance in order to identify perceived problem areas
- Interaction with the Contractor: on the Contractor’s own initiative or on request by the IVVQ representative of the Purchaser to transfer all information deemed necessary to perform the IVVQ activities to the Purchaser

Section 4 – Project Management

Project Controls, cont.

Information Sharing (Project Portal) – reference IDIQ SoW paragraph 4.10

- If requested in the TO (!), the Contractor is responsible for maintaining and keeping up to date a Project Portal, enabling the Purchaser to access project documents
- Typical items for sharing:
 - Issue Log
 - Risk Log
 - Project Master Schedule
 - Finished and in-progress items (like design specifications and documentation)
 - Contractor-provided technical documentation
 - Other relevant documents as agreed with the Purchaser

Section 5 – Scope of Work

Overview

Content: General requirements for services and supplies provided under the CSSF IDIQ framework

Purpose:

- To define services (WHAT) within the scope of the CSSF IDIQ
- To specify requirements applicable for all services and service-specific ones, common for different TOs

Approach:

- Focus on NCSC CORE services in remote sites
- Assumed provisioning and/or updates of existing NCSC CORE services (rather than deployment of new capabilities)

Section 5 – Scope of Work

Primary Categories of Tasks

- **Tasks Category 1:** Deployment, configuration and integration of NCSC-CORE-Tier-3 (remote) enclaves
- **Tasks Category 2:** Integration services for specialised cyber security services
- **Tasks Category 3:** Level of Effort (LoE)-based Subject Matter Expert (SME) consultancy services from the Cyber and Core Infrastructure areas of expertise to support development of capabilities in the NCSC CORE solution

Section 5 – Scope of Work

Tasks Category 1: Deployment, configuration and integration of NCSC-CORE-Tier-3 (remote) enclaves

Purpose: Delivery of NCSC CORE-Tier-3 Enclaves in a Purchaser site

Tier-3 NCSC CORE services in scope: As decomposed in the description of services in the Task Category 2 section. TO SoW will provide a complete list of services needed for a specific site in scope of the TO

NCSC CORE generic architecture and service overview: Description provided in Annexes D and E (security classification – NATO RESTRICTED)

Main Requirements:

- Project Management services to organise delivery of the task(s) (SECTION 4)
- Engineering services to cover review, site surveys, detailed (low-level) design, site implementation, integration, and testing planning
- Services to procure, prepare, and ship the NCSC CORE-Tier-3 Enclave components
- Services to execute installation/deployment (and integration), on-site testing, training, and activation activities
- Services to achieve Local Compliance Statement
- Services to update the existing design documentation

Section 5 – Scope of Work

Tasks Category 2: Integration services for specialised cyber security services

Purpose: Delivery of specific NCSC CORE services to a remote site (rather than a complete NCSC CORE Tier-3 Enclave)

Primary types of deployment:

- Greenfield Installation mode assumes no footprint of NCSC CORE services in a remote site; typically, applicable for new sites with NATO CIS infrastructure in development;
- Brownfield Installation mode assumes an existing footprint of the NCSC CORE services in a remote site; typically applicable for sites with an existing NATO CIS infrastructure.

Possible variants:

- New: provide a new CORE NCSC system, technology, or service
- Upgrade: provide an upgrade for an existing NCSC CORE system, technology, service.

Section 5 – Scope of Work

Tasks Category 2: Integration services for specialised cyber security services, cont.

Types of requirements:

- Generic – applicable to ALL service. Examples:
 - sensor deployment to follow the the NCSC CORE sensor placement methodology guidance
 - integration with NCSC Tier-2 services for central management
 - activities to follow processes for any change in NCSC CORE services, as specified in SECTION 6
 - interaction with NCI Agency Network Services Fulfilment Cell and use of the NCI Agency ITSM tool to raise tickets for requesting services from the NATO infrastructure
 - planning in advance service archiving, decommission, and outages
 - use of the NCI Agency Naming Registration Authority (NRA) for allocation of IP addresses (corresponding to IANA processes in the Internet)
 - use of X.509 certificates from the NATO Public Key Infrastructure (NPKI) for all services that apply asymmetric cryptography techniques
 - patching activities
 - Compliance with the NATO Security Policy
- Service-specific, for each primary security service within the NCSC CORE

Approach to specify requirements:

- Technology agnostic
- Technical details in Annexes D and E

Section 5 – Scope of Work

Tasks Category 2: Integration services for specialised cyber security services, cont.

- NATO Cyber Defence Platform
- Tier-3 Security Log Collection
- Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
- Online Vulnerability Assessment (OVA)
- Online Computer Forensics (OCF)
- NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: NATO Cyber Defence Platform

➤ NATO Cyber Defence Platform

- NCSC CORE Tier-3 enclave hosting platform, utilizing Hyper Converged Infrastructure (HCI) technologies; technical overview in Annex E, paragraph **E.2 (errata)**
 - Hardware and software components standardised by the Purchaser across sites (brands, models, versions)
 - Design and configuration is a responsibility of the Contractor, to assure capacities sufficient to host NCSC CORE services in the enclave, high availability, separate physical and logical network links to both NCSC CORE Tier-2 services and to the local operational network, enabling central management from Tier-2, security monitoring and patching
- Tier-3 Security Log Collection
 - Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
 - Online Vulnerability Assessment (OVA)
 - Online Computer Forensics (OCF)
 - NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: Tier-3 Security Log Collection

➤ NATO Cyber Defence Platform

➤ Tier-3 Security Log Collection

- Security Log Collection services at NCSC CORE-Tier-3 enclaves in support of the NCSC CORE Security Incident Information and Event Management (SIEM) service in Tier-2; technical overview in Annex E, paragraph E.3
- Determine the exact topology of the network and services on the site, and identify log sources and types in the site survey phase
- Design, deploy, and configure a mechanism to collect logs, including allocation of components
- Design, deploy, and configure a solution for the deployment of log data collection/forwarding components and all supporting infrastructure for the Endpoints at the site
- Deploy and configure log data collection/forwarding components and all supporting infrastructure log data, enabling the data transfer to the Log Collection Solution at that same site/location or to another enclave for sites with a missing NCSC CORE-Tier-3 enclave
- Determine valid use cases and support the initial configuration and tuning of the logs sources, including validation the existing use cases to ensure relevant data is ingested into Purchaser's SIEM solution

Section 5 – Scope of Work

Tasks Category 2: Tier-3 Security Log Collection, cont.

- Integrate the solution to be centrally manageable from the NCSC CORE-T2 within the same security domain, including the distribution of software updates, policy changes, signatures/rules, user management, and all other operations
 - Follow the guidance from the Purchaser, provided as PFE at the TO execution, to design, deploy, and configure a Security Operations Centre (SOC) Site Server instance at the site, independent of Purchaser's SIEM solution deployment
- Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
 - Online Vulnerability Assessment (OVA)
 - Online Computer Forensics (OCF)
 - NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)

- NATO Cyber Defence Platform
- Tier-3 Security Log Collection
- **Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)**
 - Capability to identify potential cyber-attacks on NATO networks and to log information about malicious activities; technical overview in Annex E, paragraph E.4
 - Includes Network Intrusion Protection System (NIPS) appliances, Full Packet Capture (FPC) components, Network Taps, and Aggregation (Packet Brokers)
 - Hardware components standardised by the Purchaser across sites (brands, models, versions)
 - Determine the exact network topology and services for design and installation planning purposes at the site survey phase; dislocation of appliances, different combinations of concentrators, decoders and/or hybrid appliances (along with the appropriate attached storage), allocation of taps, interfaces, and ports
 - Design, deploy, and configure all components for security monitoring of network activities in remote sites
 - Integrate the solution to be centrally manageable from the NCSC CORE-T2 within the same security domain; includes replica of the existing mechanisms to download packet capture scripts, and existing configuration of the Decoders/Concentrators/FPC Brokers to forward system log messages to the NCSC CORE-T2 SIEM
- Online Vulnerability Assessment (OVA)
- Online Computer Forensics (OCF)
- NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: Online Vulnerability Assessment (OVA)

- NATO Cyber Defence Platform
- Tier-3 Security Log Collection
- Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
- **Online Vulnerability Assessment (OVA)**
 - Capability to enable centralised analysis and configuration of security vulnerability information for all sites and all identified IT assets under control; technical overview in Annex E, paragraph E.5
 - The OVA solution is standardised across NCSC CORE Tier-3 enclaves
 - Determine the exact network topology, services, and types of endpoints at the site survey phase
 - Design, deploy, and configure all OVA backend components for deployment in the NCSC CORE Tier-3 enclave, integrated with Tier-2 for management and data transfer purposes
 - Design, deploy, and configure OVA agents at endpoints, applying automated provisioning when possible or manual/ad-hoc deployment mechanisms
 - Design, provision, and configure OVA service to devices not applicable for OVA agents
- Online Computer Forensics (OCF)
- NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: Online Computer Forensics (OCF)

- NATO Cyber Defence Platform
- Tier-3 Security Log Collection
- Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
- Online Vulnerability Assessment (OVA)
- **Online Computer Forensics (OCF)**
 - Capability to provide online collection, examination, analysis and reporting of computer forensics data; technical overview in Annex E, paragraph E.5
 - The OCF solution is standardised across NCSC CORE Tier-3 enclaves
 - Determine the exact network topology, and types of endpoints at the site survey phase
 - Design, deploy, and configure all OCF backend components for deployment in the NCSC CORE Tier-3 enclave, integrated with Tier-2 for management and data transfer purposes
 - Design, deploy, and configure OCF agents at endpoints, applying automated provisioning when possible or manual/ad-hoc deployment mechanisms
- NCSC CORE-Tier-3 Supporting Services

Section 5 – Scope of Work

Tasks Category 2: NCSC CORE-Tier-3 Supporting Services

- NATO Cyber Defence Platform
- Tier-3 Security Log Collection
- Network Intrusion Protection (NIPS)/Full Packet Capture (FPC)
- Online Vulnerability Assessment (OVA)
- Online Computer Forensics (OCF)
- **NCSC CORE-Tier-3 Supporting Services**
 - Additional services, required to enable NCSC CORE-Tier-3 Enclave operations
 - Configuration of the supporting services in NCSC CORE-Tier-3 enclaves is standardised across sites
 - Design, deploy and configure Tier-3 Enclave Management Switch, enabling network connectivity of Tier-3 services with NCSC CORE Tier-2 and the local operational networks
 - Design, deploy and configure Tier-3 Enclave VPN appliance, for management of access and secure production connectivity to services in the Enclave from centralised management components hosted at NCSC CORE-T2
 - Design and deploy and configure Tier-3 Enclave local Analyst Workstations to enable local administration of the Enclave
 - Design and perform installation works for racks to host NCSC CORE Tier-3 Enclave hardware, including cooling, power supply, and network connections

Section 5 – Scope of Work

Tasks Category 3: Subject Matter Expert Services – Level of Effort

Purpose: Provide consultancy services, on a call-off basis, per year of contract performance for the day-to-day operation, which will require the presence of external engineers at the site as specified in the TO

Expertise profiles: detailed in Annex C

- Security Tools Engineer
- Online Vulnerability Assessment (OVA) Tool Engineer
- System Engineer and Integrator
- Network Engineer

Generic requirements:

- Required several (minimum of two) qualified engineers for each role roles as detailed in Annex C
- Minimum of five (5) years in the corresponding areas of expertise, in addition to qualifications as detailed in Annex C

Section 5 – Scope of Work

Tasks Category 3: Subject Matter Expert Services – Level of Effort

Expertise in scope: service definitions can be found in the NATO Communications and Information Agency Costed Customer Services Catalogue (reference in paragraph 3.5.1)

➤ **NCSC services**

- Cyber Security Assessment Service
- Cyber Security Analysis Service
- Cyber Security Incident Management Service
- Gateway Security Service
- CIS Endpoint Protection Support Service
- Security Certificate Service
- Cyber Security Operational Support Services (Cyber Security Tools Consultancy Services, Cyber Security Logs Collection and Retention Support Services, Intrusion Detection Systems (IDS)/Intrusion Prevention Systems (IPS), Custom Signatures Development Services)

➤ Core infrastructure services

Section 5 – Scope of Work

Tasks Category 3: Subject Matter Expert Services – Level of Effort, cont.

Expertise in scope: service definitions can be found in the NATO Communications and Information Agency Costed Customer Services Catalogue (reference in paragraph 3.5.1)

➤ NCSC services

➤ **Core infrastructure services**

- System Integration Service, expertise to apply processes of linking together different computing systems and software applications physically and/or functionally with the objective for the aggregated subsystems to act as a system and to deliver the overarching functionality
- Local Area Network (LAN) Services
- Wide Area Network (WAN) Point of Presence (PoP) Services
- Infrastructure Hosting Services
- Infrastructure Integration Service
- Infrastructure Storage Service
- Active Directory and Federation Service
- Rack and Stack Services

Section 6 – Delivery Activities and Processes

Content: General requirements for delivery approach, activities and processes under the CSSF IDIQ framework

Purpose: To define phases, activities, products, and processes (HOW), structured for the work and deliverables required for a successful delivery of NCSC CORE-Tier-3 enclaves at NATO sites

Approach:

- Deliver in phases
- Gates defined for each phase, including gate entry and exit criteria
- Once all Entry Criteria has been accepted by the Purchaser, the Purchaser will request a Gate Acceptance Meeting to confirm acceptance to the Contractor.
- The Contractor shall not progress to the next phase of a delivery life cycle until the gate has been successfully accepted by the Purchaser in writing

Section 6 – Delivery Activities and Processes Phases

- Requirements Analysis and Review
- Site Survey
- Design
- Pre-Stage
- Implementation
- Service Update

Section 6 – Delivery Activities and Processes

Requirements Analysis and Review

Purpose: Agree upon the requirement baseline for the design and integration of the deliverables under the scope of the TO

Activities:

- Review Meeting
 - present findings and agree on requirements interpretation
 - determine applicability of guidance documentation from the Purchaser
 - determine and propose changes
- Amendments for affected requirements, within 10 (ten) working days following the completion of the TO Requirements Review
- Request guidance documents, within 10 (ten) working days following the completion of the TO Requirements Review; to be provided by the Purchaser, following the schedule as agreed at the TO Requirements Review

Section 6 – Delivery Activities and Processes

Gate-2: Site Survey Phase Acceptance

Purpose: Determine an agreed and acceptable baseline understanding of the site prior to design and installation of NCSC CORE components

Deliverables

- The Site Survey Questionnaire (SSQ) – paragraph 6.3.2.2
- The Site Survey Report Template – paragraph 6.3.2.3
- The Site Survey Execution – paragraph 6.3.2.4
- The Site Survey Report (SSR) – paragraph 6.3.2.5

Gate Exit Criteria

- Completed and accepted Site Survey Report

Section 6 – Delivery Activities and Processes

Gate-3: Design Phase Acceptance

Purpose: Define a suitable NCSC CORE service design and deployment definition at sites and at security domains within the scope as defined in the TO

Deliverables

- Lightweight Site Design – paragraph 6.4.2
- Requirements Traceability Matrix – paragraph 6.4.3
- Draft Training Needs Analysis (TNA) Report – paragraph 6.4.4

Gate Exit Criteria

- Completed Lightweight Site Design, accepted by the Purchaser
- Completed Requirements Traceability Matrix, accepted by the Purchaser
- Completed draft TNA, accepted by the Purchaser

Section 6 – Delivery Activities and Processes

Gate-4: Pre-Stage Phase Acceptance

Purpose: Further document and define the design for each domain and each site, and to procure and part-build the equipment and configurations

Deliverables

- Site Installation Specifications (SIS) – paragraph 6.5.2.2
- Site Implementation and Cut-over Plan (SICP) – paragraph 6.5.2.3
- Local Compliance Statement (per security domain - draft) – paragraph 6.5.2.4
- Security Implementation Verification Procedures (SIVP) – paragraph 6.5.2.5
- Site Acceptance Test (SiAT) Plan & Site Acceptance Checklist – paragraph 6.5.2.6 and 6.5.2.7
- NPKI Certificate profiles confirmation and making available for installation
- Site Works Completion (both, physical and logical) confirmation – paragraph 6.5.2.8
- Transportation Report – paragraph 6.5.2.9
- Site Material Data Sheet – paragraph 6.5.2.8
- Integrated Product Support documents – section 7
- Hardware Shipment – section 7
- Operational Change Request – paragraph 6.5.2.13
- Site Software Release Plan – paragraph 6.8.8.9
- Site Software Distribution List – paragraph 7.7.14
- Site Product Baseline Report – paragraph 6.5.2.15
- Training Needs Analysis (TNA) Report – paragraph 6.5.2.16

Gate Exit Criteria: All deliverables completed and approved by the Purchaser

Section 6 – Delivery Activities and Processes

Gate-5: Implementation Phase Acceptance

Purpose: Deliver services to sites within the scope of the TO

Deliverables

- Equipment installation and labelling – paragraph 6.6.2.3
- Enclave Activation & Integration with NCSC CORE-T2 – paragraph 6.6.2.4
- Site activation and operational networks cut-over – paragraph 6.6.2.4
- Tier-3 SiAT Testing – paragraph 6.6.2.5
- Tier-3 Training – paragraph 7.6
- Archiving, Decommission and Disposal – paragraph 6.5.2.7
- Sensor & Agent Deployment
- Site Installation Checklist
- Updated (Red-line) SIS
- Updated (Red-line) SICP
- Updated (Red-line) SIVP
- Updated (Red-line) Packing List
- Tier-3 SiAT Report
- Site Activation Checklist
- Local Compliance Statement
- Site Inventory – paragraph 6.6.2.8
- Support Documentation – paragraph 7.5
- Service Performance Test Plan
- Service Update Activation Checklist – paragraph 6.6.2.11

Gate Exit Criteria: All deliverables completed and approved by the Purchaser

Section 6 – Delivery Activities and Processes

Gate-6: Service Update Phase Acceptance

Purpose: Update all affected NCSC CORE Business Services following a guidance from the Purchaser, provided as PFE at the TO execution

Deliverables

- Service Performance Test report
- Service Performance Evaluation Report

Gate Exit Criteria

- Complete and accepted updates of affected NCSC CORE Business Services
- Complete and accepted Service Performance Test report
- Complete and accepted Service Performance Evaluation Report

Section 6 – Delivery Activities and Processes

Purchaser Furnished Elements (PFE)

- Hardware equipment
- Software and licenses
- Enabling NIPS service
- NPKI certificates
- Data Pack which will include NR material relating to the design documents of services requested in the TO and a sample Site Specific Site Installation Specification (SIS) document
- GeoIP database as PFE in the MaxMind DB (MMDB) format
- Security settings and security configuration instructions for Operating Systems

Section 6 – Delivery Activities and Processes

Purchaser Furnished Elements (PFE), cont.

- Guidance documentation
 - Local Compliance Statement template
 - NATO Approved Fielded Products List (AFPL)
 - NCSC CORE Sensor placement methodology guidance for NCSC CORE services
 - NCSC CORE-Tier-3 services installation methodology guidance
 - Security Operations Centre (SOC) Site Server installation guidance
 - NCSC CORE-Tier-3 Support Services implementation guidance
 - NCSC CORE-Tier- 3 SharePoint installation guidance
 - NCSC CORE Operational Change and Configuration Management guidance
 - NCSC CORE Tier-3 Site Software Release Plan and Recording template
 - NCSC CORE Service Activation Checklist template and guidance
 - NCSC CORE Business Services definitions and change process description

Section 7 – Integrated Product Support

Core Document is the IPS Plan

Describing all aspects of support and the details of how the Contractor plan to meet all IPS requirements throughout the entire period of performance including the warranty period

Section 7 – Integrated Product Support

Maintenance and Support

- Design / deliver the system/elements and the support / maintenance documentation, so that the Purchaser can fully operate the delivered NCSC-CORE-Tier-3 Enclave (HL1/2 and SL1/2) with Maintenance and Support the delivered NCSC-CORE-Tier-3 up to Level 3 (centralized) from the relevant Tier-3 SiAT
- Deliver all the resources (spares, repairs, training, documentation, tools, test equipment etc.), analyses, studies required to sustain the delivered NCSC-CORE-Tier-3

Section 7 – Integrated Product Support

Logistic Support Analysis (LSA) and Reliability, Maintainability and Availability (RMA)

- Develop and document a detailed LSA in accordance with the ASD S3000L Specification
- The tailored LSA shall include:
 - Full LSA Breakdown Structure (LBS)/Product Breakdown Structure (PBS)
 - Level of Repair Analysis identifying the maintenance level of each individual element of the LBS/PBS, both for Preventative (PM) and Corrective Maintenance (CM) and including troubleshooting
 - Full and detailed range of PM and CM tasks, and relevant durations, periodicities, resources (skills/trades, tools, materials), safety and data/procedures.
- The tailoring of the S3000L specification – i.e. minimum dataset and relevant formats – shall be proposed by the Contractor and agreed with the Purchaser at Gate 3 Design

Section 7 – Integrated Product Support

Technical Documentation and Data

- Interactive Electronic Technical Publications (IETPs)
 - IAW S1000D tailoring provided by the Purchaser
 - Operating, maintenance (HL1/2, SL1/2) and support (levels 1 to 3) instructions
 - Contain encapsulated COTS manuals in original format, PDF
 - Delivered as an installation package to be viewed/browsed with an S1000D fully compliant browser for Windows 10 environment

Section 7 – Integrated Product Support

Technical Documentation and Data

- **Logistic Data**
 - As part of an incremental Maintenance and Support Case, provided NLT than Gate 3 Design and reviewed anytime there are updates/upgrades and Purchaser comments affecting such data
- **System Inventory**
 - A NCSC-CORE-Tier-3 Enclave specific inventory shall be made readily available and delivered to the site together with the deliverables at the time of acceptance
 - Addresses all items delivered, including software, interconnecting equipment/element, etc.

Section 7 – Integrated Product Support

Training

- Training Needs Analysis (TNA) and Training Plan (TRNP), to cover all NCSC-CORE-Tier-3 Enclave maintenance, operation and support aspects
- Training sessions:
 - Operation
 - Maintenance (HL1/2, SL1/2) and Support (levels 1/2)
 - Administrator (Tier-2 personnel)
- Up to a maximum of 10 personnel per session
- Proper combination of classroom/hands on
- Review and approval of all course material by the Purchaser
- Instructor qualified (emphasis on Tier-3 implementation team)

Section 7 – Integrated Product Support

Packaging, Handling, Storage and Transportation (PHST)

- Contractor fully responsible for the Packaging, Handling, Storage and Transportation of the equipment to the destination sites, except for PFEs for which the Purchaser will be responsible
- The Contractor shall unpack and install the supplies in Purchaser provided facilities
- The Contractor shall immediately notify of any malfunction/failure of equipment at destination and confirm the required time to correct the defect within 10 working days

Section 7 – Integrated Product Support

Physical Labelling

- The Purchaser will provide labels (NATO coding schema compliant with STANAG 4329 and AAP-44), which the Contractor shall attach to the equipment immediately after the equipment has completed the tests and is ready to be SiAT-ed
- The Purchaser will also provide label for non-volatile storage media devices (e.g. hard disk drives, solid-state drives, M.2 drives, compact flash memory cards, microSD cards, multimedia cards), which the Contractor shall attach before their first installation on NATO NS environment

Section 7 – Integrated Product Support

Software Delivery

- A detailed Software Distribution List (SWDL), which details comprehensively all Computer SW Configuration Item (CSCI) identification numbers and associated software, firmware or feature/performance licenses provided/ installed/ integrated/ tested under this Contract (including PFEs)
- All licenses shall be registered with the NCIA NCCSC Service Desk as end-user (if not yet done by the Agency)
- The SWDL shall be delivered, as part of each site's inventory list, at SiAT start minus 1 Week and final version at PSA minus 1 Week

Section 7 – Integrated Product Support

Shipment, Packing Lists

- Ten (10) working days before each shipment of supplies, the Contractor shall provide the Purchaser with a Notice of Shipment – accompanied by the packing list
- The Contractor shall establish the packing lists in such a way as to permit easy identification of the items to be delivered to destinations
- Any such shipments shall have DDP (Delivery Duty Paid) in accordance with INCOTERMs 2020 by the Contractor

Section 7 – Integrated Product Support

Warranty

- Starts immediately after the SiAT is granted
- Concludes at SiAT + 1 year
- Shall cover the installation and integration activities, workmanship, adaptations, changes, analyses, documentation, software, firmware, licenses and the equipment specifically provided by the Contractor (excluding equipment provided as PFE)

Section 7 – Integrated Product Support

Warranty

- Claims raised in each quarter from start of warranty in the form of Warranty claims report
- The report will be analyzed to assess the performance of the Contractor in the warranty phase during the Project Review Meetings
- The Contractor shall manage and correct all major and minor deficiencies
- If the delivered NCSC-CORE-Tier-3 Enclave is unserviceable for a period of time, during the implementation of the corresponding TO, due to Contractor induced failures/delays, the warranty period shall be extended accordingly

Section 8 – Quality Assurance/Quality Control

Definitions

- Quality Assurance (QA) is a process and set of procedures intended to ensure that a product or service, during its definition, design, development, test and deployment phases will meet specified requirements.
- Quality Control (QC) is a process and set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria and meets the requirements of the customer
- NATO Quality Assurance Representative (NQAR)
- Contractor Quality Assurance Representative (CQAR)

Section 8 – Quality Assurance/Quality Control

Introduction

- The Contractor shall establish, execute, document and maintain effective Quality Assurance (QA)
- QA shall apply both the contractual requirements and the NATO requirements for quality
- The QA effort shall apply to all services and products to be provided under the Contract. This includes all hardware, software, firmware and documentation being developed, designed, acquired, integrated, maintained, or used under the Contract (including deliverable and non-deliverable items like test and support hardware and software)

Section 8 – Quality Assurance/Quality Control

Roles and Responsibilities

- The NQAR assures the Contractor's compliance with all Quality related contractual requirements
- The CQAR shall report to a separate manager within the Contractor's organization at a level equivalent to or higher than the PM
- CQAR Key responsibilities:
 - Provision and maintenance of the QA Plan (QAP)
 - Define the major quality checkpoints and registers
 - Assessing the Contractual requirements' compliance
 - Consistent coordination with the NQAR

Section 8 – Quality Assurance/Quality Control

Quality Management System (QMS)

- The Contractor shall establish, document and maintain a Quality Management System
- The QMS will be under continuous review by the NQAR
- If sub-contracted resources are used, the Contractor's Quality Management process shall describe the controls and processes in place for monitoring the sub-Contractor's work against agreed timelines and levels of quality

Section 8 – Quality Assurance/Quality Control

Quality Assurance Process

- QA process shall ensure that procedures are developed, implemented and maintained to adequately control the development, design, production, testing and configuration of all deliverables
- The Contractor shall prepare, perform and document System Requirements Review (SRR), Preliminary Design Review (PDR) and Critical Design Review (CDR) according to the contractual requirements
- The QA processes set up for design, develop, test, produce and maintain the product will assure the product will meet all the requirements

Section 8 – Quality Assurance/Quality Control

Quality Assurance Plan (QAP)

- Fundamental building block for the project
- To be delivered at EDC +4weeks
- 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
- The QA Plan and all related QA procedures, and all their versions/revisions, shall be subject to Purchaser approval

Section 8 – Quality Assurance/Quality Control

Quality Control

- A formal change management process shall be applied to all project documents, including documents naming conventions
- Objective evidence, that risks are considered during planning, including but not limited to Risk Identification, Risk analysis, Risk Control and Risk Mitigation
- A QA issue tracking system (ITS) to ensure prompt tracking, documentation and correction of problems and deficiencies
- The Contractor shall make all support tools available for the NQAR
- The Certificate of Conformity requirements do not apply to Purchaser Furnished Equipment

Section 9 – Configuration Management (CM)

CM Processes and procedures

- The Contractor shall be responsible for establishing and maintaining an effective CM organization to implement the CM programme and manage the CM functions
- The Contractor shall establish and maintain the CM policies, processes and practices in conformance with STANAG 4427 Ed. 3 and underpinning ACMPs (ACMP-2000, ACMP-2009, ACMP-2100) and ISO 10007:2017

Section 9 – Configuration Management (CM)

Baselines

- Contractor shall define and deliver:
 - Functional Baseline (FBL)
 - Allocated Baseline (ABL)
 - Product Baseline (PBL)
- ABL and PBL shall be developed using Purchaser's templates
- FBL, ABL and PBL shall be maintained under Configuration Control and subject to change management processes and procedures (ECP, RFC)

Section 9 – Configuration Management (CM)

Configuration Audits

- The Contractor shall be responsible for conducting Functional Configuration Audits (FCA) and Physical Configuration Audits (PCA)
- The Contractor shall perform the audit(s) as scheduled in the Configuration Management Plan (CMP)

Section 10 - Personnel Security Requirements

Content: Requirements for access to a NATO site and facilities

Main Points:

- Contact the responsible Point of Contact (PoC) indicated in the TO SOW to coordinate access to the site
- A valid NATO Secret security clearance shall be maintained by the Contractor's personnel during the Period of Performance. Cosmic Top Secret (CTS) clearance may be requested occasionally in the TO SoW
- Personal details will be required (name, Id Number, nationality, clearance number and validity period, place and date of birth, for car: mark and license plate)
- The Purchaser will provide base access passes for the Contractor's resources once the required security information from the Contractor has been provided.
- The Purchaser will provide office space and ensure access to relevant computer networks and documentation to fulfil the on-site technical support as required in the TO SoW

Section 11 - IDIQ Management

Content: Rules for IDIQ Management

Main Points:

- Account Manager
- Account Kick-Off Meeting
- Annual IDIQ Review Meeting

Section 12 – Health and Safety

General

- Ensure compliance with respective Regulations for Industrial Safety
- Comply with the national legislation of respective territorial Host Nations concerning job accidents, incident prevention and hygiene at work
- Legal arrangements for protection of the life and security of all its personnel and to guarantee medical assistance
- Comply with all safety and security directives and procedures applicable to the site
- Confirm in writing to understand and comply with the procedures

Book II - Part IV IDIQ Statement of Work

Annex A – Contract Data Requirements List (CDRL)

- Contains the initial list of information deliverables that should be provided in accordance with the CSSF IDIQ SoW and the corresponding TOs

Annex B – Maintenance & Support Definitions

- Specifies the maintenance levels, the support levels and the relevant activities to be carried on by the involved stakeholders

Annex C – Engineering Qualifications and Expertise

- Specifies expertise profiles, required for Tasks Category 3: Level of Effort (LoE)-based Subject Matter Expert (SME) consultancy services

Annex D – NCSC Core Architecture Overview

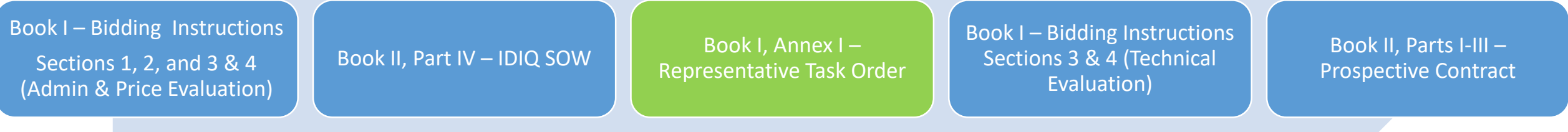
- Provides a high level overview of the NCSC CORE architecture
- Security Classification: NATO RESTRICTED

Annex E – Technical Overview and Specifications

- Provides a high level overview of the NCSC CORE Tier-3 service components
- Security Classification: NATO RESTRICTED

Book I Bidding Instructions, Annex I – Representative Task Order

| | | |
|---------------|--|-----------------|
| 11:45 – 12:45 | Book I Bidding Instructions, Annex I (Representative Task Order) | Robert Malewicz |
|---------------|--|-----------------|



RFQ Overall Structure

BOOK I (RFQ Instructions)

1. Introduction
2. General RFQ Information
3. Quotation Preparation Instructions
4. Quotation Evaluation
5. Annexes:
 - Annex A – Clarification Request Forms
 - Annex B – Administrative Certificates
 - Annex C – Bidding Sheets
 - Annex D – Instructions for the Preparation of Bidding Sheets
 - Annex E – Compliance Table
 - Annexes F-H – Offerors' Forms
 - Annex I – Representative Task Order

BOOK II (Prospective Contract)

1. Contract Signature Page
2. Part I – IDIQ Schedule of Supplies and Services (IDIQ Rate Card)
3. Part II – Contract Special Provisions
4. Part III – NCI Agency General Contract Provisions
5. Part IV – IDIQ Statement of Work

Annexes

- Annex A – Contract Data Requirements List (CDRL)
- Annex B – Maintenance & Support Definitions
- Annex C – Engineering Qualifications & Expertise
- Annex D – NCSC Core Architecture
- Annex E – Technical Overview & Specifications

Book I Bidding Instructions Annex I (Representative Task Order)

Scenario: Deploy a NATO Cyber Security Centre (NCSC) CORE Tier-3 Enclave in the NATO Alliance Ground Surveillance (AGS) Main Operating Base, located in Sigonella (ITA)

Objective: Represent a TO as expected for real cases

Approach:

- TO structure: preserve the structure of the IDIQ SoW
- Input: avoid repetitions from the IDIQ SoW; only delta information provided, specific for the TO scenario
- TO Schedule of Supplies and Services (SSS) includes the representative deliverables identified in the TO SoW

SECTION 1: Provides basic information related to the TO scenario, including the purpose, scope, and main rules that govern execution of this TO

SECTION 2: No deviation from SECTION 2 of the CSSF IDIQ SoW

SECTION 3: Reference to the CSSF IDIQ SoW added

SECTION 4: Preserves stipulations from Section 4 of the CSSF IDIQ SoW; provides more specific requirements for qualification records of the Project key personnel and a list of Project Management deliverables

Book I Bidding Instructions Annex I (Representative Task Order)

SECTION 5:

➤ Requested Tasks

- Task Category 1: Deployment, configuration and integration of NCSC-CORE-Tier-3 Enclave in a (remote) site in the AGS MOB Sigonella (ITA)
- Task Category 3: Level of Effort-based Subject Matter Expertise (SME)

➤ Enclave Model: determines general architecture and a list of NCSC CORE Tier-3 services for the Enclave in scope of the TO; description provided in Annex D

➤ Services for Task Category 1

- NCDP – technical details, including parameters of the hardware, software, and hosted services is provided in Annex E (paragraph E.2). The task assumes procurement of HW by the Contractor
- Log Collection – technical high level service overview is provided in Annex E, paragraph E.3. It includes major service components, interaction pattern, log source for Windows-based endpoints, overview of local services and protocols
- Network Intrusion Protection (NIPS)/ Full Packet Capture (FPC) – technical high level service overview is provided in Annex E, paragraph E.4. Applying of the Threat Prevention Subscription on the local site Palo Alto firewall is requested. The site is categorized as a small one for the FPC type (details in the ODIQ SoW, Annex E). Details for assessment of network tapping, and aggregation services, provided in Annex E, paragraph E.4.4. The task assumes procurement of HW by the Contractor

Book I Bidding Instructions Annex I (Representative Task Order), section 5 cont.

- Online Vulnerability Assessment (OVA) Tasks – technical high level service overview is provided in Annex E, paragraph E.5. It includes major service components, interaction pattern, mechanism for an automated provisioning of OVA endpoint agents on Windows endpoints. The task assumes procurement of SW licenses by the Contractor
 - Online Computer Forensics (OCF) Tasks – technical high level service overview is provided in Annex E, paragraph E.6. It includes major service components, interaction pattern, mechanism for an automated provisioning of OCF endpoint agents on Windows endpoints. The task assumes procurement of SW licenses by the Contractor
 - NCSC CORE-Tier-3 Supporting Services – technical details, including parameters of the hardware, software, and hosted services is provided in Annex E (paragraph E.7). The task assumes procurement of HW by the Contractor
- Expertise from the Task Category 3
- 5 man-days support of a Gateway Security Service services
 - 10 man-days of a CIS Endpoint Protection Support Service SME

Book I Bidding Instructions Annex I (Representative Task Order)

SECTION 6: Preserves stipulations from Section 6 of the CSSF IDIQ SoW; provides a list of PFEs for the TO

SECTION 7: No deviation from Section 7 of the CSSF IDIQ SoW

SECTION 8: No deviation from Section 8 of the CSSF IDIQ SoW

SECTION 9: No deviation from Section 9 of the CSSF IDIQ SoW

SECTION 10: No deviation from Section 10 of the CSSF IDIQ SoW

SECTION 11: Reserved

Annex A: Reserved

Annex B: Reserved

Annex C: Reserved

Annex D: NCSC CORE Architecture, providing details relevant for the TO scenario, in addition to information in Annex D of the IDIQ SoW. Security classification NATO RESTRICTED

Annex E: NCSC CORE Tier-3 service overview, providing details relevant for the TO scenario, in addition to information in Annex E of the IDIQ SoW

Lunch Break

| | | |
|---------------|-------|---|
| 12:45 – 13:30 | Lunch | - |
|---------------|-------|---|

Book I Bidding Instructions Technical Evaluation

13:30 – 14:30

Book I Bidding Instructions
(Technical Evaluation)

Robert Malewicz

Book I – Bidding Instructions
Sections 1, 2, and 3 & 4
(Admin & Price Evaluation)

Book II, Part IV – IDIQ SOW

Book I, Annex I –
Representative Task Order

Book I – Bidding Instructions
Sections 3 & 4 (Technical
Evaluation)

Book II, Parts I-III –
Prospective Contract

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Annexes

- Annex A – Contract Data Requirements List (CDRL)
- Annex B – Maintenance & Support Definitions
- Annex C – Engineering Qualifications & Expertise
- Annex D – NCSC Core Architecture
- Annex E – Technical Overview & Specifications

Book I Bidding Instructions (Technical) Overview

- Business Understanding Criterion
 - Criterion 1: Cyber Security Services Framework Business Benefits
- IDIQ SoW-based Criteria
 - Criterion 2: Key Personnel Experience
 - Criterion 3: System Integration and delivery for Cyber Security Services
 - Criterion 4: Infrastructure and Platform Services Management
 - Criterion 5: Subject Matter Experts
- Representative Task Order-based Criteria
 - Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order
 - Criterion 7: Test Campaign Planning for Representative Task Order
 - Criterion 8: Project Master Schedule for Representative Task Order

Book I Bidding Instructions (Technical)

Criterion 1: Cyber Security Services Framework

Business Benefits

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can provide, the business benefits outlined in the document reference in paragraph 4.4.2.3.

Criterion – At no longer than one (1) page in length (see Annex F – Offeror’s Business Benefit Form; Font Arial 12, not more than 35 lines per page), the Offeror’s Technical Proposal shall provide an executive summary how the Offeror can help to deliver the business benefits expected from this Cyber Security Services Framework (CSSF), highlighting Offeror’s:

- know-how on industry best practices to deliver Cyber Security services,
- the ability to deliver value for money,
- experience in adapting to customer’s changing requirements.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal provides an executive summary, highlighting the Offeror’s competences to apply industry best practices when delivering Cyber Security services with value for money, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, in accordance with the requirements specified in the document reference in paragraph 4.4.2.3.

Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not highlight how the Offeror can help to deliver the business benefits outlined in the document reference in paragraph 4.4.2.3.

Book I Bidding Instructions (Technical)

Criterion 2: Key Personnel Experience

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s project management team have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.3.3.

Criterion – The Offeror shall provide a “Key Personnel/SME form” CV (see Annex G – Key Personnel/SME form) and supporting CV/Resume on not more than two pages for each role of the project management team members, detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.3.3.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal contains Key Personnel/SME forms for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.

Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form for each of the roles mentioned in the document references above; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.

Book I Bidding Instructions (Technical)

Criterion 3: System Integration and Delivery for Cyber Security Services

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering solutions equivalent to requirements specified in the document references below for enterprise-wide integrated cyber security solutions such as:

Critical:

- security information and event management (SIEM)
- vulnerability assessment
- network and/or host-based intrusion detection systems (IDS)

Desirable:

- full packet capture, network taps, and aggregators
- agents for endpoint protection
- security monitoring and log collection from preventive security mechanisms (FWs, proxies, guards, antivirus)
- support forensic investigation on critical assets

Criterion – At no longer than ten (10) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability to deliver Cyber Security services similar to the requirements defined in the document references in paragraph 4.4.4.3.

Book I Bidding Instructions (Technical)

Criterion 3: System Integration and Delivery for Cyber Security Services, cont.

Pass/Fail Criteria

Pass – Using examples similar to those in the document references in paragraph 4.4.4.3, in a similar environment (as a prime or subcontractor) in the last five (5) years, the Offeror’s Technical Proposal demonstrates how the Offeror successfully delivered:

- each of the three (3) ‘Critical’ solutions, and;
- at least two (2) of the ‘Desirable’ solutions in paragraph 4.4.4.1.

Fail – The Offeror’s Technical Proposal

- does not contain a response to this criterion, or;
- does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.4.3 (as a prime or subcontractor), or;
- does not demonstrate previous experience for each of the three (3) ‘Critical’ solutions in paragraph 4.4.4.1, or;
- demonstrates fewer than two (2) examples of previous experience in delivering the ‘Desirable’ solutions in paragraph 4.4.4.1

in a similar environment in the last five (5) years

Book I Bidding Instructions (Technical)

Criterion 4: Infrastructure and Platform Services Management

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering similar requirements to those in the document references below.

Criterion – At no longer than three (3) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability in the configuration and integration of core network infrastructure, hypervisor service, and network operating system platform components, similar to the requirements defined in the document references in paragraph 4.4.5.3.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal contains at least one (1) example of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3, in a similar environment (as a prime or subcontractor) in the last five (5) years.

Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.5.3 (as a prime or subcontractor), in a similar environment in the last five (5) years.

Book I Bidding Instructions (Technical)

Criterion 5: Subject Matter Experts

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s subject matter experts have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.6.3.

Criterion – The Offeror shall provide a “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resume on not more than two pages for each of the subject matter experts detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME Forms” for each of the roles mentioned in the document references in paragraph 4.4.6.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.

Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” for each of the roles mentioned in the document references in paragraph 4.4.6.3; or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.

Book I Bidding Instructions (Technical)

Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the lightweight design and Requirements Traceability Matrix (RTM) requirements in the document references in paragraph 4.4.7.3.

Criterion – The Offeror’s Technical Proposal shall provide lightweight design and an RTM for the Representative Task Order in accordance with the requirements in document references in paragraph 4.4.7.3.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal provides a lightweight design and an RTM for the Representative Task Order, both fully compliant with the requirements of the IDIQ SOW document references in paragraph 4.4.7.3.

Fail – The Offeror:

- has not submitted a response to this criterion has been submitted; or,
- the Offeror’s Technical Proposal does not provide a lightweight design; or
- the Offeror’s Technical Proposal does not provide an RTM; or,
- the lightweight design and/or RTM is not based on the Representative Task Order; or
- the lightweight design and/or RTM does not fully meet the requirements of the document references in paragraph 4.4.7.3.

Book I Bidding Instructions (Technical)

Criterion 7: Test Campaign Planning for Representative Task Order

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the site testing campaign planning requirements in the document references in paragraph 4.4.8.3.

Criterion - The Offeror's Technical Proposal shall provide a Site Acceptance Test Plan (SiAT) for the Representative Task Order in accordance with the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

Pass/Fail Criteria

Pass – The Offeror's Technical Proposal provides a SiAT for the Representative Task Order section 5 and corresponding ones in the CSSF IDIQ which fully meets the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

Fail – The Offeror:

- has not submitted a response to this criterion; or,
- the Offeror's Technical Proposal does not provide any SiAT; or,
- the SiAT is not based on the Representative Task Order; or
- the SiAT does not fully meet the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

Book I Bidding Instructions (Technical)

Criterion 8: Project Master Schedule for Representative Task Order

Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the Project Master Schedule (PMS) requirements in the document references in paragraph 4.4.9.3.

Criterion – The Offeror’s Technical Proposal shall provide PMS for the Representative Task Order following the Phase & Gate approach structure in accordance with the document references in paragraph 4.4.9.3.

Pass/Fail Criteria

Pass – The Offeror’s Technical Proposal provides a PMS which clearly explains how the requirements specified in the document references above would be met by the Offeror, in accordance with the requirements and the Phases & Gates in the IDIQ SOW document references in paragraph 4.4.9.3, by the dates in the Representative Task Order SSS.

Fail – The Offeror has not submitted a response to this criterion; or, the Offeror’s Technical Proposal does not provide a PMS based on the Representative Task Order; or, the PMS does not fully meet the requirements of the document references in paragraph 4.4.9.3; or, the PMS does not follow the requirements and/or Phase & Gate approach in the IDIQ SOW; or, the PMS does not align with the dates in the Representative Task Order SSS.

Book II, Parts I-III – Prospective Contract

14:30 – 15:00

Book II, Parts I-III Prospective Contract

Darren Corkindale

Book I – Bidding Instructions
Sections 1, 2, and 3 & 4
(Admin & Price Evaluation)

Book II, Part IV – IDIQ SOW

Book I, Annex I –
Representative Task Order

Book I – Bidding Instructions
Sections 3 & 4 (Technical
Evaluation)

Book II, Parts I-III –
Prospective Contract

RFQ Overall Structure

BOOK I (RFQ Instructions)

1. Introduction
2. General RFQ Information
3. Quotation Preparation Instructions
4. Quotation Evaluation
5. Annexes:
 - Annex A – Clarification Request Forms
 - Annex B – Administrative Certificates
 - Annex C – Bidding Sheets
 - Annex D – Instructions for the Preparation of Bidding Sheets
 - Annex E – Compliance Table
 - Annexes F-H – Offerors' Forms
 - Annex I – Representative Task Order

BOOK II (Prospective Contract)

1. Contract Signature Page
2. Part I – IDIQ Schedule of Supplies and Services (IDIQ Rate Card)
3. Part II – Contract Special Provisions
4. Part III – NCI Agency General Contract Provisions
5. Part IV – IDIQ Statement of Work

Annexes

- Annex A – Contract Data Requirements List (CDRL)
- Annex B – Maintenance & Support Definitions
- Annex C – Engineering Qualifications & Expertise
- Annex D – NCSC Core Architecture
- Annex E – Technical Overview & Specifications

Book II – Prospective Contract

Prospective Contract structure and Order of Precedence (SP 1):

1. Contract Signature Page
2. Issued Task Orders (including TO Schedule of Supplies and Services and SOW)
3. Part II – Contract Special Provisions (SP)
4. Part III – NCI Agency Contract General Provisions (GP)
5. Part IV – IDIQ Statement of Work (SOW) with Annexes
6. The Contractor's Quotation including any clarification thereto, incorporated by reference, and the formal documentation of pre-award discussions.

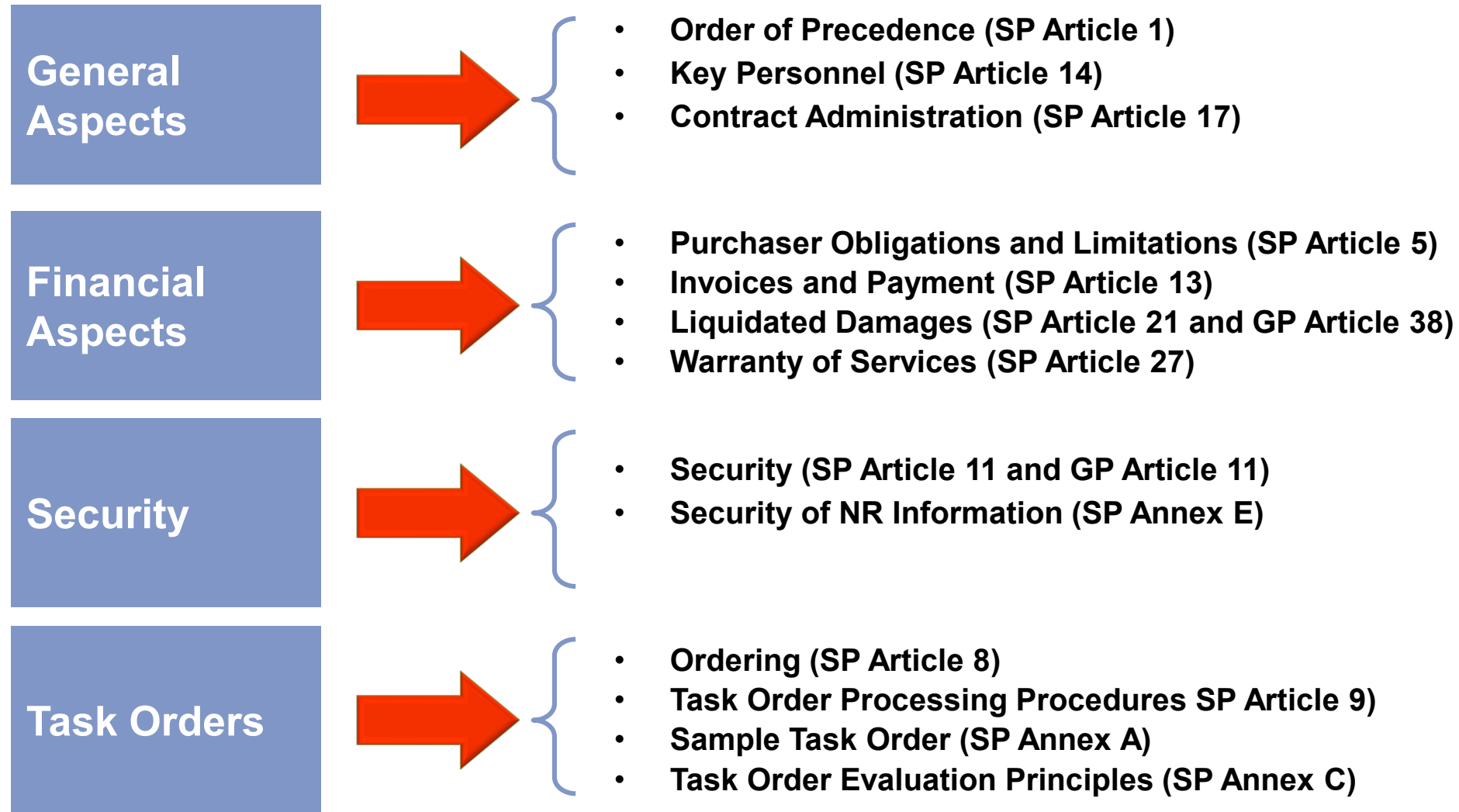
Book II – Prospective Contract Signature Sheet

- The Signature Sheet is first in the Order of Precedence
- Signed between NCI Agency (**the Purchaser**) and **the Contractor**

Book II – Part I Schedule of Supplies and Services (IDIQ Rate Card)

- The prices established for every Role are **Firm-Fixed** and fully-burdened (excluding Travel, Accommodation & Subsistence) for the entire Period of Performance of the Contract.
- Travel, Accommodation & Subsistence for future TOs to be applied at standard NCI Agency rates for the site(s) in the TO.

Book II – Part II & Part III Summary



Book II - Part II – Contract Special Provisions

- Special Contract Provisions: Non negotiable after RFQ Closing
- Possible modification of Contract Special Provisions only before RFQ Closing through Clarification Requests*, and if accepted by the NCIA, a resulting Amendment to the RFQ.

* Book I Bidding Instructions Annex A

NOTE: Book I, Certificate B-9 COMPREHENSION AND ACCEPTANCE OF CONTRACT SPECIAL AND GENERAL PROVISIONS

Book II - Part III General Provisions

- Contract General Provisions are supported, clarified, or supplemented by Special Provisions.

Questions and Answers

| | | |
|---------------|-----------------------|---|
| 15:00 – 16:30 | Questions and Answers | - |
|---------------|-----------------------|---|

Questions and Answers

- Questions/ Clarification Requests must be written
 - Use the appropriate form (**Book I Annex A**)
- **During the Conference**, questions may be asked using the Q&A feature on WebEx. Questions must be written in complete sentences and the reference must be stated; i.e. SoW, Section 1.1.3.1., Slide 1
- All questions and answers during the conference will be provided to all prospective bidders irrespective of attendance at the conference
- Use of camera and recording devices is prohibited
- **Answers:**
 - The Agency will address questions & provide answers where possible during and at the end of the Pre-Award Conference.
 - The Agency will confirm in writing answers to questions to all Offerors after the conference.
 - Only written responses provided after the conference are official and binding taking precedence over any answers given at this conference. Nothing said or stated by NCI Agency staff at the conference changes the RFQ.

Q&A instructions

Please use the Q&A on the right-hand side to ask questions.

During the Q&A session at the end, you will be able to unmute yourself. If you would like to ask a question verbally, please raise your hand beforehand. We will keep a record of participants raising hands and send a request to unmute in the right order.

Mute your line when not speaking.

Keep your video on and turn it off if you experience connection issues.

If you would like to raise your hand, click on the hand button or explore other reactions.

> Participants (1)

Q&A

All(0)

1. If you want to ask a question, open the Q&A panel on the right side of your window.

2. Type your question in the text box. In the Ask drop-down list, select "All Cohosts". Press Enter to Send.

Ask: All Cohosts

Select a host or cohost in the Ask menu first and then type your question here. There's a 512-character limit.

Send

Send Privately

Unmute

Start video



Apps



QUESTIONS?

Please submit them by email to Darren Corkindale at:
RFQ-CO-115537-CSF@ncia.nato.int using the
Clarification Request forms from Book I Bidding
Instructions Annex A



Thank you for your attention.

NCI Agency, Acquisition Directorate

Darren Corkindale, Senior Contracting Officer (Consultant)

NATO UNCLASSIFIED

RFQ-CO-115537-CSSF

**THE PROVISION OF
CYBER SECURITY SERVICES FRAMEWORK**



NATO Communications and Information Agency
Agence OTAN d'information et de communication

BOOK I

BIDDING INSTRUCTIONS

NATO UNCLASSIFIED

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SECTION I - INTRODUCTION

1.1 PURPOSE

1.1.1 The purpose of this Request for Quotation (RFQ) is anticipated to establish up to three (3) multiple-award, Indefinite Delivery Indefinite Quantity (IDIQ), Firm Fixed Price contracts for contractor support for surge cyber security services. This RFQ is referred to as RFQ-CO-115537-CSSF (Cyber Security Services Framework).

1.2 GENERAL OVERVIEW OF MULTIPLE AWARD CSSF IDIQ CONTRACTS

1.2.1 The CSSF IDIQ Contracts are awarded from a single solicitation and may result in award to multiple contractors. This procurement consists of one (1) solicitation and it is anticipated that up to three (3) CSSF IDIQ type service contracts will be awarded to the Offerors submitting the Quotations determined to represent the lowest priced technically compliant. Should there be fewer than three (3) lowest priced technical compliant Quotations, then the Purchaser may elect to award CSSF IDIQ Contracts to the Offerors who are deemed lowest priced technical compliant. Services are expected to be competed among the CSSF IDIQ contract holders through competed task orders. CSSF IDIQ contractors must be able to respond rapidly, and to perform work at multiple projects/locations simultaneously.

1.2.2 The CSSF IDIQ contracts will be Firm-Fixed Price (FFP). Work will be required on an as needed basis and will be awarded by use of FFP Task Orders. The individual Task Orders to be placed under the Contract are generally anticipated to range in monetary value.

1.2.3 The maximum ceiling price for this CSSF IDIQ is €30,000,000.

1.2.4 The CSSF IDIQ Contracts cover the NATO Enterprise with a wide range of cyber security services using multiple funding sources. Any NATO entity with the appropriate contracting authority can order against these contracts. The successful Contractors shall supply services and associated goods to all authorized NATO Command Locations in Europe and North America including any of the NATO's entities, upon issuance of Task Orders in accordance with the terms of the Contract¹.

1.2.5 The period of performance is expected to include a two-year ordering base period and two one-year ordering option periods.

¹ The structure of the NATO organization with a list of entities is available at: <http://www.nato.int/cps/en/natolive/structure.htm>

- 1.2.6 The proposed scope of work will be specified in each Task Order and may require any combination of the following, but is not limited to:
- 1.2.6.1 The extension of NCSC services to Tier 3 Sites². The extension may involve the following:
 - 1.2.6.1.1 Deployment of a dedicated NATO Computer Incident Response Capability (NCIRC) Tier-3 enclave; and/or
 - 1.2.6.2 Configuration, tuning and/or testing of existing NCSC centralised services to support the extended NCSC protection and monitoring coverage to the additional site. NCSC services include the following:
 - 1.2.6.2.1 Online Computer Forensics (OCF)
 - 1.2.6.2.2 Online Vulnerability Assessment (OVA)
 - 1.2.6.2.3 Log Aggregation (LOG A)
 - 1.2.6.2.4 Firewalls
 - 1.2.6.2.5 Network Intrusion Prevention System (NIPS)
 - 1.2.6.2.6 Full Packet Capture (FPC)
 - 1.2.6.3 Subject Matter Expertise (SME) on a level of effort basis for services including, but not limited to, virtualisation, on-site connectivity and firewall integration.
 - 1.2.7 The CSSF IDIQ Contracts are a nonpersonal services contracts. The Purchaser shall neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. CSSF IDIQ Contractors shall provide all supervision, material, equipment, labour, and any other incidental related work to perform the Task Categories 1 & 2 cyber security services specified in the basic Contract, as supplemented in each Task Order.

1.3 GOVERNING RULES, ELIGIBILITY, AND EXCLUSION PROVISIONS

- 1.3.1 This RFQ to is conducted under Basic Ordering Agreement Plus (BOA+) procedures outlined within the *“Procedure Governing the Use of Basic Ordering Agreements concluded by the NATO Communications and Information Agency – 2019 version”*, Ref: AC/4-D(2019)0004 (INV).
- 1.3.2 Pursuant to these procedures, quotation submittal is restricted to companies from participating NATO member nations in accordance with paragraph 2.1.6 of Section II

² Tier-3 encompasses a number of remote locations spread across the NATO Member Nations. Each of these typically include a separate, secure enclave into which NCSC’s cybersecurity sensors and systems (for example, full packet capture and log collection) are deployed.



of the Bidding Instructions which either a Declaration of Eligibility (DOE) has been issued by their respective government authorities or is an active holder of an active NCI Agency Basic Ordering Agreement (BOA).

- 1.3.3 The Offeror shall refer to the Purchaser all queries for a resolution of conflicts found in information contained in this document in accordance with the procedures set forth in paragraphs 2.7 of Section II of the Bidding Instructions entitled "Requests for RFQ Clarifications".

1.4 LOWEST PRICE TECHNICALLY COMPLIANT (LPTC) EVALUATION METHOD

- 1.4.1 The evaluation method to be used in the selection of the successful Offeror under this solicitation is the Lowest Price Technical Compliant procedures set forth in AC/4-D(2019)0004 (INV).
- 1.4.2 The solicitation, evaluation and award processes will be conducted in accordance with the terms and conditions contained herein.
- 1.4.3 Award(s) of the Contract(s) will be made on a FFP basis to the lowest priced technically compliant Offeror(s).
- 1.4.4 This RFQ will not be the subject of a public opening.
- 1.4.5 The target date for the CSSF IDIQ contracts awards are June 2022. The award date for individual Task Orders under the IDIQ will be outlined in potential future Task Order documents.

1.5 SECURITY

- 1.5.1 This RFQ has been classified as NATO UNCLASSIFIED when separated from NATO RESTRICTED Annexes.
- 1.5.2 Offerors are advised that Annexes D and E of the IDIQ Statement of Work are classified as NATO RESTRICTED and will not be sent via email alongside the RFQ package. Offerors wishing to view the NATO RESTRICTED documents shall request copies of the documents from the Purchaser's point of contact in section 2.6 of the Book I Bidding Instructions.
- 1.5.3 The selected Contractor(s) will be required to handle and store classified material to the level of "NATO SECRET". In addition, Contractor personnel will be required to work unescorted in Class II Security areas and therefore, access can only be permitted to cleared individuals. Only firms maintaining such cleared facilities and the appropriate personnel clearances will be able to perform the resulting contract
- 1.5.4 Should the Contractor be unable to perform the Contract due to a lack of the proper facility/security clearances, this shall neither form the basis for a claim of adjustment or an extension of schedule nor can it be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination For Default by the Purchaser.

- 1.5.5 The selected Contractor's personnel working at NATO sites as well as the Contractor's personnel at the Contractor's facility directly working on this project, shall possess a security clearance of "NATO SECRET".
- 1.5.6 The Contractor personnel without such a clearance, confirmed by the appropriate national security authority and transmitted to the cognisant NATO security officer at least fourteen (14) days prior to the site visit, will be denied access to NATO site(s). Denial of such access by the Purchaser may not be used by the Contractor as the basis for a claim of adjustment or an extension of schedule nor can the denial of access be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination for Default by the Purchaser.
- 1.5.7 Offerors are advised that Contract signature will not be delayed in order to allow the processing of security clearances for personnel or facilities and, should the otherwise successful Offeror not be in a position to accept the offered Contract within a reasonable period of time, due to the fact that its personnel or facilities do not possess the appropriate security clearance(s), the Purchaser may determine the Offeror's quotation to be non-compliant and offer the Contract to the next ranking Offeror.
- 1.5.8 All documentation, including the RFQ itself, all applicable documents and any reference documents provided by the Purchaser are solely to be used for the purpose of preparing a response to this RFQ. They are to be safeguarded at the appropriate level according to their classification. Any Reference Documents are provided "as is, without any warranty" as to quality or accuracy.

1.6 PRE-AWARD CONFERENCE

- 1.6.1 Prospective Offerors are invited to a Pre-Award Conference that will be held between four to six weeks after RFQ release. Due to current travel restrictions, the conference will be held virtually. The Purchaser will notify all Offerors of the final date and time. Registration forms and relevant information will be provided at the time of notification.
- 1.6.2 The purpose of the Conference will be to present the Project, and present the key members of the Purchaser IDIQ management team, as well as to allow the Prospective Offerors to clarify aspects of the RFQ for which they may have questions at that time.
- 1.6.3 The Conference is planned to include a briefing on the RFQ process; the Pricing Sheets; the prospective contract; and the technical and IDIQ management aspects of the project. A detailed agenda for the Conference will be sent to the participating companies in due course.
- 1.6.4 The potential Offerors may submit questions in writing not later than 7 days prior to the date of the Conference to the POC, at the address mentioned under Section 2.6 of the Bidding Instructions below. The Purchaser will endeavour to respond to the previously submitted questions at the Conference. If any additional questions are asked by the potential Offerors at the Conference, the Purchaser might attempt to answer them at that time, but any answer that might appear to amend terms, conditions and/or specifications of the Contract shall be considered to be formally



included in the RFQ only when a written amendment to the RFQ issued in writing by the Purchaser.

- 1.6.5 Answers to all questions will be issued in writing to all Offerors as soon as practicable after the Conference, whether or not the Offerors attended the Conference. The formal written answers will be the official response of the Agency, even if the written answer differs from the verbal response provided at the Conference.
- 1.6.6 Notwithstanding the written answers provided by the NCI Agency after the Conference, the terms, conditions and language of the RFQ remains unaltered unless a formal RFQ amendment is issued by the NCI Agency and is identified as such.

SECTION II – GENERAL BIDDING INSTRUCTIONS

2.1 DEFINITIONS

- 2.1.1 In accordance with MIL-HDBK-505, the term “Assembly” as used herein means an item forming a portion of equipment that can be provisioned and replaced as an entity and which normally incorporates replaceable parts or groups of parts.
- 2.1.2 The term “Basic Ordering Agreement” (BOA) refers to the acquisition instruments negotiated between suppliers of products / services and the NCI Agency, on behalf of NATO.
- 2.1.3 The term "Compliance" as used herein means strict conformity to the requirements and standards specified in this Request for Quotation.
- 2.1.4 The term "Contractor" refers to a firm of a participating country which has signed a Contract under which he will perform a service, manufacture a product, or carry out works for NATO.
- 2.1.5 The term "Offeror" as used herein refers to a firm, consortium, or joint venture which submits an offer in response to this solicitation.
- 2.1.6 The term “Participating Country” as used herein means one of the contributory NATO nations in the project, namely, (in alphabetical order): ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, NETHERLANDS, NORTH MACEDONIA, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, UNITED KINGDOM, UNITED STATES OF AMERICA.
- 2.1.7 The term "Purchaser" refers to the authority issuing the RFQ and/or awarding the Contract (the NCI Agency).
- 2.1.8 In accordance with MIL-HDBK-505, the term “Sub-Assembly” as used herein refers to a portion of an assembly consisting of two or more parts that can be provisioned and replaced as an entity. The definition purposely excludes components and/or parts.

2.2 ELIGIBILITY

- 2.2.1 This RFQ is being conducted under BOA plus procedures, therefore, firms which hold an active Basic Ordering Agreement (BOA) with the NCI Agency are eligible to take part in this RFQ along with those firms nominated through their Delegations via a Declaration of Eligibility.
- 2.2.2 All Contractors, sub-Contractors and manufacturers, at any tier, must be from Participating Countries.
- 2.2.3 None of the work, including project design, labour and services shall be performed other than by firms from and within Participating Countries.

- 2.2.4 No materials or items of equipment down to and including identifiable sub-assemblies shall be manufactured or assembled by a firm other than from and within a Participating Country.
- 2.2.5 The intellectual property rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fee, or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member countries.

2.3 QUOTATION SUBMITTAL AND QUOTATION CLOSING DATE

- 2.3.1 The closing time for the electronic submission of Quotations in response to this RFQ is **Friday 13th May 2022 at 13:00 Hours Central European Time (CET)**.
- 2.3.2 Quotations shall be submitted to the following email address below:
 - 2.3.2.1 Email: RFQ-CO-115537-CSF@ncia.nato.int

2.4 LATE QUOTATIONS

- 2.4.1 Quotations received at the NCIA e-mail address after the date and time indicated in paragraph 2.3.1 may not be eligible for award.
 - 2.4.1.1 Quotations submitted electronically may be considered late unless the Offeror completes the entire transmission of the Quotation before the closing date and time for receipt of Quotations under this solicitation.

2.4.2 Consideration of Late Quotation

- 2.4.2.1 The Purchaser considers that it is the responsibility of the Offeror to ensure that the Quotation submission arrives by the specified Quotation closing time. A late Quotation will only be considered for award under the following circumstances:
 - 2.4.2.1.1 A contract has not already been awarded pursuant to the RFQ, and;
 - 2.4.2.1.2 The Quotation was sent to the correct email specified in paragraph 2.3.2.1 above, and;
 - 2.4.2.1.3 the delay was due solely to the fault of the Purchaser.

2.4.3 Receipt of an Unreadable Electronic Quotation

- 2.4.3.1 If a Quotation received at the NCIA's facility by electronic data interchange is unreadable to the degree that conformance to the essential requirements of the solicitation cannot be ascertained, or due to Offeror's submission, in contravention of these bidding instructions, of electronic files that are encrypted or which contain passwords, the CO shall immediately notify the Offeror that the Quotation will be rejected unless the Offeror provides clear and convincing evidence:
 - 2.4.3.1.1 of the content of the Quotation as originally submitted, and;
 - 2.4.3.1.2 that the unreadable condition of the Quotation was caused by Purchaser software or hardware error, malfunction, or other Purchaser mishandling.
- 2.4.3.2 A Quotation that fails to conform to the above requirements may be declared noncompliant and may not be evaluated further by the Purchaser.

- 2.4.3.3 If it is discovered, during either the Administrative, Price or Technical evaluation, that the Offeror has submitted an unreadable electronic Quotation, the Offeror may be determined to have submitted a non-compliant Quotation.

2.5 REQUESTS FOR EXTENSION OF QUOTATION CLOSING DATE

- 2.5.1 All questions and requests for extension of the Quotation Closing Date must be submitted by e-mail. Such questions shall be forwarded to the point of contact specified in Section 2.6 below and shall arrive not later than seven (7) calendar days prior to the stated "Quotation Closing Date". The Purchaser is under no obligation to answer requests submitted after this time. Extensions to the quotation closing date are at the discretion of the Purchaser.

2.6 PURCHASER POINT OF CONTACT

- 2.6.1 The Purchaser point of contact for all information concerning this RFQ is:

NATO Communications and Information Agency
Acquisition Directorate
Boulevard Léopold III
1110 Brussels
Belgium

- 2.6.2 Attention:

Mr. Darren Corkindale
Senior Contracting Officer (Consultant)
Tel: +32 2 707 5182

- 2.6.3 Emails:

2.6.3.1 Questions/Clarifications: RFQ-CO-115537-CSF@ncia.nato.int

2.6.3.2 Quotation: RFQ-CO-115537-CSF@ncia.nato.int

2.7 REQUESTS FOR RFQ CLARIFICATIONS

- 2.7.1 Offerors, during the solicitation period, are encouraged to query and seek clarification of any matters of a contractual, administrative and technical nature pertaining to this RFQ.

- 2.7.2 All questions and requests for clarification must be submitted by e-mail and using the form in Annex A of Book I – Bidding Instructions. All questions and requests must reference the section(s) in the RFQ subject for clarifications. The questions and/or requests shall be forwarded to the email address specified in paragraph 2.6.3.1 above and shall arrive not later than seven (7) calendar days prior to the stated "Quotation Closing Date". The Purchaser is under no obligation to answer questions submitted

after this time. Requests for clarification must address the totality of the concerns of the Offeror for any given area, as the Offeror will generally not be permitted to revisit areas of the RFQ for additional clarification as noted in 2.7.3 below.

- 2.7.3 Offerors are advised that subsequent questions and/or requests for clarification included in a quotation shall neither be answered nor considered for evaluation and may be grounds for a determination of non-compliance.
- 2.7.4 Except as provided above, all questions will be answered by the Purchaser and the questions and answers (deprived of any means of identification of the questioner) will be issued in writing to all prospective Offerors. Answers will be provided on a weekly basis.
- 2.7.5 The published answers issued by the Purchaser shall be regarded as the authoritative interpretation of the RFQ, and may lead to a formal amendment to the RFQ. Such amendment may also contain changes to the language, terms, conditions and/or specifications of the RFQ. Amendments to the language of the RFQ included in the answers, and/or the formal RFQ amendment, shall be incorporated by the Offeror in its offer.
- 2.7.6 It is crucial that Offerors request clarification of any perceived assumptions, dependencies, exclusions (or equivalent) during the RFQ clarification phase. Any assumptions, dependencies, exclusions (or equivalent) which are included in a Quotation submitted may be regarded by the Purchaser as a qualification or condition of the Quotation and may be grounds for a determination of non-compliance.

2.8 REQUESTS FOR WAIVERS AND DEVIATIONS

- 2.8.1 Offerors are informed that requests for alteration to, waivers of, or deviations from the Schedule, the Special Contract Provisions, the Terms and Conditions in the NCI Agency's Basic Ordering Agreement, the Technical Specifications, the Statement of Work and any other Terms and Conditions of the Prospective Contract will not be considered after the Request for Clarification process.
- 2.8.2 Requests for alterations to the other requirements, terms or conditions of the RFQ or the Prospective Contract may only be considered as part of the clarification process set forth in section 2.7 above. Requests for alterations to the specifications, terms and conditions of the Contract which are included in a Quotation as submitted may be regarded by the Purchaser as a qualification or condition of the Quotation and may be grounds for a determination of non-compliance.

2.9 AMENDMENT OF THE RFQ

- 2.9.1 The Purchaser may revise, amend or correct the terms, conditions and/or specifications and provisions of the RFQ documents at any time prior to the date set for the Quotation Closing Date. Any and all modifications will be transmitted to all prospective Offerors by an official amendment designated as such and signed by the Contracting Authority. Such amendment shall be recorded in the Acknowledgement of Receipt which the Offeror shall complete and enclose as part of his quotation. This process may be part of the clarification procedures set forth in section 2.7 above or may be an independent action on the part of the Purchaser.

2.9.2 The Purchaser will consider the potential impact of amendments on the ability of prospective Offerors to prepare a proper quotation within the allotted time. The Purchaser may extend the "Quotation Closing Date" at his discretion and such extension will be set forth in the amendment document.

2.9.3 In no case, however, will the closing date for receipt of quotation be less than seven (7) days from the date of issuance of any amendment to the RFQ.

2.10 MODIFICATION AND WITHDRAWAL OF QUOTATION

2.10.1 Quotations, once submitted, may be modified by Offerors, but only to the extent that the modifications are in writing, conform to the requirements of the RFQ, and are received by the Purchaser prior to the exact time and date established for Quotation Closing. Such modifications shall be considered as an integral part of the submitted bid.

2.10.2 Modifications to quotations which arrive after the Quotation Closing Date will be considered as "Late Modifications" and will be processed in accordance with the procedure set forth above concerning "Late Quotation", except that unlike a "Late Quotation", the Purchaser will retain the modification until a selection is made. A modification to a quotation which is determined to be late will not be considered in the evaluation and selection process. If the Offeror submitting the modification is determined to be the successful Offeror on the basis of the unmodified quotation, the modification may then be opened. If the modification makes the terms of the quotation more favourable to the Purchaser, the modified quotation may be used as the basis of Contract award. The Purchaser, however, reserves the right to award a Contract to the apparent successful Offeror on the basis of the quotation submitted and disregard the late modification.

2.10.3 An Offeror may withdraw his Quotation at any time prior to Quotation Opening without penalty. In order to do so, an authorised agent or employee of the Offeror must provide an original statement of the firm's decision to withdraw the Quotation and remove the Quotation from the Purchaser's premises.

2.11 QUOTATION VALIDITY

2.11.1 Offerors shall be bound by the term of their Quotation in which the Offeror has provided a quotation for a period of 6 months starting from the Quotation Closing Date specified at paragraph 2.3.1.

2.11.2 In order to comply with this requirement, the Offeror shall complete the Certificate of Quotation Validity set forth in Annex B-3. Quotations offering less than the period of time referred to above for acceptance by the Purchaser may be determined to be non-compliant.

2.11.3 The Purchaser will endeavour to complete the evaluation and make an award within the period referred to above. However, should that period of time prove insufficient to render an award, the Purchaser reserves the right to request an extension of the period of validity of all quotations which remain under consideration for award.

2.11.4 Upon notification by the Purchaser of such a request for a time extension, the Offerors shall have the right to:

(a) accept this extension of time in which case Offerors shall be bound by the terms of their quotation for the extended period of time and the Certificate of Quotation Validity extended accordingly; or

(b) refuse this extension of time and withdraw the quotation without penalty.

2.11.5 Offerors shall not have the right to modify their quotations due to a Purchaser request for extension of the quotation validity unless expressly stated in such request.

2.12 CANCELLATION OF REQUEST FOR QUOTATIONS

2.12.1 The Purchaser may cancel, suspend or withdraw for re-issue at a later date this RFQ at any time prior to Contract award. No legal liability on the part of the Purchaser for payment of any sort shall arise and in no event will any Offeror have cause for action against the Purchaser for the recovery of costs incurred in connection with preparation and submission of a quotation in response to this RFQ.

2.13 ELECTRONIC TRANSMISSION OF INFORMATION AND DATA

2.13.1 The Purchaser will endeavour to communicate answers to requests for clarification and amendments to this RFQ to the prospective Offerors by the fastest means possible, including the use of e-mail where the firms have forwarded the necessary address information. All Offerors are consequently strongly encouraged to provide accurate email addressing information and notify the Purchaser at the earliest practicable date should any changes occur.

2.13.2 Offerors are cautioned that the Purchaser will rely exclusively on electronic mail to manage all correspondence, amendments, etc., related to this RFQ.

2.14 NOTICE TO BIDDERS OF CONTRACT DISTRIBUTION AND DISCLOSURE OF INFORMATION

2.14.1 The resulting Contract is subject to release to the applicable NATO Resource Committee through the NATO Office of Resources (NOR).

2.14.2 The resulting Contract may be subject to release to (i) NATO Resource Committees for audit purposes (including audits carried out using third party companies- See Book II, Special Provisions Article entitled, "Notice of Authorized Disclosure of Information for Mandated NATO Third Party Audits by Resource Committees"; and (ii) to the customer holding a Service Level Agreement with the Agency related to this requirement, upon request from that customer.

SECTION III - QUOTATION PREPARATION INSTRUCTIONS

3.1 GENERAL

- 3.1.1 Quotations shall be prepared in accordance with the instructions set forth herein. Failure to comply with these instructions may result in the Offer being declared non-compliant.
- 3.1.2 The requirements under this RFQ are compiled in a single Schedule (Schedule A). To ensure compliance, Offerors shall quote for the Schedule A. Award of the contract(s) will be by Schedule and this Schedule may not be subdivided for partial quotation purposes. More detail on the award of this Schedule is provided in paragraph 4.1.8 below.
- 3.1.3 Quotations and all related documentation shall be submitted in the English language.
- 3.1.4 Offerors shall prepare a complete quotation which comprehensively addresses all requirements stated herein. The quotation shall demonstrate the Offeror's understanding of the RFQ and his ability to provide all the deliverables and services listed in the Schedule of Supplies and Services (SSS) and Statement of Work (SoW). Quotations which are not complete will be declared non-compliant.
- 3.1.5 The Offeror shall not restate the RFQ requirements in confirmatory terms only. The Offeror must clearly describe what is being offered and how the Offeror will meet all RFQ requirements. Statements in confirmatory terms will only be sufficient for determining the bid to be non-compliant.
- 3.1.6 Offerors shall classify their response in accordance with the classification of the RFQ.
- 3.1.7 Offerors are advised that the Purchaser reserves the right to incorporate the Offeror's Administrative, Price and Technical Proposal in whole or in part in the resulting Contract.
- 3.1.8 Offerors are advised that if they are awarded a CSSF IDIQ contract, the Offeror's completed IDIQ Rate Card shall form the IDIQ Contract's Schedule of Supplies and Services (SSS) and the rates within shall be applied to any potential future Task Orders placed under the Cyber Security Services Framework IDIQ. The burdened labour rates specified in the IDIQ Rate Card will represent the maximum allowed under Task Orders awarded during the Cyber Security Services Framework IDIQ Period of Performance. The awardee's proposed rates used in Task Order quotations may be lower than, but not more than, the rates presented in the IDIQ Rate Card and IDIQ Contract's SSS.

3.2 QUOTATION PACKAGE CONTENT AND MARKING

- 3.2.1 The complete electronic Quotation shall consist of three distinct and separated volumes described in the following subparagraphs. Detailed requirements for the structure and content of each of these packages are contained in these Bidding Instructions.
 - 3.2.1.1 Part 1: Bid Administration Package (paragraph 3.3)



- 3.2.1.2 Part 2: Price Quotation (paragraph 3.4)
- 3.2.1.3 Part 3: Technical Proposal Package (paragraph 3.5)

3.2.2 Each part submitted shall comply with the below specifications:

- 3.2.2.1 Part I, Bid Administration - The e-mail content shall be as described in paragraph 3.3 below, with no password protection to the file and shall not be more than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part I-Admin

- (a) Administrative Envelope (Volume I): The Administrative Envelope shall contain PDF copies of the Certificates with physical (non-digital) signatures.

- 3.2.2.2 Part II, Price - The e-mail content shall be as described in paragraph 3.4 below, with no password protection to the file, and shall not be larger than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part II-Price

- (b) Price Quotation (Volume II): The Price Quotation shall contain one (1) email containing the individual files as described in in section 3.4.
 - Annex C to Bidding Instructions – Bidding Sheets (Excel format)
 - Annex C to Bidding Instructions – Bidding Sheets (PDF format)
 - Completed IDIQ Rate Card (Excel format)

Section III – Quotation Preparation Instructions

3.2.2.3 Part III, Technical - The e-mail content shall be as described in paragraph 3.5 below, with no password protection to the file, and shall not be larger than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part III-Technical

(c) Technical Proposal (Volume III):

The Offeror shall submit their Technical Proposal as one (1) email. This email shall contain one (1) unpriced copy of the Bidding Sheets and one (1) file which addresses each criterion as described in paragraph 3.2.3, sections 3.5 & 4.4 and in accordance with the requirements of paragraph 3.5.2.

1. Cyber Security Services Framework Business Benefits
2. Key Personnel Experience
3. System Integration and Delivery for Cyber Security Services
4. Infrastructure and Platform Services Management
5. Subject Matter Experts
6. Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order
7. Test Campaign Planning for Representative Task Order
8. Project Master Schedule for Representative Task Order
9. [Annex E to Bidding Instructions – Compliance Table](#)

3.2.2.4 “Company Name” – in the subject line of the email, and in the names of the individual files, the name of the bidder shall be abbreviated to no more than 10 characters. For example, if a company’s name is “Computer and Technology Research Company”, the company name could be shorted to “CTRC” in the email and file names.

3.2.2.5 Multiple emails may be submitted for each part if the content of the file(s) is larger than 20MB per email submission; however, each file must clearly identify the part number and the sequence to which it relates. For example: CO-115537-CSSF-*Company Name*-Part III-Technical Part 1 of 4; CO-115537-CSSF-*Company Name*-Part III-Technical Part 2 of 4 and so forth.

3.2.2.6 Acceptable File Formats

3.2.2.7 Unless otherwise directed, files can be submitted in Adobe pdf format.

3.2.2.8 The Purchaser does NOT accept hard copies of Quotations, CDs, thumb drives, or zip files.

- 3.2.3 No information disclosing or contributing to disclose the quotation price shall be made part of the Technical Proposal. Failure to abide to this prescription shall result in the quotation being declared non-compliant.
- 3.2.4 As part of the Technical Proposal, the Offeror shall provide One (1) unpriced copy of the Bidding Sheets detailing the breakdown of labour, hours and equipment.
- 3.2.5 [As part of the Technical Proposal, the Offeror shall provide One \(1\) completed copy of the Bidding Instructions Annex E \(Compliance Table\).](#)
- 3.2.6 Documents submitted in accordance with paragraph 3.2.1 above shall be classified no higher than “NATO UNCLASSIFIED” material.
- 3.2.7 Partial Quotations on a Schedule and/or Quotations containing conditional statements will be declared non-compliant.
- 3.2.8 Proprietary information must be clearly marked.

3.3 PREPARATION OF THE ADMINISTRATIVE ENVELOPE (VOLUME I)

- 3.3.1 Contents: Required documents submitted by email, containing one PDF file comprised of all of the required documents.
- 3.3.2 No information disclosing or contributing to disclose the quotation price shall be made part of the Administration Volume. Failure to abide to this prescription shall result in the quotation being declared non-compliant.
- 3.3.3 Volume I shall include the certificates set forth in the Annex to these Bidding Instructions, signed in the original by an authorised representative of the Offeror. The text of the certificates must not be altered in any way. The certificates are as follows:
- B-1: Certificate of Legal Name of Offeror
 - B-2: Certificate of Independent Determination
 - B-3: Certificate of Quotation Validity
 - B-4: Certificate of Understanding
 - B-5: Certificate of Exclusion of Taxes, Duties and Charges
 - B-6: Acknowledgement of Receipt of RFQ Amendments (if applicable)
 - B-7: Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements
 - B-8: Certification of NATO Member Country of Origin of Delivered Equipment, Services, Materials and Intellectual Property Rights
 - B-9: Comprehension and Acceptance of Contract General and Special Provisions.

- B-10: List of Prospective Sub-Contractors / Consortium members
- B-11: AQAP 2110 Compliance or ISO-9001:2015 Certification. The Offeror shall attach a copy of the company's AQAP 2110 compliance or ISO 9001:2015 certification.
- B-12: Disclosure of Involvement of Former NCI Agency Employment
- B-13: Offeror Background IPR
- B-14: List of Subcontractor IPR
- B-15: Vendor Supply Chain Security Self-Attestation Statement
- B-16: Certificate of ISO 27001:2013 Compliance

3.3.3.1 **Certificate B-7**, Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements, Offerors shall note especially the following:

- 3.3.3.1.1 If supplemental agreements, such as End-User Certificates or Technical Assistance Agreements, are required by national regulations, a draft version of these must be submitted with the Offeror's quote. Supplemental agreements submitted after the Quotation Closing Date shall not be considered.
- 3.3.3.1.2 The terms of supplemental agreements, if necessary, are the Offerors / Contractors responsibility and shall be totally consistent with the terms of the (Prospective) Contract, and shall not duplicate, negate, or further interpret any provisions of this Contract. The terms of the (Prospective) Contract shall take precedence over the Supplemental Agreement.
- 3.3.3.1.3 A problem with the supplemental agreement in any of the areas mentioned previously in this provision may result in a determination that the Quotation is not compliant with the terms of the RFQ, and in rejection of the Quotation, or termination for default of the Contract if the supplemental agreement is submitted after Contract award.

3.3.3.2 **Certificate B-10**, the Contractor shall identify by name, project role, and country of origin, all sub-contractors whose sub-contract value is expected to equal or exceed EUR 125,000, if any. A list of consortium members shall also be completed and included. If there are no sub-contractors/consortium members involved, the Offeror shall state this separately. The subcontractors listed in this certificate shall be traceable in the Bidding Sheets.

3.3.3.3 **Certificate B-11** Offerors shall provide documentary evidence that the Offeror possesses and maintains a current certification that is compliant with the requirements of Allied Quality Assurance Publication (AQAP) 2110, ISO 9001:2015, or an equivalent QA/QC regime.

- 3.3.3.3.1 If the Offeror is presenting a QA/QC regime that is claimed to be equivalent to AQAP 2110 or ISO 9001:2015, the burden of proof of such equivalency shall

be on the Offeror and such evidence of equivalency shall be submitted with the Certificate at Annex B-11 in the Administrative Package.

- 3.3.3.3.2 Failure to execute this Certificate, or failure to provide documentary evidence of compliance with this requirement may result in a determination of a non-compliant quotation.
- 3.3.3.3.3 The Offeror will be required to maintain a valid certification throughout the duration of the contract.
- 3.3.3.3.4 If the Offeror provides a certification that is scheduled to expire, during the solicitation phase or during the contract performance period, the Offeror will be required to provide evidence that a renewal process has begun and that a renewed certification will be obtained. In such circumstance, the Offeror shall provide a written statement of their intention to renew such certificate in their Administrative Package.
- 3.3.3.4 **Certificate B-15**, Offerors are required to read the CONSULTATION, COMMAND AND CONTROL BOARD (C3B) Technical and Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products. This Directive may be provided to Offerors requesting the Restricted Documents Pack. Offerors can request a copy of mentioned Directive through the email listed in 2.6.3.1.
- 3.3.3.5 **Certificate B-16** Offerors shall provide documentary evidence that the Offeror possesses and maintains a current certification that is compliant with the requirements of ISO 27001:2013, or an equivalent Information Security Management regime.
 - 3.3.3.5.1 If the Offeror is presenting a Information Security Management regime, or similar national certificate, that is claimed to be equivalent to ISO 27001:2013, the burden of proof of such equivalency shall be on the Offeror and such evidence of equivalency shall be submitted with the Certificate at Annex B-16 in the Administrative Package.
 - 3.3.3.5.2 Failure to execute this Certificate, or failure to provide documentary evidence of compliance with this requirement may result in a determination of a non-compliant quotation.
 - 3.3.3.5.3 The Offeror will be required to maintain a valid certification throughout the duration of the contract.
 - 3.3.3.5.4 If the Offeror provides a certification that is scheduled to expire, during the solicitation phase or during the contract performance period, the Offeror will be required to provide evidence that a renewal process has begun and that a renewed certification will be obtained. In such circumstance, the Offeror shall provide a written statement of their intention to renew such certificate in their Administrative Package.
- 3.3.4 The Offeror shall send Volume I - Administrative Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Administrative Envelope.

- 3.3.4.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume I – Administration Envelope* where the Administration Envelope shall be contained.

3.4 PREPARATION OF THE PRICE QUOTATION (VOLUME II)

- 3.4.1 The Offeror shall prepare their Price Proposal by submitting one (1) email containing the completed Bidding Sheets provided with this RFQ under Book I, Bidding Instructions Annex C in both Excel and PDF formats and the completed IDIQ Rate Card (07_RFQ-CO-115537-CSSF – IDIQ Rate Card) in Excel format.
- 3.4.2 The prices provided shall be intended as the comprehensive total price offered for the fulfilment of all requirements as expressed in the RFQ documentation including but not limited to those expressed in the SOW.
- 3.4.3 The Offeror shall furnish FFP for all required items in accordance with the format set forth in the Instructions for preparation of the Bidding Sheets.
- 3.4.4 Offerors are responsible for the accuracy of their Price Quotations. Price Quotations that have apparent computational errors may have such errors resolved in the Purchaser's favour or, in the case of gross omissions, inconsistencies or errors, may be determined to be non-compliant.
- 3.4.5 Offeror shall quote in their own national currency or in EUR, the host nation currency. Offeror may also submit Quotations in multiple currencies including other NATO member states' currencies under the following conditions:
- (a) the currency is of a "Participating Country" in the project, and
 - (b) The Offeror can demonstrate, either through sub-contract arrangements or in its proposed work methodology, that it will have equivalent expenses in that currency. All major sub-contracts and their approximate anticipated value should be listed on a separate sheet and included with the Price Quotation.
- 3.4.6 The Purchaser, by virtue of its status under the terms of Article IX and X of the Ottawa Agreement, is exempt from all direct taxes (incl. VAT) and all customs duties on merchandise imported or exported. The Offeror, therefore, shall certify that the prices stipulated in this Contract do not include amounts to cover such direct taxes or customs duties.
- 3.4.7 The Contractor shall be responsible for ensuring that its respective Sub-contractors are aware that the Purchaser is exempt from taxes and customs duties. The Offeror (and its respective Sub-contractors) shall be responsible for complying with all applicable national and local legal and administrative procedures to ensure that authorities do not attempt to assess taxes and customs duties on goods and property imported or exported through NATO member nation frontiers under this Contract nor assess direct taxation (VAT) on goods sold to the NCI Agency under this Contract. Offerors are reminded of the requirement to complete the certification to this effect in Annex B-5.

- 3.4.8 Unless otherwise specified in the instructions for the preparation of bidding sheets, all prices quoted in the proposal shall be DDP (Delivered Duty Paid) to specified destination, in accordance with the International Chamber of Commerce INCOTERMS 2020 and shall also cover all packaging, packing, preservation, insurance and transportation charges. Prices quoted shall include all costs for items supplied and delivered to final destination.
- 3.4.9 The Offeror's attention is directed to the fact that Price Quotation shall contain no document and/or information other than the priced copies of the Bidding Sheets and the completed IDIQ Rate Card (07_RFQ-CO-115537-CSSF – IDIQ Rate Card). Any other document of a contractual or technical nature will not be considered for evaluation and may be cause for a determination of non-compliance by the Purchaser.
- 3.4.10 When completing the Bidding Sheets, a unit price and total fixed price for each specified element needs to be supplied on each CLIN line item. Offerors are required to insert price information in all cells marked in yellow in the Bidding Sheets. Prices should not be grouped. The prices and quantities entered on the document shall reflect the total items required to meet the contractual requirements. The total price shall be indicated in the appropriate columns and in the currency quoted. If the price of a line item is expressed in different currencies, these shall be identified, and there shall be as many totals on that line item as there are currencies. In preparing the Price Quotation, Offeror shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. The accuracy of the inputs of the Bidding Sheets is the responsibility of the Offeror. The Purchaser in its favour may resolve ambiguous computation of prices.
- 3.4.11 The Offeror shall furnish FFP quotations, for all proposed items. Partial quotations shall be rejected.
- 3.4.12 The Offeror understands that there is no obligation under this Contract for the Purchaser to exercise an optional increase of the quantities set forth in any line items, and that the Purchaser bears no liability should it decide not to exercise such Option. Furthermore, the Purchaser reserves the right to order another contractor through a new contract with other conditions for the additional quantities of any line item it might need.
- 3.4.13 The Contractor shall be liable for all other taxes, assessments, fees, licences, administrative charges or other Government assessments or charges which are applicable to the performance of this Contract. It is the Contractor's responsibility to inform itself of its liability in each country where such liability may arise.
- 3.4.14 Price Proposals exceeding the deadlines for delivery and completion of works indicated in the Schedule of Supplies and Services and/or Task Order may be declared non-compliant.
- 3.4.15 The Offeror shall identify for each CLIN all significant sub-contractors and provide required information about their prospective sub-contractors whose estimated value of the subcontract is expected to equal or exceed EUR 125,000 using the "List of Prospective Sub-Contractors" form attached to Book I Annex B-10.

- 3.4.16 The Offeror shall separately price the cost of Warranty. Zero values or the statement that the Quotation price includes the cost of warranty are not allowed.
- 3.4.17 The Offeror shall complete the IDIQ Rate Card for each role required under the contract. Offerors must include the fully burdened daily rate (excluding the elements mentioned in paragraph 3.4.18) for each labour category to include overhead and profit. All daily labour rates in the IDIQ Rate Card shall be based on an 8-hour working day.
- 3.4.18 As Task Orders can be raised for services at any NATO site, for differing durations, it is not possible for Offerors to provide a meaningful price for Travel, Accommodation and Subsistence in the IDIQ Rate Card. Therefore, without prejudice to paragraph 3.4.17 above, all rates provided in the Offeror's completed IDIQ Rate Card shall exclude Travel, Accommodation and Subsistence costs as these shall be applied in accordance with standard NCI Agency rules for the site(s) included in the Task Order.
- 3.4.19 The Offeror shall send Volume II - Pricing Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Pricing Envelope.
- 3.4.19.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume II – Price Quotation* where the Pricing Envelope shall be contained.

3.5 PREPARATION OF THE TECHNICAL PROPOSAL (VOLUME III)

- 3.5.1 The Offeror shall submit their Technical Proposal as one (1) email. This email shall contain one (1) file which addresses each criterion as described in paragraphs 3.2.3, sections 3.5 & 4.4 and in accordance with the requirements of section 3.5.2.
- 3.5.2 The Technical Proposal package shall include the following:
- 3.5.2.1 Cyber Security Services Framework Business Benefits: The Offeror shall provide an executive summary of Offeror's competences in applying industry best practises when delivering Cyber Security services, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, highlighting Offeror's value for money delivery approach.
- 3.5.2.2 Key Personnel Experience: The Offeror shall provide a maximum of one "Key Personnel/SME form" and supporting CV/Resume on not more than two pages for each of the key personnel specified in the IDIQ Statement of Work, i.e.: Project Manager, Technical Lead, Test Director, Quality Assurance Representative, Integrated Product Support Manager, and Configuration Manager. If an offeror disregards these instructions and submits more than one person for the position, only the first person will be evaluated. The Offerors shall provide details sufficient to ensure that the Purchaser can meaningfully assess the required experience and qualifications.
- 3.5.2.3 System Integration and delivery for Cyber Security Services: Using example(s) the Offeror shall detail its experience and competence in delivery and integration of Cyber Security Services for large-scale organisations, including services such

as security information and event management (SIEM), network and/or host-based intrusion detection systems (IDS), full packet capture, network aggregators, network taps, log aggregators, agents for endpoint protection, monitoring, log collection from preventive security mechanisms (FWs, proxies, guards, antivirus), and support forensic investigation on critical assets.

- 3.5.2.4 Infrastructure and Platform Services Management: Using example(s) the Offeror shall detail its experience and competence in supporting operations of distributed Information Technology (IT) infrastructures, setting up secure cross-site connections and access for remote users through virtual private network (VPN) appliances, and delivery of Platform Services in Data Centres based on Hypervisor Technology solutions.
- 3.5.2.5 Subject Matter Experts: The Offeror shall provide CVs for each Subject Matter Expert specified in the IDIQ Statement of Work.
- 3.5.2.6 Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order: The Offeror shall provide a complete Lightweight Design and a Requirements Traceability Matrix for the Representative Task Order. These documents shall meet the requirements of both the IDIQ and Representative Task Order Statements of Work.
- 3.5.2.7 Test Campaign Planning for Representative Task Order: The Offeror shall provide a complete Site Acceptance and Test Plan (SiAT) for the Representative Task Order. This document shall meet the requirements of both the IDIQ and representative Task Order Statements of Work.
- 3.5.2.8 Project Master Schedule for Representative Task Order: The Offeror shall provide a complete Project Master Schedule (PMS) that contains all events and milestones for the Representative Task Order. The PMS shall show all deliverables, their delivery dates, and the tasks associated with them, including the Purchaser's review stages. The PMS shall for each task identify the start and finish dates, duration, predecessors, constraints, and resources. The PMS shall provide network, milestone, and Gantt views, and identify the critical path for the overall project. This document shall meet the requirements of both the IDIQ and representative Task Order Statements of Work. This document shall meet the requirements of both the IDIQ and Representative Task Order Statements of Work and Schedule of Supplies and Services.
- 3.5.3 The Offeror shall send Volume III – Technical Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Technical Envelope and One (1) unpriced copy of the Bidding Sheets as per section 3.2.3 above.
- 3.5.3.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume III – Technical Proposal* where the Technical Envelope shall be contained.

SECTION IV - QUOTATION EVALUATION

4.1 GENERAL

- 4.1.1 The evaluation of Quotations will be made by the Purchaser solely on the basis of the requirements in this RFQ.
- 4.1.2 The Purchaser intends to make an award without discussions. Because the Purchaser does not intend to hold discussions, Offerors are encouraged to include their best pricing in their Quotation.
- 4.1.3 All Quotations received will stand alone and be considered complete and final. The Purchaser will not consider any information or data incorporated by reference or otherwise referred to. The successful Offeror(s) will be selected solely on the basis of the evaluation factors set forth below. Accordingly, proposals submitted in response to this solicitation should provide clear, complete, concise, and straightforward responses to the evaluation factors.
- 4.1.4 Elaborate Quotations, colour brochures, and other excesses are discouraged. Extraneous information provided in the proposals will not be considered in the evaluations; therefore, the Offeror should only provide information that satisfies the solicitation requirements. Merely restating the specifications without sufficient elaboration demonstrates a lack of understanding of the requirement.
- 4.1.5 The evaluation of Quotations and the determination as to the compliance or technical adequacy of the supplies and services offered will be based only on that information furnished by the Offeror and contained in its Quotation. The Purchaser shall not be responsible for locating or securing any information which is not included in the Quotation.
- 4.1.6 To ensure that sufficient information is available, the Offeror shall furnish with its Quotation all information appropriate to provide a complete description of the work which will be performed and/or the supplies to be delivered. The information provided shall be to a level of detail necessary for the Purchaser to determine exactly what the Offeror proposes to furnish and whether the offer meets the technical, administrative and contractual requirements of this RFQ. Significant omissions and/or cursory submissions may result in a determination of non-compliance without recourse to further clarification.
- 4.1.7 During the evaluation, the Purchaser may request clarification of the Quotation from the Offeror, and the Offeror shall provide sufficient detailed information in connection with such requests as to permit the Purchaser to make a final determination based upon the facts. The purpose of such clarifications will be to resolve ambiguities in the Quotation and to permit the Offeror to state its intentions regarding certain statements contained therein. The Offeror is not permitted any cardinal alteration of the Quotation regarding technical matters and shall not make any change to its price quotation at any time nor restate the Statement of Work (SOW).
- 4.1.8 The Offeror's prompt response to the Purchaser's RFQ clarification requests is important and therefore failure to provide the requested clarifications within the time-limits set forth in the specific Clarification Requests may cause the Quotation to be deemed non-compliant.

- 4.1.9 The evaluation will be conducted in accordance with the Use of Basic Ordering Agreements (BOAs) by the NATO Communications and Information Agency (NCI Agency) set forth in the NATO document AC/4-D(2019)0004 (INV).
- 4.1.10 The administrative compliance of the Quotations will be evaluated first. Quotations that are declared administratively non-compliant may be rejected without further evaluation. Following evaluation for administrative compliance, evaluation will be carried out in the following two areas: Volume II - Price, Volume III - Technical. Should areas of Administrative non-compliance be identified in the Pricing or Technical evaluation this shall be treated in accordance with section 4.2 below.
- 4.1.11 All administrative compliant Quotations will be reviewed for price compliancy and the three identified lowest offers will be reviewed for technical compliance with both the IDIQ and Representative Task Order. A place on the multi-award IDIQ framework will be awarded to a maximum of three Offerors whose offers for the Representative Task Order, as evaluated by the Purchaser, are the lowest priced, technically compliant Quotations and in accordance with the requirements of the RFQ. Whilst the prices provided by Offerors for the Representative Task Order are for evaluation purposes, the Purchaser reserves the right to include these prices into the IDIQ contract(s) to be used as the basis for potential future Task Orders.

4.2 ADMINISTRATIVE CRITERIA

- 4.2.1 Prior to commencement of the Price and Technical evaluation, Quotations will be reviewed for compliance with the Quotation Submission Requirements of this RFQ. These are as follows:
 - (a) The Quotation was received by the Quotation Closing Date and Time,
 - (b) The Quotation was packaged and marked properly (sections 3.2 to 3.5 above),
 - (c) The Administrative Package contains all the requested signed originals of the required Certificates at Annex B hereto (section 3.3 above).
 - (d) The Quotation is provided in the English language.
- 4.2.2 A Quotation that fails to conform to the above requirements may be declared non-compliant and may not be evaluated further by the Purchaser.
- 4.2.3 If it is discovered, during either the Price or Technical evaluation, that the Offeror has taken exception to the Terms and Conditions of the Prospective Contract, or has qualified and/or otherwise conditioned its Quotation on a modification or alteration of the Terms and Conditions or the language of the Statement of Work, the Offeror may be determined to have submitted a non-compliant Quotation.

4.3 PRICE CRITERIA

- 4.3.1 The Offeror's Price Quotation will be first assessed for compliance against the following standards:
 - 4.3.1.1 The Price Quotation meets the requirements for preparation and submission of the Price Quotation set forth in the Quotation Preparation Section and the Instructions for preparation of the Bidding Sheets (Annex C) in particular.

- 4.3.1.2 The Offeror has furnished FFP for all items listed. Not having provided a price for all items as required per the Bidding sheets, i.e. to fill out **all** yellow fields, may render the Quotation non-compliant. Prices cannot be embedded/included in other prices.
- 4.3.1.3 All pricing data, i.e., quantities, unit prices, has been provided as reflected in the Bidding Sheets.
- 4.3.1.4 Quotation prices include all costs for items supplied, delivered, and supported.
- 4.3.1.5 All prices have been accurately entered into appropriate columns and accurately totalled.
- 4.3.1.6 The Offeror has provided accurate unit prices (where required) and a total price for each line item.
- 4.3.1.7 The Offeror has provided accurate unit prices and a total price of each of the sub-items it added (if any).
- 4.3.1.8 The currency of all line items has been clearly indicated.
- 4.3.1.9 The Offeror has quoted in its own national currency or in the Host Nation currency, Euros. Where multiple currencies including other NATO member states' currencies are quoted, the conditions of Section III, paragraphs 3.4.5 above shall be met.
- 4.3.1.10 The Offeror has indicated that in accordance with the treaties governing the terms of business with NATO, it excluded from its prices all taxes, duties and customs charges from which the Purchaser has been exempted.
- 4.3.1.11 Price quotes for each individual item(s), and totalled prices are accurate and realistic (based on historic data, and/or market and competitive trends in the specified industrial sector(s)).
- 4.3.1.12 Detailed pricing information has been provided and is adequate, accurate, traceable, and complete.
- 4.3.1.13 The Price Quotation meets requirements for price realism as described below in paragraphs 4.3.7.
- 4.3.1.14 The Price Quotation does not contain any comments, which are conditional in nature, relative to the offered prices.
- 4.3.1.15 Although not part of the Representative Task Order price evaluation, the Price Quotation contains a completed IDIQ Rate Card for each role and year.
- 4.3.2 A Quotation which fails to meet the compliance standards defined in this section may be declared non-compliant and may not be evaluated further by the Purchaser.
- 4.3.3 The **three (3)** lowest priced Quotations for the Representative Task Order will progress to the technical evaluation.

4.3.4 Basis of Price Comparison to determine lowest compliant Quotation

4.3.4.1 The Purchaser will convert all prices quoted into EURO for purposes of comparison and computation of price scores. The exchange rate to be utilised by the Purchaser will be the average of the official buying and selling rates of the European Central Bank at close of business on the last working day preceding the Quotation Closing Date.

4.3.4.2 The price comparison will be based on the Offered Grand Total Firm Fixed Price which includes all **CLINs** in the Bidding Sheets.

4.3.5 Inconsistencies and discrepancies in Price Quotation

4.3.5.1 In case of inconsistencies, discrepancies and/or contradictory pricing information in the different parts of the Quotation price submission and notwithstanding the possibility for the Purchaser, at its sole discretion to obtain clarification from the Offeror, for the purpose of determining the total price of the Quotation, the following order of precedence shall apply:

4.3.5.1.1 PDF copy of the completed Bidding Sheets

4.3.5.1.1.1 Schedule of Supplies and Services Total to be Evaluated Quotation Price as indicated by the Offeror

4.3.5.1.1.2 Total of the Quotation calculated from the indicated Total Prices(s) indicated per CLIN(s)

4.3.5.1.2 Microsoft Excel copy of the completed Bidding Sheets

4.3.5.1.2.1 Schedule of Supplies and Services Total to be Evaluated Quotation Price as indicated by the Offeror

4.3.5.1.2.2 Total of the Quotation calculated from the indicated Total Prices(s) indicated per CLIN(s)

4.3.6 Price Realism

4.3.6.1 Should an Offeror submit a price quotation so low that it is not a realistic reflection of the objective cost of performance of the associated technical proposal, this may be considered by the Purchaser to be an unrealistic offer and may be determined to be non-compliant.

4.3.6.2 Indicators of an unrealistically low Quotation may include, but are not limited to, the following:

4.3.6.2.1 Labour Costs that, when amortised over the expected or proposed direct labour hours, indicate average labour rates far below those prevailing in the Offeror locality for the types of labour proposed.

4.3.6.2.2 Direct Material costs that are considered to be too low for the amounts and types of material proposed, based on prevailing market prices for such material.

4.3.6.2.3 Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.

- 4.3.6.3 If the Purchaser has reason to suspect that a Offeror has artificially debased its prices in order to secure contract award, the Purchaser will request clarification of the Quotation in this regard and the Offeror shall provide explanation on one of the following basis:
- 4.3.6.3.1 An error was made in the preparation of the Price Quotation. In such a case, the Offeror must document the nature of the error and show background documentation concerning the preparation of the Price Quotation that makes a convincing case that a mistake was made by the Offeror. In such a case, the Offeror shall petition the Purchaser to both remain in the competition and accept the Contract at the offered price, or to withdraw from the competition.
 - 4.3.6.3.2 The Offeror has a competitive advantage due to prior experience or industrial/technological processes that demonstrably reduce the costs of Offeror performance and therefore the price offered is realistic. Such an argument must support the technical proposal offered and convincingly and objectively describe the competitive advantage and the net savings achieved by this advantage over standard market practices and technology.
 - 4.3.6.3.3 The Offeror recognises that the submitted Price Quotation is unrealistically low compared to its cost of performance and, for business reasons, the Offeror is willing to absorb such a loss. Such a statement can only be made by the head of the business unit submitting the Quotation and will normally be made at the level of Chief Operating Officer or Chief Executive Officer. In such a case, the Offeror shall estimate the potential loss and show that the financial resources of the Offeror are adequate to withstand such reduction in revenue.
- 4.3.6.4 If an Offeror fails to submit a comprehensive and compelling response on one of the basis above, the Purchaser may determine the Quotation submitted as non-compliant. If the Offeror responds on the basis of the above and requests to withdraw from the competition, the Purchaser may, depending on the nature and gravity of the mistake, allow the Offeror to withdraw.
- 4.3.6.5 If the Purchaser accepts the Offeror's explanation of mistake in paragraph 4.3.6.3.1 and allows the Offeror to accept the Contract at the offered price, or the Purchaser accepts the Offeror's explanation pursuant to paragraph 4.3.6.3.3 above, the Offeror shall agree that the supporting pricing data submitted with its Quotation will be incorporated by reference in the resultant Contract. The Offeror shall agree as a condition of Contract signature, that the pricing data will be the basis of determining fair and reasonable pricing for all subsequent negotiations for modifications of or additions to the Contract and that no revisions of proposed prices will be made.
- 4.3.6.6 If the Offeror presents a convincing rationale pursuant to paragraph 4.3.6.3.2 above, no additional action will be warranted. The Purchaser, however, reserves its right to reject such an argument if the rationale is not compelling or capable of objective analysis. In such a case the Quotation may be determined to be non-compliant.

4.4 TECHNICAL CRITERIA

4.4.1 Upon determination of the lowest-priced Quotation(s) as described in paragraphs 4.3.3 - 4.3.4 above, the Quotation(s) shall be evaluated to confirm compliance with the following technical criteria associated with the respective sections of the Technical Proposal.

4.4.2 **Criterion 1: Cyber Security Services Framework Business Benefits**

4.4.2.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can provide, the business benefits outlined in the document reference in paragraph 4.4.2.3.

4.4.2.2 **Criterion** – At no longer than one (1) page in length (see Annex F – Offeror's Business Benefit Form; Font Arial 12, not more than 35 lines per page), the Offeror's Technical Proposal shall provide an executive summary how the Offeror can help to deliver the business benefits expected from this Cyber Security Services Framework (CSSF), highlighting Offeror's:

- know-how on industry best practises to deliver Cyber Security services,
- the ability to deliver value for money,
- experience in adapting to customer's changing requirements.

4.4.2.3 **Document Reference(s)**

4.4.2.3.1 IDIQ SOW section 1.3

4.4.2.4 **Pass/Fail Criteria**

4.4.2.4.1 **Pass** – The Offeror's Technical Proposal provides an executive summary, highlighting the Offeror's competences to apply industry best practises when delivering Cyber Security services with value for money, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, in accordance with the requirements specified in the document reference in paragraph 4.4.2.3.

4.4.2.4.2 **Fail** – The Offeror has not submitted a response to this criterion, or the Offeror's Technical Proposal does not highlight how the Offeror can help to deliver the business benefits outlined in the document reference in paragraph 4.4.2.3.

4.4.3 Criterion 2: Key Personnel Experience

4.4.3.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s project management team have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.3.3.

4.4.3.2 **Criterion** – The Offeror shall provide a “Key Personnel/SME form” (see Annex G – Key Personnel/SME form) and supporting CV/Resume on not more than two pages for each role in the project management team, detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.3.3.

4.4.3.3 Document References

- 4.4.3.3.1 IDIQ SOW section 4.1.3
- 4.4.3.3.2 IDIQ SOW section 4.1.4
- 4.4.3.3.3 IDIQ SOW section 4.1.5
- 4.4.3.3.4 IDIQ SOW section 4.1.6
- 4.4.3.3.5 IDIQ SOW section 4.1.7
- 4.4.3.3.6 IDIQ SOW section 4.1.8

4.4.3.4 Pass/Fail Criteria

- 4.4.3.4.1 Pass – The Offeror’s Technical Proposal contains key personnel forms [and CVs](#) for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.
- 4.4.3.4.2 Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form [and/or CVs](#) for each of the roles mentioned in the document references in paragraph 4.4.3.3; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.

4.4.4 **Criterion 3: System Integration and delivery for Cyber Security Services**

4.4.4.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering solutions equivalent to requirements specified in the document references in paragraph 4.4.4.3 for enterprise-wide integrated cyber security solutions such as:

Critical:

- security information and event management (SIEM),
- vulnerability assessment,
- network and/or host-based intrusion detection systems (IDS).

Desirable:

- full packet capture, network taps, and aggregators,
- agents for endpoint protection,
- security monitoring and log collection from preventive security mechanisms (FWs, proxies, guards, antivirus),
- support forensic investigation on critical assets.

4.4.4.2 **Criterion** – At no longer than ten (10) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability to deliver Cyber Security services similar to the requirements defined in the document references in paragraph 4.4.4.3.

4.4.4.3 **Document Reference(s)**

4.4.4.3.1 IDIQ SOW Section 5.2 and 5.3

4.4.4.3.2 IDIQ SOW Annexes D & E

4.4.4.4 **Pass/Fail Criteria**

4.4.4.4.1 **Pass** – Using examples similar to those in the document references in paragraph 4.4.4.3, in a similar environment (as a prime or subcontractor) in the last five (5) years, the Offeror’s Technical Proposal demonstrates how the Offeror successfully delivered:

- each of the three (3) ‘Critical’ solutions, and;
- at least two (2) of the ‘Desirable’ solutions

in paragraph 4.4.4.1.

4.4.4.4.2 **Fail** – The Offeror’s Technical Proposal

- does not contain a response to this criterion, or;
- does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.4.3 (as a prime or subcontractor), or;
- does not demonstrate previous experience for each of the three (3) ‘Critical’ solutions in paragraph 4.4.4.1, or;
- demonstrates fewer than two (2) examples of previous experience in delivering the ‘Desirable’ solutions in paragraph 4.4.4.1

in a similar environment in the last five (5) years.

4.4.5 Criterion 4: Infrastructure and Platform Services Management

4.4.5.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3.

4.4.5.2 **Criterion** – At no longer than three (3) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability in the configuration and integration, across geographical locations, of core network infrastructure, hypervisor service, and network operating system platform components, similar to the requirements defined in the document references in paragraph 4.4.5.3.

4.4.5.3 Document Reference(s)

4.4.5.3.1 IDIQ SOW Sections 5.3.3.4 – 5.3.3.17

4.4.5.3.2 IDIQ SOW Section 5.3.4

4.4.5.3.3 IDIQ SOW Section 5.3.9.3

4.4.5.3.4 IDIQ SOW Section 5.3.9.4

4.4.5.3.5 IDIQ SOW Annex D

4.4.5.3.6 IDIQ SOW Annex E, section E.2

4.4.5.3.7 IDIQ SOW Annex E, section E.7.2

4.4.5.3.8 IDIQ SOW Annex E, section E.7.3

4.4.5.4 Pass/Fail Criteria

4.4.5.4.1 **Pass** – The Offeror’s Technical Proposal contains at least one (1) example of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3 in a similar environment (as a prime or subcontractor) in the last five (5) years.

4.4.5.4.2 **Fail** – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.5.3 (as a prime or subcontractor) in a similar environment in the last five (5) years.

4.4.6 Criterion 5: Subject Matter Experts

4.4.6.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s subject matter experts have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.6.3.

4.4.6.2 **Criterion** – The Offeror shall provide a two “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resumes on not more than two pages for each of the subject matter experts (x2 per SME role) detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3.

4.4.6.3 Document References

- 4.4.6.3.1 IDIQ SOW section 5.4
- 4.4.6.3.2 IDIQ SOW Annex C section C.1
- 4.4.6.3.3 IDIQ SOW Annex C section C.2
- 4.4.6.3.4 IDIQ SOW Annex C section C.3
- 4.4.6.3.5 IDIQ SOW Annex C section C.4

4.4.6.4 Pass/Fail Criteria

- 4.4.6.4.1 **Pass** – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME forms” and CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role) which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.
- 4.4.6.4.2 **Fail** – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role); or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.

4.4.7 Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order

4.4.7.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the lightweight site design and Requirements Traceability Matrix (RTM) requirements in the document references in paragraph 4.4.7.3.

4.4.7.2 **Criterion** – The Offeror’s Technical Proposal shall provide lightweight site design and an RTM for the Representative Task Order in accordance with the requirements of the IDIQ SOW in document references in paragraph 4.4.7.3.

4.4.7.3 Document Reference(s)

4.4.7.3.1 TO SOW

4.4.7.3.2 IDIQ SOW section 6.4.2

4.4.7.3.3 IDIQ SOW section 6.4.3

4.4.7.4 Pass/Fail Criteria

4.4.7.4.1 **Pass** – The Offeror’s Technical Proposal provides a lightweight design and an RTM for the Representative Task Order, both fully compliant with the requirements of the IDIQ SOW document references in paragraph 4.4.7.3.

4.4.7.4.2 **Fail:** The Offeror:

- has not submitted a response to this criterion has been submitted; or,
- the Offeror’s Technical Proposal does not provide a lightweight design; or,
- the Offeror’s Technical Proposal does not provide an RTM; or,
- the lightweight design and/or RTM is not based on the Representative Task Order; or,
- the lightweight design and/or RTM does not fully meet the requirements of the document references in paragraph 4.4.7.3.

4.4.8 Criterion 7: Test Campaign Planning for Representative Task Order

4.4.8.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the site testing campaign planning requirements in the document references in paragraph 4.4.8.3.

4.4.8.2 **Criterion** - The Offeror's Technical Proposal shall provide a Site Acceptance Test Plan (SiAT) for the Representative Task Order in accordance with the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.8.3 Document Reference(s)

4.4.8.3.1 TO SOW

4.4.8.3.2 IDIQ SOW Section 6.5.2.6

4.4.8.3.3 IDIQ SOW Section 6.5.2.7

4.4.8.4 Pass/Fail Criteria

4.4.8.4.1 **Pass** – The Offeror's Technical Proposal provides a SiAT for the Representative Task Order which fully meets the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.8.4.2 **Fail:** The Offeror:

- has not submitted a response to this criterion; or,
- the Offeror's Technical Proposal does not provide any SiAT; or,
- the SiAT is not based on the Representative Task Order; or
- the SiAT does not fully meet the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.9 Criterion 8: Project Master Schedule for Representative Task Order

4.4.9.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the Project Master Schedule (PMS) requirements in the document references in paragraph 4.4.9.3.

4.4.9.2 **Criterion** – The Offeror’s Technical Proposal shall provide PMS for the Representative Task Order following the Phase & Gate approach structure in accordance with the document references in paragraph 4.4.9.3.

4.4.9.3 Document Reference(s)

- 4.4.9.3.1 Representative Task Order SOW section 6
- 4.4.9.3.2 Representative Task Order Schedule of Supplies and Services (SSS)
- 4.4.9.3.3 IDIQ SOW section 4.3
- 4.4.9.3.4 IDIQ SOW section 6.2
- 4.4.9.3.5 IDIQ SOW section 6.3
- 4.4.9.3.6 IDIQ SOW section 6.4
- 4.4.9.3.7 IDIQ SOW section 6.5
- 4.4.9.3.8 IDIQ SOW section 6.6

4.4.9.4 Pass/Fail Criteria

- 4.4.9.4.1 **Pass** – The Offeror’s Technical Proposal provides a PMS which clearly explains how the requirements specified in the document references above would be met by the Offeror, in accordance with the requirements and the Phases & Gates in the IDIQ SOW document references in paragraph 4.4.9.3, by the dates in the Representative Task Order SSS.
- 4.4.9.4.2 **Fail** – The Offeror has not submitted a response to this criterion; or, the Offeror’s Technical Proposal does not provide a PMS based on the Representative Task Order; or, the PMS does not fully meet the requirements of the document references in paragraph 4.4.9.3; or, the PMS does not follow the requirements and/or Phase & Gate approach in the IDIQ SOW; or, the PMS does not align with the dates in the Representative Task Order SSS.

4.4.10 Any content provided over the page limit specified or not using the forms specified for each question will not be subject to evaluation.

4.4.11 If an Offeror’s Technical Proposal is awarded a ‘Fail’ for any of the criteria listed in section 4.4 above, their Proposal will be deemed technically non-compliant and the Purchaser may offer the prospective Contract(s) to the next ranking Offeror.

Annex A - CLARIFICATION REQUEST FORMS

INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.1 | | | | |
| A.2 | | | | |
| A.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?



INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE

| PRICE | | | | |
|------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| P.1 | | | | |
| P.2 | | | | |
| P.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?

INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE



| TECHNICAL | | | | |
|------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| T.1 | | | | |
| T.2 | | | | |
| T.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?



Annex B - ADMINISTRATIVE CERTIFICATES

ANNEX B-1

CERTIFICATE OF LEGAL NAME OF OFFEROR

This Quotation is prepared and submitted on behalf of the legal corporate entity specified below:

FULL NAME OF CORPORATION: _____

DIVISION (IF APPLICABLE): _____

SUB DIVISION (IF APPLICABLE): _____

OFFICIAL MAILING ADDRESS: _____

E-MAIL ADDRESS: _____

FAX NO.: _____

BOA NO.: _____

POINT OF CONTACT (POC) REGARDING THIS QUOTATION:

NAME: _____
POSITION: _____
TELEPHONE: _____
E-MAIL ADDRESS: _____

ALTERNATIVE POC:

NAME: _____
POSITION: _____
TELEPHONE: _____
E-MAIL ADDRESS: _____

DATE

SIGNATURE OF AUTHORISED REPRESENTATIVE

PRINTED NAME

TITLE



ANNEX B-2

CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each Offeror shall certify signing this Quotation shall also certify that:

Each Offeror shall certify that in connection with this procurement:

- a. This quotation has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Offeror or with any competitor;
- b. The contents of this Quotation have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to award, directly or indirectly to any other Offeror or to any competitor, and;
- c. No attempt has been made, or will be made by the Offeror to induce any other person or firm to submit, or not to submit, a Quotation for the purpose of restricting competition.

2. Each person signing this Quotation shall also certify that:

- a. They are the person in the Offeror's organisation responsible within that organisation for the decision as to the quotation and that they have not participated and will not participate in any action contrary to 1(a) through 1(c) above, or;
- b. (i) They are not the person in the Offeror's organisation responsible within that organisation for the quotation but that they have been authorised in writing to act as agent for the persons responsible for such a decision in certifying that such persons have not participated, and will not participate in any action contrary to 1(a) through 1(c) above, and as their agent does hereby so certify, and;
- (ii) They have not participated and will not participate in any action contrary to 1(a) through 1(c) above.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

NOTE: IF THE OFFEROR DELETES OR MODIFIES SUBPARAGRAPH (1B) OF THIS ANNEX, THE OFFEROR MUST FURNISH WITH ITS QUOTATION A SIGNED STATEMENT SETTING FORTH IN DETAIL THE CIRCUMSTANCES OF THE DISCLOSURE.



| ANNEX B-3

CERTIFICATE OF QUOTATION VALIDITY

I, the undersigned, as an authorised representative of the firm submitting this quotation, do hereby certify that the pricing and all other aspects of our Quotation will remain valid for a period of six (6) months from the Quotation Closing Date of this Request for Quotation.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-4

CERTIFICATE OF UNDERSTANDING

I certify that

.....
.....(*Company Name*) has read and fully understands the requirements of this Request for Quotation (RFQ) and that the Quotation recognises these requirements in total.

I also certify to the best of my expert knowledge that this Quotation is within the "state of art" boundaries as they exist at the time of quotation for this project.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-5

CERTIFICATE OF EXCLUSION OF TAXES, DUTIES AND CHARGES

I hereby certify that the prices offered in the price quotation of this Quotation exclude all taxes, duties and customs charges from which the Purchaser has been exempted by international agreement.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-6

ACKNOWLEDGEMENT OF RECEIPT OF RFQ AMENDMENTS

I confirm that the following Amendments to Request for Quotation No RFQ-CO-115537-CSSF have been received and the Quotation as submitted reflects the content of such Amendments:

| Amendment Number | Date of Issue by the Purchaser | Date of Receipt by the Offeror |
|-------------------------|---------------------------------------|---------------------------------------|
| | | |
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| | | |
| | | |

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-7

DISCLOSURE OF REQUIREMENTS FOR NCI AGENCY EXECUTION OF SUPPLEMENTAL AGREEMENTS

I, the undersigned, as an authorised representative of
.....(*Company Name*), certify the following statement (*Check the applicable statement below*):

- I do not have any supplemental agreements to disclose for the performance of this contract [*cross out points 1 to 6 of this certificate*].
- I do have supplemental agreements to disclose for the performance of this contract (*complete points 2 and 3 below in a separate attachment to this certificate*).

1. All supplemental agreements, defined as agreements, documents and/or permissions outside the body of the Contract but required by my Government, and the governments of my sub-Contractors, to be executed by the NCIA as a condition of my firm’s performance of the Contract, have been identified, as part of the Quotation.
2. Examples of the terms and conditions of these agreements are attached hereto. The anticipated restrictions to be imposed on NATO, if any, have been identified in our offer along with any potential conflicts with the terms, conditions and specifications of the Prospective Contract, see (*complete, if any*). These anticipated restrictions and potential conflicts are based on our knowledge of and prior experience with such agreements and their implementing regulations. We do not certify that the language or the terms of these agreements will be exactly as we have anticipated.
3. The processing time for these agreements has been calculated into our delivery and performance plans and contingency plans made in the case that there is delay in processing on the part of the issuing government(s), see (*complete, if any*).
4. We recognise that additional supplemental agreements, documents and permissions presented as a condition of Contract performance or MOU signature after our firm would be selected as the successful Offeror may be cause for the NCIA to determine the submitted quotation to be non-compliant with the requirements of the RFQ.
5. We accept that should the resultant supplemental agreements issued in final form by the government(s) result in an impossibility to perform the Contract in accordance with its schedule, terms or specifications, the Contract may be terminated by the Purchaser at no cost to either Party.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-8

**CERTIFICATION OF NATO MEMBER COUNTRY ORIGIN OF DELIVERED
EQUIPMENT, SERVICES, MATERIALS AND INTELLECTUAL PROPERTY
RIGHTS**

The Offeror hereby certifies that, if awarded the Contract pursuant to this solicitation, it will perform the contract subject to the following conditions:

- (a) none of the work, including project design, labour and services shall be performed other than by firms from and within participating NATO member countries;
- (b) no material or items of equipment down to and including identifiable sub-assemblies shall be manufactured or assembled by a firm other than from and within a participating NATO member country (a sub-assembly is defined as a portion of an assembly consisting of two or more parts that can be provided and replaced as an entity)*; and
- (c) the intellectual property rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fees or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member countries.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

*This definition purposely excludes components and/or parts (as defined in AcodP-1), which are not subject to this certification.



ANNEX B-9

COMPREHENSION AND ACCEPTANCE OF CONTRACT GENERAL AND SPECIAL PROVISIONS

The Offeror hereby certifies that it has reviewed the Contract Special Provisions set forth in the Prospective Contract, Book II of this Request for Quotation (RFQ) and the Contract Provisions set forth in the Basic Ordering Agreement signed with the NCI Agency. The Offeror hereby provides its confirmation that it fully comprehends the rights, obligations and responsibilities of the Contractor as set forth in the Articles and Clauses of the Prospective Contract. The Offeror additionally certifies that the Quotation submitted by the Offeror is without prejudice, qualification or exception to any of the Terms and Conditions and it will accept and abide by the stated Special Contract Provisions if awarded the contract as a result of this RFQ.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-10

LIST OF PROSPECTIVE SUB-CONTRACTORS/CONSORTIUM MEMBERS³

| Name and Address of Sub-Contractor, incl. country of origin/registration | Primary Location of Work | Items/Services to be Provided | Estimated Value of Sub-Contract |
|--|--------------------------|-------------------------------|---------------------------------|
| | | | |
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| | | | |

If no sub-Contractors/consortium members are involved, state this here:

.....
.....
.....
.....

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

³ In accordance with paragraph 3.4.15 of Book I, the Offeror shall identify in this Certificate any subcontractors whose estimated value of the subcontract is expected to equal or exceed €125,000.00.



ANNEX B-11

CERTIFICATE OF AQAP 2110 OR ISO 9001:2015 COMPLIANCE

I hereby certify that (*Company Name*) is fully compliant with the AQAP 2110 or ISO 9001:2015 Quality Assurance Standards and Procedures and is currently so certified.

A copy of the quality certification is **attached herewith.**

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-12

Disclosure of Involvement of Former NCI Agency Employment

The Offeror hereby certifies that, in preparing its Quotation, the Offeror did not have access to solicitation information prior to such information been authorized for release to Offerors (e.g., draft statement of work and requirement documentation).

The Offeror hereby acknowledges the post-employment measures applicable to former NCI Agency Personnel as per the NCI Agency Code of Conduct.

The Offeror hereby certifies that its personnel working as part of the company’s team, at any tier, preparing the Quotation:

- Have not held employment with NCI Agency within the last two years.
- Has obtained a signed statement from the former NCI Agency personnel below, who departed the NCI Agency within the last two years, that they were not previously involved in the project under competition (as defined in the extract of the NCI Agency Code of Conduct provided below):

| Employee Name | Former NCIA Position | Current Company Position |
|---------------|----------------------|--------------------------|
| | | |
| | | |
| | | |
| | | |

The Offeror also hereby certifies that it does not employ and/or receive services from former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above, who departed the NCI Agency within the last 12 months. This prohibitions covers negotiations, representational communications and/or advisory activities.

Date

Signature of Authorised Representative

Printed Name

Title

Company

Excerpt of NCI Agency AD. 05.00, Code of Conduct dated May 2017**Article 14 PROCUREMENT AND CONTRACTORS**

- 14.1 NCI Agency Personnel are required to maintain unquestionable integrity and impartiality in relation to procurements initiated by the NCI Agency.
- 14.2 NCI Agency Personnel shall not disclose any proprietary or contract related information regarding procurement directly or indirectly to any person other than a person authorized by the NCI Agency to receive such information. NCI Agency Personnel shall not disclose any documentation related to a procurement action to any third party without a need to know¹ (e.g., draft statement of work, statement of requirements) unless this is expressly provided under NATO Procurement Regulations or authorized in writing by the Director of Acquisition. During an on-going selection, NCI Agency Personnel shall not disclose any information on the selection procedure unless authorized by the Chairman of the award committee/board. The NCI Agency Personnel concerned will ensure that proper access controls are put in place to prevent disclosure of procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations.
- 14.3 NCI Agency Personnel will not participate in a source selection if an offer has been provided by a friend, family member, a relative, or by a business concern owned, substantially owned, or controlled by him/her or by a friend, family member or a relative. NCI Agency Personnel appointed as part of an evaluation shall report such links to the Director of Acquisition immediately upon becoming aware of it.
- 14.4 Contractors and consultants shall not be allowed to participate in the drafting of the statement of work or in the source selection process unless they and their company/employer will be excluded from competition of the related contract. The same will apply to contractors and consultants involved in the definition and development of requirements.
- 14.5 Contractors will be given specific and coherent statements of work, providing precise explanation of how she/he is going to be employed. Tasks to be performed and minimum qualifications are to be well defined from the start. In addition, supervisors will ensure that contractors do not occupy managerial positions within the Agency.
- 14.6 NCI Agency Personnel shall not enter into authorized commitments in the name of NCI Agency or NATO unless specifically authorized. NCI Agency Personnel must abstain from making promises or commitment to award or amend a contract or otherwise create the appearance of a commitment from the NCI Agency unless properly authorized by the NCI Agency.

- 14.7 NCI Agency Personnel shall not endorse directly or indirectly products from industry. Therefore, NCI Agency Personnel shall not name or make statements endorsing or appearing to endorse products of specific companies.
- 14.8 Industry partners will need to abide with the post-employment measures under this Directive upon submission of their Quotations / proposals to the NCI Agency. As part of the selection process, industry will be requested to agree with an ethical statement.

15 INDUSTRY INITIATIVES

- 15.1 Industry initiatives may include loans, displays, tests or evaluation of equipment and software, requesting NCI Agency speakers at industry gatherings and conferences, inviting speakers from industry to NCI Agency events, consultancy or studies of technical or organizational issues, etc. These initiatives are usually at no cost to the NCI Agency and take place at a pre-contractual phase or before the development of requirements and specifications. While there are benefits associated with the early involvement of industry in the definition of requirements and specifications, this also raises the potential for unfair treatment of potential competitors.
- 15.2 Industry initiatives which go beyond routine interaction in connection with on-going contracts must be reported to and coordinated by the NCI Agency Acquisition Directorate for approval. Industry initiatives shall be properly documented and governed by written agreements between the NCI Agency and the company concerned where relevant. Such agreements may contain provisions describing the nature of the initiative, the non-disclosure of NCI Agency/NATO information, NCI Agency ownership of any resulting work, the NCI Agency's right to release such work product to future competitors for any follow-on competition or contract, the requirement that any studies must provide non-proprietary solutions and/or an acknowledgement that the participating companies will not receive any preferential treatment in the contracting process.
- 15.3 Any authorized industry initiatives must be conducted in such a way that it does not confer an unfair advantage to the industry concerned or create competitive hurdles for potential competitors.

16 POST EMPLOYMENT MEASURES

- 16.1 The NCI Agency will not offer employment contracts to former NCI Agency Personnel who departed less than 2 years earlier, unless prior approval by the General Manager has been received.
- 16.2 Former NCI Agency Personnel will not be accepted as consultants or commercial counterpart for two (2) years after finalization of their employment at NCI Agency, unless the General Manager decides otherwise in the interest of the Agency and as long as NATO rules on double remuneration are observed. Such decision shall be recorded in writing. Commercial counterparts include owners or majority shareholders, key account managers, or staff member, agent or consultant of a company and/or subcontractors seeking business at any tier

with the NCI Agency in relation to a procurement action in which the departing NCI Agency staff member was involved when they were under the employment of the NCI Agency. As per the Prince 2 Project methodology, a Project is defined as a “temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case”. For the purpose of this provision, involvement requires (i) drafting, review or coordination of internal procurement activities and documentation, such as statement of work and statement of requirement; and/or (ii) access to procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations; and/or (iii) being appointed as a representative to the Project governance (e.g., Project Board) with access to procurement information as per (ii) above; and/or (iv) having provided strategic guidance to the project, with access to procurement information as per (ii) above.

- 16.3 In addition to Section 16.2 above, former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above are prohibited during twelve months following the end of their employment with the NCI Agency to engaging in negotiations, representational communications and/or advisory activities with the NCI Agency on behalf of a private entity, unless this has been agreed in advance by the NCI Agency General Manager and notified to the ASB.
- 16.4 NCI Agency Personnel leaving the Agency shall not contact their former colleagues in view of obtaining any information or documentation about procurement activities not yet authorized’ release. NCI Agency Personnel shall immediately report such contacts to the Director of Acquisition.
- 16.5 The ASB Chairman will be the approving authority upon recommendation by the Legal Adviser when the NCI Agency Personnel concerned by the above is the NCI Agency General Manager and will notify the ASB.
- 16.6 NCI Agency Personnel leaving the Agency shall sign a statement that they are aware of the post-employment measures set out in this Directive.
- 16.7 The post-employment measures set out in this Directive shall be reflected in the NCI Agency procurement documents, such as IFBs, and contract provisions.



ANNEX B-13

OFFEROR BACKGROUND IPR

The Offeror Background IPR specified in the table below will be used for the purpose of carrying out work pursuant to the Contract.

| ITEM | DESCRIPTION |
|------|-------------|
| | |
| | |
| | |
| | |
| | |

The Offeror has and will continue to have, for the duration of the Contract, all necessary rights in and to the Background IPR specified above.

The Background IPR stated above complies with the terms specified in Article 30 of the NCI Agency, Part III - General Provisions.



ANNEX B-14

LIST OF SUBCONTRACTOR IPR

The Subcontractor IPR specified in the table below will be used for the purpose of carrying out work pursuant to the Contract.

| ITEM | DESCRIPTION |
|------|-------------|
| | |
| | |
| | |
| | |
| | |

The Offeror has and will continue to have, for the duration of the Contract, all necessary rights in and to the IPR specified above necessary to perform the Offeror's obligations under the Contract.

The Subcontractor IPR stated above complies with the terms specified in Article 30 of the NCI Agency, Part III - General Provisions.



ANNEX B -15

Vendor Supply Chain Security Self-Attestation Statement

I hereby as [*Insert Company Name*] affirm that the security of the supply chain for the product [*list the product(s) below*]

has been assessed and assessed against the requirements laid down in directive AC/322-D(2017)0016 (INV), named “NATO SUPPLY CHAIN SECURITY REQUIREMENTS FOR COMMERCIAL OFF THE SHELF COMMUNICATION AND INFORMATION SYSTEMS SECURITY ENFORCING PRODUCTS”.

I endorse this supply chain security statement for the product listed in the first paragraph of this certificate which covers the following items:

- Supply Chain Security Program Governance
- Security in Manufacturing and Operations
- Security in Logistics
- NATO Information Protection
- Vendor Physical and Personnel Security
- Security in Service Management
- Security in Incident Management
- 3rd Party Supplier Management

I can supply supporting evidence if required.

Date

Signature of Authorised Representative

Printed Name

Title

Company



ANNEX B-16

CERTIFICATE OF ISO 27001:2013 COMPLIANCE

I hereby certify that (*Company Name*) is fully compliant with the ISO 27001:2013 Information Security Management and is currently so certified.

A copy of the quality certification is **attached herewith**.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



NATO UNCLASSIFIED

RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365
Annex C – Bidding Sheets

Annex C – Bidding Sheets

[Provided under separate MS Excel File]:

“RFQ-CO-115537-CSSF – Bidding Instructions Annex C – Bidding Sheets”

NATO UNCLASSIFIED



Annex D – Instructions for the Preparation of Bidding Sheets

1. Offerors are required, in preparing their Price Quotation to utilise the Bidding Sheets following the instructions detailed in Section III – Quotation Preparation Instructions and CLIN Bidding Sheet instructions within the Bidding Sheets itself.
2. The Offeror must complete and submit the Bidding Sheets with their Price Breakdown per CLIN – one (1) sheet is required for each Major CLIN (1, 2, 3, etc.).
3. The prices entered on the Bidding Sheets shall reflect the total items required to meet the contractual requirements.
4. The total price shall be indicated in the appropriate columns and in the currency quoted.
5. The total evaluated price shall be the price of the basic Contract.
6. If the price of a CLIN is expressed in different currencies, these shall be identified, and there shall be as many bidding sheets for that CLIN as there are currencies.
7. In preparing the Price Quotation, the Offeror shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. Pricing for lower level items shall add to the total for the Sub-CLINs, and the Sub-CLIN totals shall add to the CLIN total. The Purchaser in its favour may resolve ambiguous computation of prices. The Offeror shall identify the sub-CLIN, per line item, in each detailed Bidding Sheet section, i.e. Materials, Labour, Subcontract Labour, Travel etc., that is being priced.
8. Prices shall not include any provision for taxes or duties for which the Purchaser is exempt.
9. The Offeror shall not introduce any changes or deviations to the Schedule of Supplies and Services (SSS) as Published by the Purchaser.



NATO UNCLASSIFIED

RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365
Annex E – Compliance Table

ANNEX E – Compliance Table

Offeror shall complete column “QUOTATION REFERENCE” with Quotation references that locate the technical proposal documentation required by the RFQ, e.g. section, paragraph, table (if applicable), page number etc. One copy each of the duly completed Cross Reference/Compliance Table is to be included in the Quotation Technical Proposal package. The Quotation shall follow the instructions in section 3.5, and will be evaluated according to the instructions in section 4.4 above.

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| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|----------------------|--|---------------------------|-----------------------------------|
| 3.5.2.1 | IDIQ SOW section 1.3 | <p><u>Criterion 1: Cyber Security Services Framework Business Benefits</u> Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can provide, the business benefits outlined in the document reference in paragraph 4.4.2.3.</p> <p>Criterion – At no longer than one (1) page in length (see Annex F – Offeror’s Business Benefit Form; Font Arial 12, not more than 35 lines per page), the Offeror’s Technical Proposal shall provide an executive summary how the Offeror can help to deliver the business benefits expected from this Cyber Security Services Framework (CSSF), highlighting Offeror ’s:</p> <ul style="list-style-type: none"> • know-how on industry best practises to deliver Cyber Security services, • the ability to deliver value for money, • experience in adapting to customer’s changing requirements <p>Pass/Fail Criteria Pass – The Offeror’s Technical Proposal provides an executive summary, highlighting the Offeror’s competences to apply industry best practises when delivering Cyber Security services with value for money, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, in accordance with the requirements specified in the document reference in paragraph 4.4.2.3. Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not highlight how the Offeror can help to deliver the business benefits outlined in the document reference in paragraph 4.4.2.3.</p> | 4.4.2 | <i>Offeror to complete</i> |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|--|---|---------------------------|----------------------------|
| 3.5.2.1 | IDIQ SOW section 4.1.3 IDIQ SOW section 4.1.4 IDIQ SOW section 4.1.5 IDIQ SOW section 4.1.6 IDIQ SOW section 4.1.7 IDIQ SOW section 4.1.8 | <p>Criterion 2: Key Personnel Experience Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s project management team have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.3.3.</p> <p>Criterion – The Offeror shall provide a “Key Personnel/SME form” CV (see Annex G – Key Personnel/SME form) and supporting CV/Resume on not more than two pages for each role of the project management team members, detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.3.3.</p> <p>Pass/Fail Criteria Pass – <u>The Offeror’s Technical Proposal contains key personnel forms and CVs for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</u> Fail – <u>The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.3.3; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</u> Pass – The Offeror’s Technical Proposal contains Key Personnel/SME forms for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3. Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form for each of the roles mentioned in the document references above; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</p> | 4.4.3 | Offeror to complete |



| | | | | |
|----------------|---|---|--------------|-----------------------------------|
| <p>3.5.2.3</p> | <p>IDIQ SOW Section 5.2 IDIQ SOW Section 5.3 IDIQ SOW Annex D IDIQ SOW Annex E</p> | <p><u>Criterion 3: System Integration and delivery for Cyber Security Services</u></p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering solutions equivalent to requirements specified in the document references below for enterprise-wide integrated cyber security solutions such as:</p> <p>Critical:</p> <ul style="list-style-type: none"> • security information and event management (SIEM), • vulnerability assessment, • network and/or host-based intrusion detection systems (IDS). <p>Desirable:</p> <ul style="list-style-type: none"> • full packet capture, network taps, and aggregators, • agents for endpoint protection, • security monitoring and log collection from preventive security mechanisms (FWs, proxies, guards, antivirus), • support forensic investigation on critical assets. <p>Criterion – At no longer than ten (10) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability to deliver Cyber Security services similar to the requirements defined in the document references in paragraph 4.4.4.3.</p> | <p>4.4.4</p> | <p><i>Offeror to complete</i></p> |
|----------------|---|---|--------------|-----------------------------------|



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---------------------|---|---------------------------|---------------------|
| | | <p>Pass/Fail Criteria</p> <p>Pass – Using examples similar to those in the document references in paragraph 4.4.4.3, in a similar environment (as a prime or subcontractor) in the last five (5) years, the Offeror’s Technical Proposal demonstrates how the Offeror successfully delivered:</p> <ul style="list-style-type: none"> • each of the three (3) ‘Critical’ solutions, and; • at least two (2) of the ‘Desirable’ solutions <p>in paragraph 4.4.4.1.</p> <p>Fail – The Offeror’s Technical Proposal</p> <ul style="list-style-type: none"> • does not contain a response to this criterion, or; • does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.4.3 (as a prime or subcontractor), or; • does not demonstrate previous experience for each of the three (3) ‘Critical’ solutions in paragraph 4.4.4.1, or; • demonstrates fewer than two (2) examples of previous experience in delivering the ‘Desirable’ solutions in paragraph 4.4.4.1 in a similar environment in the last five (5) years | | |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|----------------------------|
| 3.5.2.4 | IDIQ SOW Sections 5.3.3.4 – 5.3.3.17 IDIQ SOW Section 5.3.4 IDIQ SOW Section 5.3.9.3 IDIQ SOW Section 5.3.9.4 IDIQ SOW Annex D IDIQ SOW Annex E, section E.2 IDIQ SOW Annex E, section E.7.2 IDIQ SOW Annex E, section E.7.3 | <p>Criterion 4: Infrastructure and Platform Services Management</p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering similar requirements to those in the document references below.</p> <p>Criterion – At no longer than three (3) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability in the configuration and integration of core network infrastructure, hypervisor service, and network operating system platform components, similar to the requirements defined in the document references in paragraph 4.4.5.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal contains at least one (1) example of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3, in a similar environment (as a prime or subcontractor) in the last five (5) years.</p> <p>Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.5.3 (as a prime or subcontractor), in a similar environment in the last five (5) years.</p> | 4.4.5 | <i>Offeror to complete</i> |



| | | | | |
|----------------|---|--|---------------|-----------------------------------|
| <p>3.5.2.5</p> | <p>IDIQ SOW Annex C section C.1 IDIQ SOW Annex C section C.2 IDIQ SOW Annex C section C.3 IDIQ SOW Annex C section C.4 IDIQ SOW section 5.4</p> | <p>Criterion 5: Subject Matter Experts Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s subject matter experts have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.6.3. Criterion – The Offeror shall provide two “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resumes on not more than two pages for each of the subject matter experts (x2 per SME role) detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3. Criterion – The Offeror shall provide a “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resume on not more than two pages for each of the subject matter experts detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3. Pass/Fail Criteria Pass – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME forms” and CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role) which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role); or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Pass – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME Forms” for each of the roles mentioned in the document references in paragraph 4.4.6.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” for each of the roles mentioned in the document references in paragraph 4.4.6.3; or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.</p> | <p>4.4.6.</p> | <p><i>Offeror to complete</i></p> |
|----------------|---|--|---------------|-----------------------------------|



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|-----------------------------------|
| 3.5.2.6 | Representative Task Order SOW IDIQ SOW section 6.4.2 IDIQ SOW section 6.4.3 | <p><u>Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order</u></p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the lightweight design and Requirements Traceability Matrix (RTM) requirements in the document references in paragraph 4.4.7.3.</p> <p>Criterion – The Offeror’s Technical Proposal shall provide lightweight design and an RTM for the Representative Task Order in accordance with the requirements in document references in paragraph 4.4.7.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a lightweight design and an RTM for the Representative Task Order, both fully compliant with the requirements of the IDIQ SOW document references in paragraph 4.4.7.3.</p> <p>Fail – The Offeror:</p> <ul style="list-style-type: none"> • has not submitted a response to this criterion has been submitted; or, • the Offeror’s Technical Proposal does not provide a lightweight design; or • the Offeror’s Technical Proposal does not provide an RTM; or, • the lightweight design and/or RTM is not based on the Representative Task Order; or • the lightweight design and/or RTM does not fully meet the requirements of the document references in paragraph 4.4.7.3. | 4.4.7 | <i>Offeror to complete</i> |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|----------------------------|
| 3.5.2.7 | Representative Task Order SOW IDIQ SOW Section 6.5.2.7 IDIQ SOW Section 6.6.2.5 | <p>Criterion 7: Test Campaign Planning for Representative Task Order</p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the site testing campaign planning requirements in the document references in paragraph 4.4.8.3.</p> <p>Criterion - The Offeror’s Technical Proposal shall provide a Site Acceptance Test Plan (SiAT) for the Representative Task Order in accordance with the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a SiAT for the Representative Task Order section 5 and corresponding ones in the CSSF IDIQ which fully meets the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.</p> <p>Fail – The Offeror:</p> <ul style="list-style-type: none"> • has not submitted a response to this criterion; or, • the Offeror’s Technical Proposal does not provide any SiAT; or, • the SiAT is not based on the Representative Task Order; or • the SiAT does not fully meet the requirements of the IDIQ SOW document references in paragraph 4.4.8.3. | 4.4.8 | Offeror to complete |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|--|--|---------------------------|----------------------------|
| 3.5.2.8 | Representative Task Order SOW section 6 Representative Task Order Schedule of Supplies and Services (SSS) IDIQ SOW section 4.3 IDIQ SOW section 6.2 IDIQ SOW section 6.3 IDIQ SOW section 6.4 IDIQ SOW section 6.5 IDIQ SOW section 6.6 | <p>Criterion 8: Project Master Schedule for Representative Task Order Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the Project Master Schedule (PMS) requirements in the document references in paragraph 4.4.9.3.</p> <p>Criterion – The Offeror’s Technical Proposal shall provide PMS for the Representative Task Order following the Phase & Gate approach structure in accordance with the document references in paragraph 4.4.9.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a PMS which clearly explains how the requirements specified in the document references above would be met by the Offeror, in accordance with the requirements and the Phases & Gates in the IDIQ SOW document references in paragraph 4.4.9.3, by the dates in the Representative Task Order SSS.</p> <p>Fail – The Offeror has not submitted a response to this criterion; or, the Offeror’s Technical Proposal does not provide a PMS based on the Representative Task Order; or, the PMS does not fully meet the requirements of the document references in paragraph 4.4.9.3; or, the PMS does not follow the requirements and/or Phase & Gate approach in the IDIQ SOW; or, the PMS does not align with the dates in the Representative Task Order SSS.</p> | 4.4.9 | <i>Offeror to complete</i> |



Annex G - Key Personnel/SME Form

CONTRACTOR PROJECT MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.3 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Project Manager shall have at least six years' experience as PM for:

- a.) an effort of similar scope
- b.) an effort of similar duration
- c.) an effort of similar complexity
- d.) an effort of similar cost
- e.) formal project management methodology certification such as PRINCE2

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR TECHNICAL LEAD

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.4 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Technical Lead qualifications shall include:

- a.) a Master's degree in engineering or computer science or shall have equivalent work experience;
- b.) at least seven (7) years of experience in engineering positions associated with the review, design, development, integration, evaluation, planning and operation of electrical or electronic components, subsystems, or systems for government or commercial use;
- c.) a membership of recognised IT professional body;
- d.) at least seven (7) years of experience in system design and integration of networking and communication component parts similar to those being utilised for the purpose of the TO Contract

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR TEST DIRECTOR

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.5 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Test Director qualifications shall include:

- a.) at least five (5) years' experience in the design and execution of communication information systems test campaigns;
- b.) proven knowledge of test automation techniques and tools.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR QUALITY ASSURANCE REPRESENTATIVE

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.6 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Quality Assurance Representative qualifications shall include:

- a.) least seven (7) years' experience in working with quality control methods and tools, applying industry quality assurance standards;
- b.) broad knowledge of NATO Standards (e.g. STANAG 4107 Ed. 11), processes and procedures applicable to Quality Assurance (QA) and Quality Control (QC) in the industry.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR INTEGRATED PRODUCT SUPPORT MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.7 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Integrated Product Support Manager qualifications shall include:

- a.) a systems engineering background or a supportability engineering equivalent certification;
- b.) deep knowledge of the IPS related NATO standards, handbooks, ISOs/IEC and ASD (Aerospace & Defence) Suite (S1000D, S2000M, S3000L) and tools;
- c.) experience in the IPS files (e.g. LSA – Logistic Support Analysis, RAMT – Reliability, Availability, Maintainability and Testability, Training, Documentation etc.);
- d.) knowledge of Configuration Management standards and procedures (e.g. STANAG 4427 Ed. 3, ISO 10007).

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR CONFIGURATION MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.8 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Integrated Configuration Manager qualifications shall include:

- a.) at least ten (10) years of proven experience on configuration management activities for hardware/software intensive solutions, preferably in the defence and electronics sector and/or IT, or
- b.) hold a formal certification in configuration management with 5 (five) years of proven experience in CM.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



SECURITY TOOLS ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.1 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Security Tools Engineer SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) Industry leading certification in the area of Cybersecurity such as CISSP, CISM, MCSE/S, CISA, GSNA, SANS GIAC;
- d.) a sound knowledge of network and systems security, IT security best practice, common attack types and detection / prevention methods;
- e.) experience and/or qualifications in network and systems monitoring and support;
- f.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

***** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ *****



ONLINE VULNERABILITY ASSESSMENT (OVA) TOOL ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.2 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Security Tools Engineer SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) Industry leading certification in the area of Cybersecurity such as CISSP, CISM, MCSE/S, CISA, GSNA, SANS GIAC;
- d.) Tenable Certified Security Engineer;
- e.) knowledge of software engineering including programming and/or scripting knowledge (python, shell scripting, PowerShell);
- f.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

***** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ *****



SYSTEM ENGINEER AND INTEGRATOR SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.3 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person’s role and working experience. The System Engineer and Integrator SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) a graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) industry leading certification in the area of virtualization technology (e.g. VMware Certified Professional) and/or platform solutions architectures (e.g. MS Power Platform Solution Architect Expert);
- d.) experience in applying different methods of system integration in complex distributed IT environments with distributed computing capabilities;
- e.) experience in deploying and supporting virtual environment architectures and tools, including demonstrable experience in troubleshooting and resolving complex technical virtual infrastructure and system problems;
- f.) experience in complex and secure Microsoft based multisegment TCP/IP network infrastructure including Active Directory and MS Windows Server family, starting from the release of Windows Server 2016 operating systems and associated services and hardware;
- g.) high level of experience and expert knowledge of MS Exchange and message systems including content filtering technologies and mail Anti-Malware applications, as utilised at NCSC CORE-Tier-3 enclaves (see Annex E);
- h.) experience in deploying and supporting Microsoft IIS and SharePoint Server/MOSS Infrastructures;
- i.) experience with Enterprise Management Systems such as MS MCEM, McAfee ePO, Nimsoft;
- j.) experience in the development, enhancement and implementation of security settings relating to Microsoft operating systems and associated applications;
- k.) experience in the development, enhancement and implementation of security settings relating to any of Cisco, Linux, Unix operating systems;
- l.) experience and good knowledge of back-up software and applications, such as Symantec BackupExec;
- m.) high level of hands-on demonstrable experience in troubleshooting and resolving complex technical infrastructure and system problems.
- n.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

***** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ *****



NETWORK ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.4 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person’s role and working experience. The Network Engineer SME qualifications shall include:

- a.) a graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- b.) industry leading certification in the area of the core telecommunications network (e.g. CTNS);
- c.) expert level of experience with WAN implementations, utilizing complex TCP/IP based secure network infrastructure;
- d.) expert level of experience supporting and configuring network routers, switches, and firewall devices (Palo Alto, Juniper);
- e.) expert level of experience with central VPN installation, and maintenance and troubleshooting with IDS and Firewall technologies, as proposed in the Contractor’s NCSC CORE design.
- f.) high level of experience supporting provisioning of intrusion detection systems / intrusion prevention systems;
- g.) knowledgeable in virtualization techniques and technologies;
- h.) high level of hands-on demonstrable experience in troubleshooting and resolving complex technical infrastructure and system problems.
- i.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



Annex H - Offeror’s Experience Form

NAME OF OFFEROR: _____

PROJECT TITLE: _____

CONTRACT NUMBER: _____

GEOGRAPHIC LOCATION: _____

CONTRACT AWARD AMOUNT (specify currency and value): _____

FINAL CONTRACT AMOUNT (specify currency and value): _____

CONTRACT COMPLETION DATE: _____

CONTRACT DURATION (PERIOD OF PERFORMANCE): _____
(If not complete, provide % currently complete)

DESCRIPTION OF THE PROJECT’S SCOPE AND MAGNITUDE:

(The description should provide sufficient detail to demonstrate the similarities with the proposed project.)

DETAILS OF OFFEROR’S INVOLVEMENT IN THE PERFORMANCE OF THE PROJECT:

(Include whether your firm participated as a prime, subcontractor, or joint-venture, and state percentage performed and whether performed as subcontractor or prime. Specifically describe your roles and responsibilities in the project and specific tasks accomplished that are similar to the solicitation requirement. Provide any additional details needed to address the evaluation criteria in Section 4)



NATO UNCLASSIFIED

RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365

Annex I – Representative Task Order for Evaluation Purposes

Annex I - Representative Task Order for Evaluation Purposes

[Provided under separate PDF files]:

“RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes)”

“RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SOW for Evaluation Purposes)”

NATO UNCLASSIFIED

Bidding Sheets Instructions

INTRODUCTION & IMPORTANT NOTES

Bidders should note that NCIA has recently updated its bidding sheet template and are encouraged to read the instructions in full for this new version before completing the bidding sheets.

All bidders are required to submit pricing details to demonstrate the Purchaser's Pricing Principles are being applied as part of their bids. All data submitted in these sheets shall be complete, verifiable and factual and include the required details. Any exclusions may render the bid as non compliant thus removing the bidder from the bidding process.

Bidders are **REQUIRED** to complete the following tabs:

- "Offer Summary",
- "CLIN Summary",
- "Labour",
- "Material",
- "Travel",
- "ODC",
- "Rates".

Note that input cells in the "Offer Summary" and the "CLIN Summary" tabs are colour coded YELLOW.

The instructions for the detailed tabs can be found below, as well as in the green boxes within each detailed tab. G&A, Overhead, material handling and other indirect rates do not need to be separately calculated in the detail sheets but must be included in the totals for each category (Labour/Material/Travel/ODC) as appropriate. A list of the direct and indirect rates applied in the bid must also be provided in the "Rates" tab, although they do not need to be linked to any and the detailed calculations. The list of these rates will be requested in pre-contract award from the winning bidder.

Note: any information found within GREEN boxes throughout the entire document is provided as an instruction and/or example only.

Any formulas provided in these bidding sheets are intended only to assist the bidder. Any changes in formula can be made at the bidder's discretion, as long as the detailed costs are clear, traceable and accurate as required. Ultimately the bidder is responsible for **ALL** values, formulas and calculations within the bidding sheets that are submitted to the Agency.

Bids in MULTIPLE CURRENCIES should follow the following instructions:

- For the "Offer Summary" tab bidders must add "Firm Fixed Price" column to the right of the current table for each additional currency.
- For the "CLIN Summary" tab, Bidders have 2 options: A) Two columns "Unit Price" and "Total Firm Fixed Price" may be added to the right of the current table for each additional currency of the bid; B) Bidders may duplicate the CLIN Summary tab for each currency bid.
- For the Detailed tabs Bidders have 2 options: A) Provide all the detailed data for all currencies in the table provided, selecting the individual currencies from the dropdown lists and summing only common currencies together in CLIN Summary/Offer Summary Sheets B) Duplicate the CLIN Summary tab for each currency bid.

| DETAILED TABs | DESCRIPTION |
|---|---|
| <p>MATERIAL</p> <p>LABOUR</p> <p>TRAVEL</p> <p>ODCs</p> | <p>The detailed tables are to be completed by the bidder with all columns populated, and shall be expanded to include as many rows as necessary to provide the detail requested. The bidder is required to identify for each item the CLIN it is associated with. Each column should then be populated using the column- specific instructions in the first row. Bidder may not delete columns within tables, or omit information from columns, but may add columns if necessary, although it's not anticipated this will be needed.</p> <p>Note CLINs with no costs associated with that item should also be selected within the table, and noted that there is no cost within that table for the CLIN. For example, if there is no labour associated with CLIN X.1, Select CLIN X.1 in the first column and then in the second column note "No Labour is associated with this CLIN". This will help to ensure that all the proper detail has been accounted for and properly allocated.</p> <p>Important Note: The Total sum of the "fully burdened" cost column should equal the grand total cost for each category (Labour, Material, etc.) to include profit as well as all indirect rates (G&A/Overhead/Material handling/etc.) associated with that category. These indirect rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be shown as separate calculations at the bidding stage. However, the bidder is required to include the associated indirect costs in the totals of the detailed tab in the base unit costs. Alternatively, the bidder may choose to show these as separate calculations by expanding the table columns to show the additional costs due to these indirect rates (similar to the way profit is calculated). Note again although the detailed indirect rate calculations are not required at the bidding stage, this information will be requested from the winning bidder during pre-contract award discussions.</p> |

| | |
|--------------|--|
| RATES | As discussed previously in these instructions, the detailed indirect rate calculations are not required to be included in the bidding sheets, although the bidders may chose to do so. However, ALL bidders are required to state the G&A/OH/Material handling and any other indirect rates that they have applied to the bid. |
|--------------|--|

| CLIN Number | CLIN DESCRIPTION | Price |
|---|--|-------|
| Declare Currency => | | |
| Grand Total Firm Fixed Price - Part I - Representative Task Order Schedule of Supplies and Services (for IDIQ evaluation purposes) RFQ-CO-115537-CSF (NCIA/ACQ/2021/07375) | | - |
| CLIN 1 | CLIN 1 (BASE-EVALUATED) - PROJECT MANAGEMENT | - |
| CLIN 2 | CLIN 2 (BASE-EVALUATED) - REQUIREMENTS REVIEW | - |
| CLIN 3 | CLIN 3 (BASE-EVALUATED) - SITE REVIEW | - |
| CLIN 4 | CLIN 4 (BASE-EVALUATED) - DESIGN | - |
| CLIN 5 | CLIN 5 (BASE-EVALUATED) - PRE-STAGE | - |
| CLIN 6 | CLIN 6 (BASE-EVALUATED) - INSTALLATION, IMPLEMENTATION AND TESTING | - |
| CLIN 7 | CLIN 7 (BASE-EVALUATED) - SERVICE UPDATE | - |
| CLIN 8 | CLIN 8 (BASE-EVALUATED) - SUBJECT MATTER EXPERTS | - |
| CLIN 9 | CLIN 9 (BASE-EVALUATED) - INTEGRATED PRODUCT SUPPORT | - |
| CLIN 10 | CLIN 10 (BASE-EVALUATED) - TRAINING | - |
| CLIN 11 | CLIN 11 (BASE-EVALUATED) - WARRANTY | - |
| Grand Total Firm Fixed Price | | - |

| RFQ-CO-115537-CSF CLIN Summary | | | | | | | | | | | |
|---|---|---------------------------|--------------------------|---|----------------------|-----------------|----------|------------|------------------------|--|--|
| Part I - Representative Task Order Schedule of Supplies and Services (for IDIQ evaluation purposes) (NCIA/ACQ/2021/07375) | | | | | | | | | | | |
| CLIN | Description | IDIQ SOW Reference | Task Order SOW Reference | Required Completion Date | Delivery Destination | Unit of measure | Quantity | Unit Price | Total Firm Fixed Price | Extra Comments regarding Quantity Column | Optional Comments (Mandatory for zero costs lines) |
| | | | | | | | | | Declare Currency => | | |
| 1.0 | CLIN 1 (BASE-EVALUATED) - PROJECT MANAGEMENT | | | | | | | | | | |
| 1.1 | Kick Off Meeting | 4.6.3 | | EDC+ 1 week | Mons | Task | 1 | - | - | | |
| 1.2 | Project Management Team | 4.1 | 4.2 | Kick Off Meeting | NCIA | Task | 1 | - | - | 1 per role | |
| 1.3 | Project Implementation Plan (PIP) | 4.2 | | EDC+0 weeks | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.4 | Project Management Plan (PMP) | 4.2.4 | | EDC +2 weeks | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.5 | Integrated Product Support Plan | 7.1 | | EDC +2 weeks | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.6 | Quality Assurance Plan (QAP) | 8.6 | | EDC +2 weeks | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.7 | Configuration Management Plan (CMP) | 9.3.2 | | EDC +2 weeks Updated at each Project Gate | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.8 | Master Test Plan | 4.2.9 | | EDC +2 weeks Updated at each Pre-Stage Gate | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.9 | Project deliverables plan and registry | 4.2.10 | | EDC +2 weeks Updated monthly | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.10 | Training Plan | 4.2.11 | | EDC +2 weeks | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.11 | Project Master Schedule | 4.3 | | EDC +2 weeks Updated monthly | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.12 | Project Status Report | 4.6.1 | | EDC +2 weeks Updated monthly | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.13 | Project meetings records | 4.6.2.4 | | Project Meeting +1 week | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.14 | Risk records | 4.7 | | Kick Off Meeting PRM -1 week | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.15 | Issue records | 4.8 | | Kick Off Meeting PRM -1 week | Project Portal | Document | 1 | - | - | 1 with frequent revisions | |
| 1.16 | Project Review Meetings | 4.6.1 | | EDC +4 weeks recurring monthly during the Period of Performance | Mons | Task | 1 | - | - | 1 per month | |
| TOTAL PRICE CLIN 1 | | | | | | | | | | - | |
| 2.0 | CLIN 2 (BASE-EVALUATED) - REQUIREMENTS REVIEW | | | | | | | | | | |
| 2.1 | TO Requirements Review Workshop | 6.2.4.2 | | EDC +2 weeks | Mons | Task | 1 | - | - | | |
| 2.2 | Requirements Review Report | 6.2.4.3, 6.2.4.4, 6.2.4.5 | | EDC +5 weeks | Project Portal | Document | 1 | - | - | | |
| TOTAL PRICE CLIN 2 | | | | | | | | | | - | |
| 3.0 | CLIN 3 (BASE-EVALUATED) - SITE REVIEW | | | | | | | | | | |
| 3.1 | Site Survey Questionnaire (SSQ) and Report template | 6.3.2.2, 6.3.2.3 | | EDC +2 weeks | Project Portal | Document | 1 | - | - | | |
| 3.2 | Site Survey Execution | 6.3.2.4 | | EDC +6 weeks | Signonella | Task | 1 | - | - | | |
| 3.3 | Site Survey Report | 6.3.2.5 | | EDC +9 weeks | Project Portal | Document | 1 | - | - | | |
| 3.4 | Site Survey Gate Review | 6.3.3 | | EDC +10 weeks | Mons | Task | 1 | - | - | | |
| TOTAL PRICE CLIN 3 | | | | | | | | | | - | |
| 4.0 | CLIN 4 (BASE-EVALUATED) - DESIGN | | | | | | | | | | |
| 4.1 | Lightweight Site Design (LSD) | 6.4.2 | | EDC +15 weeks | Project Portal | Document | 1 | - | - | | |
| 4.2 | Requirements Traceability Matrix (RTM) | 6.4.3 | | EDC +15 weeks | Project Portal | Document | 1 | - | - | | |
| 4.3 | Site Design Review Workshop | 6.4.4 | 6.4.1, 6.4.2 | EDC +17 weeks | Mons | Task | 1 | - | - | | |
| 4.4 | Design Gate Review | 6.4.4 | | EDC +20 weeks | Mons | Task | 1 | - | - | | |
| TOTAL PRICE CLIN 4 | | | | | | | | | | - | |
| 5.0 | CLIN 5 (BASE-EVALUATED) - PRE-STAGE | | | | | | | | | | |
| 5.1 | Site Implementation Specification (SIS) | 6.5.2.2 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.2 | Site Implementation and Cut-over Plan (SICP) | 6.5.2.3 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.3 | Draft Local Compliance Statement | 6.5.2.4 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.4 | Security Implementation Verification Procedures (SIVP) | 6.5.2.5 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.5 | Site Acceptance Test (SIAT) Plan | 6.5.2.6 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.6 | Site Acceptance Test Checklist | 6.5.2.6 | | EDC +24 weeks | Project Portal | Document | 1 | - | - | | |
| 5.7 | Test Cases Definition (Jira) | 6.5.2.7 | | EDC +27 weeks | NCI Agency Portal | Document | 1 | - | - | | |
| 5.8 | Design Gate Review | 6.5.3 | | EDC +27 weeks | Mons | Task | 1 | - | - | | |
| TOTAL PRICE CLIN 5 | | | | | | | | | | - | |
| 6.0 | CLIN 6 (BASE-EVALUATED) - INSTALLATION, IMPLEMENTATION AND TESTING | | | | | | | | | | |
| 6.1 | NATO Cyber Defence Platform (NCDP) | 5.3.4, E.2, 5.3.3 | 5.3.4, E.2, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.2 | Log Collection | E.3 | 5.3.5, E.3, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.3 | NIPS/NIDS | 5.3.6.1 | 5.3.6.1 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.4 | FPC, Network Tapping, and Aggregation | 5.3.6.2, E.4, 5.3.3 | 5.3.6.2, E.4, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.5 | OVA | 5.3.6.1 | 5.3.6.1 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.6 | OCF | 5.3.7, E.5, 5.3.3 | 5.3.7, E.5, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.7 | NCSC CORE-Tier-3 Supporting Services | 5.3.8, E.6, 5.3.3 | 5.3.8, E.6, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.8 | SIAT CORE-Tier-3 Enclave | 5.3.9, E.7, 5.3.3 | 5.3.9, E.7, 5.3.3 | EDC +32 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.1 | Site activation and operational networks cut-over | 5.2, 5.3, 6.6.2, Annex E | 5.2, 5.3, 6.6.2, Annex E | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.2 | SIAT Execution | 6.6.2.4 | | EDC +33 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.3 | SIAT Report | 6.6.2.5 | | EDC +34 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.4 | Decommission and Disposal | 6.6.2.5.3 | | EDC +35 weeks | Project Portal | Document | 1 | - | - | | |
| 6.8.5 | Site Installation Checklist | 6.6.2.7 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.6 | Local Compliance Statement | 6.6.2.12 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.7 | Updated site Tier-3 documentation (SIS, SICP, SIVP) | 5.2.11 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.8 | Service Performance Test Plan | 6.6.2.18-10 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.8.9 | Service Update Activation Checklist | 6.6.2.10 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.9 | Site Implementation Gate Review Workshop | 6.6.2.11 | | EDC +35 weeks | Signonella | Task | 1 | - | - | | |
| 6.9 | Site Implementation Gate Review Workshop | 6.6.3.4 | 6.6.1 | EDC +36 weeks | Signonella | Task | 1 | - | - | | |
| TOTAL PRICE CLIN 6 | | | | | | | | | | - | |
| 7.0 | CLIN 7 (BASE-EVALUATED) - SERVICE UPDATE | | | | | | | | | | |
| 7.1 | Service Performance Test Report | 6.6.4.2.1 | | EDC +37 weeks | Portal | Document | 1 | - | - | | |
| 7.2 | Service Performance Evaluation Report | 6.6.4.2.2 | | EDC +37 weeks | Portal | Document | 1 | - | - | | |
| 7.3 | Service Update Gate Review | 6.6.2.8 | | EDC +37 weeks | Mons | Task | 1 | - | - | | |

| | | | | | | | | | |
|--|---|--------------|-------|---|------------|----------|----|---|---|
| TOTAL PRICE CLIN 7 | | | | | | | | - | |
| 8.0 | CLIN 8 (BASE-EVALUATED) - SUBJECT MATTER EXPERTS | | | | | | | | |
| 8.1 | Gateway Security Service SME | 5.4.6.4, C.1 | 5.4.1 | As per SIS | Signonella | Day | 5 | - | - |
| 8.2 | CIS Endpoint Protection Support Service SME | 5.4.6.5, C.2 | 5.4.2 | As per SIS | Signonella | Day | 10 | - | - |
| TOTAL PRICE CLIN 8 | | | | | | | | - | |
| 9.0 | CLIN 9 (BASE-EVALUATED) - INTEGRATED PRODUCT SUPPORT | | | | | | | | |
| 9.1 | Maintenance and Support Case | 7 | | At Project Gate 3 -2w | Portal | Document | 1 | - | - |
| 9.2 | OEM Technical Manuals | 7.5.2 | | At each shipment | Portal | Lot | 1 | - | - |
| 9.3 | Interactive Electronic Technical Publications (IETP) | 7.5.2 | | At Project Gate 5 -12W, Project Gate 5 +1W, Project Gate 6 -1W, and End of Warranty | Portal | Document | 1 | - | - |
| 9.4 | Transportation Report | 6.5.2.9 | | At Project Gate 4 -4W, and Project Gate 5 -4W | Portal | Document | 1 | - | - |
| 9.5 | Site Inventory | 6.6.2.8 | | At Project Gate 4 -4W, and Project Gate 5 -4W | Portal | Document | 1 | - | - |
| 9.6 | Site Software Distribution List (SWDL) | 7.7.14 | | At Project Gate 4 -4W | Portal | Document | 1 | - | - |
| 9.7 | Notice of Shipment | 7.7.16 | | 4w before each shipment | Portal | Document | 1 | - | - |
| 9.8 | Functional Baseline (FBL) | 9.3.2 | | At Requirement Review Event -2w | Portal | Document | 1 | - | - |
| 9.9 | Functional Configuration Audit (FCA) | 9.3.5 | | As per CMP | Mons | Task | 1 | - | - |
| 9.10 | Allocated Baseline (ABL) | 9.3.2 | | At Requirement Review Event -2w, Project Gate 3 -2w, and Project Gate 4 -2w | Portal | Document | 1 | - | - |
| 9.11 | Product Baseline (PBL) | 9.3.2 | | At Project Gate 4 -2w, and Project Gate 5 -2w | Portal | Document | 1 | - | - |
| 9.12 | Physical Configuration Audit (PCA) | 9.3.5 | | As per CMP | Signonella | Task | 1 | - | - |
| TOTAL PRICE CLIN 9 | | | | | | | | - | |
| 10.0 | CLIN 10 (BASE-EVALUATED) - TRAINING | | | | | | | | |
| 10.1 | Training Needs Analysis (TNA) Report | 7.6 | | At Project Gate 3 -2W | Portal | Document | 1 | - | - |
| 10.2 | Training material and data | 7.6 | | 8w before training session | Portal | Document | 1 | - | - |
| 10.3 | Tier-3 Training sessions | 7.6 | | As per Training Plan | Signonella | Task | 1 | - | - |
| 10.4 | Tier-3 Training Report | 7.6 | | At Project Gate 5 -2w | Portal | Document | 1 | - | - |
| TOTAL PRICE CLIN 10 | | | | | | | | - | |
| 11.0 | CLIN 11 (BASE-EVALUATED) - WARRANTY | | | | | | | | |
| 11.1 | Warranty services - 1st quarter | 7.8 | | SIAT to SIAT+3 (months) | NCIA | Task | 1 | - | - |
| 11.2 | Warranty services - 2nd quarter | 7.8 | | SIAT+3 to SIAT+6 (months) | NCIA | Task | 1 | - | - |
| 11.3 | Warranty services - 3rd quarter | 7.8 | | SIAT+6 to SIAT+9 (months) | NCIA | Task | 1 | - | - |
| 11.4 | Warranty services - 4th quarter | 7.8 | | SIAT+9 to SIAT+12 (months) | NCIA | Task | 1 | - | - |
| TOTAL PRICE CLIN 11 | | | | | | | | - | |
| Grand Total Firm Fixed Representative Task Order Schedule of Supplies and Services BASE EVALUATED | | | | | | | | - | |

| CLIN | Labour Category | Currency | Man-Days | Lab-rate | Extended cost | Expat Allowance (ONLY if applicable) | Profit | Fully burdened cost | Subcontracted/ Name of Subcontractor |
|---------------------|----------------------------------|------------|----------|----------|---------------|--------------------------------------|--------|---------------------|--------------------------------------|
| Example. CLIN 1.1.1 | Systems Engineer | Euro (EUR) | 10 | 800.00 | 8,000.00 | | 800 | 8,800.00 | No |
| CLIN 1.1 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
| CLIN 1.2 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
| CLIN 1.3 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
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| CLIN 1.16 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
| CLIN 2.1 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
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| CLIN 3.1 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
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| CLIN 3.4 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
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| CLIN 6.8.1 | Insert Labour category name here | | | | - | | 0.00 | 0.00 | |
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| CLIN 6.8.4 | Insert Labour category name here | - | 0.00 | 0.00 |
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| CLIN 6.9 | Insert Labour category name here | - | 0.00 | 0.00 |
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| CLIN 9.12 | Insert Labour category name here | - | 0.00 | 0.00 |
| CLIN 10.1 | Insert Labour category name here | - | 0.00 | 0.00 |
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| CLIN 10.4 | Insert Labour category name here | - | 0.00 | 0.00 |
| CLIN 11.1 | Insert Labour category name here | - | 0.00 | 0.00 |
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| CLIN 11.3 | Insert Labour category name here | - | 0.00 | 0.00 |
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| Total | | | 0.00 | 0.00 |

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| CLIN 6.8.9 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 6.9 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 7.1 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 7.2 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 7.3 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 8.1 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 8.2 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.1 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.2 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.3 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.4 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.5 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.6 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.7 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
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| CLIN 9.9 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
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| CLIN 9.11 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 9.12 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 10.1 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 10.2 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 10.3 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 10.4 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 11.1 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 11.2 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 11.3 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| CLIN 11.4 | Insert Purchased Equipment name | Insert Item Description/Model number | 0.00 | 0.00 | 0.00 |
| Total | | | | | 0.00 |

| CLIN | Origin/Destination | Year | Currency | Nr of trips | Nr of people | Nr of Days per trip | Cost per roundtrip | Per Diem | Extended cost | Profit | Total Cost |
|---------------------|---------------------------|------|------------|-------------|--------------|---------------------|--------------------|----------|---------------|--------|------------|
| Example. CLIN 1.1.1 | Rome/The Hague | 2022 | Euro (EUR) | 4 | 3 | 5 | 600.00 | 150.00 | 16,200.00 | 810.00 | 17,010.00 |
| CLIN 1.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.3 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.4 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.5 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.6 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.7 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.8 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.9 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.10 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.11 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.12 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.13 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.14 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.15 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 1.16 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 2.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 2.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 3.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 3.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 3.3 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 3.4 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 4.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 4.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 4.3 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 4.4 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.3 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.4 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.5 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.6 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.7 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 5.8 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.3 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.4 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.5 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.6 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.7 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.8.1 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |
| CLIN 6.8.2 | Insert Origin/destination | | | | | | | | - | 0.00 | 0.00 |

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| CLIN 6.8.3 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.4 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.5 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.6 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.7 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.8 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.8.9 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 6.9 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 7.1 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 7.2 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 7.3 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 8.1 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 8.2 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.1 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.2 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.3 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.4 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.5 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.6 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.7 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.8 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.9 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.10 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.11 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 9.12 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 10.1 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 10.2 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 10.3 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 10.4 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 11.1 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 11.2 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 11.3 | Insert Origin/destination | - | 0.00 | 0.00 |
| CLIN 11.4 | Insert Origin/destination | - | 0.00 | 0.00 |
| Total | | | 0.00 | 0.00 |

| CLIN | Item Name | Item Description | Year | Currency | Unit Type | Quantity | Unit cost | Extended cost | Profit | Total Cost |
|---------------------|-------------------------------|----------------------|------|------------|-----------|----------|-----------|---------------|--------|------------|
| Example. CLIN 1.1.1 | Shipping | Shipping USA to Mons | 2022 | Euro (EUR) | Lot | 2 | 3,000.00 | 6,000.00 | 300.00 | 6,300.00 |
| CLIN 1.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.3 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.4 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.5 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.6 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.7 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.8 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.9 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.10 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.11 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.12 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.13 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.14 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.15 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 1.16 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 2.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 2.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 3.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 3.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 3.3 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 3.4 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 4.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 4.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 4.3 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 4.4 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.3 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.4 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.5 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.6 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.7 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 5.8 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.1 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.2 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.3 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.4 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.5 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |
| CLIN 6.6 | Insert Other Direct Cost item | | | | | | | 0.00 | 0.00 | 0.00 |

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|--------------|-------------------------------|------|------|-------------|
| CLIN 6.7 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.3 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.4 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.5 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.6 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.7 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.8 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.8.9 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 6.9 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 7.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 7.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 7.3 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 8.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 8.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.3 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.4 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.5 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.6 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.7 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.8 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.9 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.10 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.11 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 9.12 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 10.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 10.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 10.3 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 10.4 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 11.1 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 11.2 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 11.3 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| CLIN 11.4 | Insert Other Direct Cost item | 0.00 | 0.00 | 0.00 |
| Total | | | | 0.00 |

| Rate Name | Rate description* | Percentage |
|--------------------|-------------------|------------|
| [Insert Rate Name] | | 0% |
| [Insert Rate Name] | | 0% |
| [Insert Rate Name] | | 0% |
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| RFQ-CO-115537-CSSF | | | | | | | | | | |
|---|---|--------------------------------|--------------------------------|----------------------|-----------------|---------------------------|-------|---|------------|--------------------------------|
| Part I - Representative Task Order Schedule of Supplies and Services (for IDIQ evaluation purposes) (NCIA/ACQ/2021/07375) | | | | | | | | | | |
| | Description | IDIQ SoW Reference | Task Order SoW Reference | Delivery Destination | Unit of measure | Quantity | Notes | Delivery Schedule EDC + | Unit price | Total Firm Fixed Price |
| 1 Project Management | | | | | | | | | | |
| 1.1 | Kick Off Meeting | 4.6.3 | | Mons | Task | 1 | | EDC+ 1 week | | in accordance with winning bid |
| 1.2 | Project Management Team | 4.1 | 4.2 | NCIA | Task | 1 per role | | Kick Off Meeting | | |
| 1.3 | Project Implementation Plan (PIP) | 4.2 | | Project Portal | Document | 1 with frequent revisions | | EDC+0 weeks | | |
| 1.4 | Project Management Plan (PMP) | 4.2.4 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| 1.5 | Integrated Product Support Plan | 7.1 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| 1.6 | Quality Assurance Plan (QAP) | 8.6 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| 1.7 | Configuration Management Plan (CMP) | 9.3.2 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| | | | | | | | | Updated at each Project Gate | | |
| 1.8 | Master Test Plan | 4.2.9 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| | | | | | | | | Updated at each Pre-Stage Gate | | |
| 1.9 | Project deliverables plan and registry | 4.2.10 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| 1.10 | Training Plan | 4.2.11 | | Project Portal | Document | 1 with frequent revisions | | Updated monthly | | |
| 1.11 | Project Master Schedule | 4.3 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| | | | | | | | | Updated monthly | | |
| 1.12 | Project Status Report | 4.6.1 | | Project Portal | Document | 1 with frequent revisions | | EDC +2 weeks | | |
| | | | | | | | | Updated monthly | | |
| 1.13 | Project meetings records | 4.6.2.4 | | Project Portal | Document | 1 with frequent revisions | | Project Meeting +1 week | | |
| 1.14 | Risk records | 4.7 | | Project Portal | Document | 1 with frequent revisions | | Kick Off Meeting PRM -1 week | | |
| 1.15 | Issue records | 4.8 | | Project Portal | Document | 1 with frequent revisions | | Kick Off Meeting PRM -1 week | | |
| 1.16 | Project Review Meetings | 4.6.1 | | Mons | Task | 1 per month | | EDC +4 weeks recurring monthly during the Period of Performance | | |
| TOTAL CLIN 1 | | | | | | | | | | |
| 2 Requirements Review | | | | | | | | | | |
| 2.1 | TO Requirements Review Workshop | 6.2.4.2 | | Mons | Task | 1 | | EDC +2 weeks | | in accordance with winning bid |
| 2.2 | Requirements Review Report | 6.2.4.3, 6.2.4.4, 6.2.4.5 | | Project Portal | Document | 1 | | EDC +5 weeks | | |
| TOTAL CLIN 2 | | | | | | | | | | |
| 3 Site Survey | | | | | | | | | | |
| 3.1 | Site Survey Questionnaire (SSQ) and Report template | 6.3.2.2, 6.3.2.3 | | Project Portal | Document | 1 | | EDC +2 weeks | | in accordance with winning bid |
| 3.2 | Site Survey Execution | 6.3.2.4 | | Signonella | Task | 1 | | EDC +6 weeks | | |
| 3.3 | Site Survey Report | 6.3.2.5 | | Project Portal | Document | 1 | | EDC +9 weeks | | |
| 3.4 | Site Survey Gate Review | 6.3.3 | | Mons | Task | 1 | | EDC +10 weeks | | |
| TOTAL CLIN 3 | | | | | | | | | | |
| 4 Design | | | | | | | | | | |
| 4.1 | Lightweight Site Design (LSD) | 6.4.2 | | Project Portal | Document | 1 | | EDC +15 weeks | | in accordance with winning bid |
| 4.2 | Requirements Traceability Matrix (RTM) | 6.4.3 | | Project Portal | Document | 1 | | EDC +15 weeks | | |
| 4.3 | Site Design Review Workshop | | 6.4.1, 6.4.2 | Mons | Task | 1 | | EDC +17 weeks | | |
| 4.4 | Design Gate Review | 6.4.4 | | Mons | Task | 1 | | EDC +20 weeks | | |
| TOTAL CLIN 4 | | | | | | | | | | |
| 5 Pre-Stage | | | | | | | | | | |
| 5.1 | Site Implementation Specification (SIS) | 6.5.2.2 | | Project Portal | Document | 1 | | EDC +24 weeks | | in accordance with winning bid |
| 5.2 | Site Implementation and Cut-over Plan (SICP) | 6.5.2.3 | | Project Portal | Document | 1 | | EDC +24 weeks | | |
| 5.3 | Draft Local Compliance Statement | 6.5.2.4 | | Project Portal | Document | 1 | | EDC +24 weeks | | |
| 5.4 | Security Implementation Verification Procedures (SIVP) | 6.5.2.5 | | Project Portal | Document | 1 | | EDC +24 weeks | | |
| 5.5 | Site Acceptance Test (SIAT) Plan | 6.5.2.6 | | Project Portal | Document | 1 | | EDC +24 weeks | | |
| 5.6 | Site Acceptance Test Checklist | 6.5.2.6 | | Project Portal | Document | 1 | | EDC +24 weeks | | |
| 5.7 | Test Cases Definition (Jira) | 6.5.2.7 | | NCI Agency Portal | Document | 1 | | EDC +27 weeks | | |
| 5.8 | Design Gate Review | 6.5.3 | | Mons | Task | 1 | | EDC +27 weeks | | |
| TOTAL CLIN 5 | | | | | | | | | | |
| 6 Installation, Implementation and Testing | | | | | | | | | | |
| 6.1 | NATO Cyber Defence Platform (NCDP) | 5.3.4, E.2, 5.3.3 | 5.3.4, E.2, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | in accordance with winning bid |
| 6.2 | Log Collection | E.3 | 5.3.5, E.3, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.3 | NIPS/NIDS | 5.3.6.1 5.3.6.2, E.4, 5.3.3 | 5.3.6.1 5.3.6.2, E.4, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.4 | FPC, Network Tapping, and Aggregation | 5.3.6.1 5.3.6.3, E.4, 5.3.3 | 5.3.6.1 5.3.6.3, E.4, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.5 | OVA | 5.3.7, E.5, 5.3.3 | 5.3.7, E.5, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.6 | OCF | 5.3.8, E.6, 5.3.3 | 5.3.8, E.6, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.7 | NCSC CORE-Tier-3 Supporting Services | 5.3.9, E.7, 5.3.3 | 5.3.9, E.7, 5.3.3 | Signonella | Task | 1 | | EDC +32 weeks | | |
| 6.8 | Signonella NCSC CORE-Tier-3 Enclave | 5.2, 5.3, 6.6.2, Annex E | 5.2, 5.3, 6.6.1, Annex E | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.1 | Site activation and operational networks cut-over | 6.6.2.4 | | Signonella | Task | 1 | | EDC +33 weeks | | |
| 6.8.2 | SIAT Execution | 6.6.2.5 | | Signonella | Task | 1 | | EDC +34 weeks | | |
| 6.8.3 | SIAT Report | 6.6.2.5.3 | | Project Portal | Document | 1 | | EDC +35 weeks | | |
| 6.8.4 | Decommission and Disposal | 6.6.2.7 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.5 | Site Installation Checklist | 6.6.2.12 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.6 | Local Compliance Statement | 5.2.11 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.7 | Updated site Tier-3 documentation (SIS, SICP, SIVP) | 6.6.2.1.8-10 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.8 | Service Performance Test Plan | 6.6.2.10 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.8.9 | Service Update Activation Checklist | 6.6.2.11 | | Signonella | Task | 1 | | EDC +35 weeks | | |
| 6.9 | Site Implementation Gate Review Workshop | 6.6.3.4 | 6.6.1 | Signonella | Task | 1 | | EDC +36 weeks | | |
| TOTAL CLIN 6 | | | | | | | | | | |
| 7 Service Update | | | | | | | | | | |
| 7.1 | Service Performance Test Report | 6.6.4.2.1 | | Portal | Document | 1 | | EDC +37 weeks | | in accordance with winning bid |
| 7.2 | Service Performance Evaluation Report | 6.6.4.2.2 | | Portal | Document | 1 | | EDC +37 weeks | | |
| 7.3 | Service Update Gate Review | 6.6.2.8 | | Mons | Task | 1 | | EDC +37 weeks | | |
| TOTAL CLIN 7 | | | | | | | | | | |
| 8 Subject Matter Experts | | | | | | | | | | |
| 8.1 | Gateway Security Service SME | 5.4.6.4, C.1 | 5.4.1 | Signonella | Day | 5 | | As per SIS | | in accordance with winning bid |
| 8.2 | CIS Endpoint Protection Support Service SME | 5.4.6.5, C.2 | 5.4.2 | Signonella | Day | 10 | | As per SIS | | |
| TOTAL CLIN 8 | | | | | | | | | | |
| 9 Integrated product Support | | | | | | | | | | |
| 9.1 | Maintenance and Support Case | 7 | | Portal | Document | 1 with frequent revisions | | At Project Gate 3 -2w | | in accordance with winning bid |
| 9.2 | OEM Technical Manuals | 7.5.2 | | Portal | Lot | 1 | | At each shipment | | |
| 9.3 | Interactive Electronic Technical Publications (IETP) | 7.5.2 | | Portal | Document | 1 | | At Project Gate 5 -12w, Project Gate 5 +1w, Project Gate 6 -1w, and End of Warranty | | |
| 9.4 | Transportation Report | 6.5.2.9 | | Portal | Document | 1 | | At Project Gate 4 -4w, and Project Gate 5 -4w | | |
| 9.5 | Site Inventory | 6.6.2.8 | | Portal | Document | 1 | | At Project Gate 4 -4w, and Project Gate 5 -4w | | |
| 9.6 | Site Software Distribution List (SWDL) | 7.7.14 | | Portal | Document | 1 | | At Project Gate 4 -4w | | |
| 9.7 | Notice of Shipment | 7.7.16 | | Portal | Document | 1 per shipment | | 4w before each shipment | | |
| 9.8 | Functional Baseline (FBL) | 9.3.2 | | Portal | Document | 1 | | At Requirement Review Event - 2w | | |
| 9.9 | Functional Configuration Audit (FCA) | 9.3.5 | | Mons | Task | 1 | | As per CMP | | |
| 9.10 | Allocated Baseline (ABL) | 9.3.2 | | Portal | Document | 1 | | At Requirement Review Event - 2w, Project Gate 3 -2w, and Project Gate 4 -2w | | |
| 9.11 | Product Baseline (PBL) | 9.3.2 | | Portal | Document | 1 | | At Project Gate 4 -2w, and Project Gate 5 -2w | | |
| 9.12 | Physical Configuration Audit (PCA) | 9.3.5 | | Signonella | Task | 1 | | As per CMP | | |
| TOTAL CLIN 9 | | | | | | | | | | |
| 10 Training | | | | | | | | | | |
| 10.1 | Training Needs Analysis (TNA) Report | 7.6 | | Portal | Document | 1 | | At Project Gate 3 -2w | | in accordance with winning bid |
| 10.2 | Training material and data | 7.6 | | Portal | Document | 1 | | 8w before training session | | |
| 10.3 | Tier-3 Training sessions | 7.6 | | Signonella | Task | As required | | As per Training Plan | | |
| 10.4 | Tier-3 Training Report | 7.6 | | Portal | Document | 1 | | At Project Gate 5 -2w | | |
| TOTAL CLIN 10 | | | | | | | | | | |
| 11 Warranty | | | | | | | | | | |
| 11.1 | Warranty services - 1st quarter | 7.8 | | NCIA | Task | 1 | | SIAT to SIAT+3 (months) | | in accordance with winning bid |
| 11.2 | Warranty services - 2nd quarter | 7.8 | | NCIA | Task | 1 | | SIAT+3 to SIAT+6 (months) | | |
| 11.3 | Warranty services - 3rd quarter | 7.8 | | NCIA | Task | 1 | | SIAT+6 to SIAT+9 (months) | | |
| 11.4 | Warranty services - 4th quarter | 7.8 | | NCIA | Task | 1 | | SIAT+9 to SIAT+12 (months) | | |
| TOTAL CLIN 11 | | | | | | | | | | |

This is a representative Task Order Schedule of Supplies and Services (SSS) used for evaluation purposes for RFQ-CO-115537-CSSF. Therefore, this Task Order SSS does not constitute a financial or contractual commitment.



Acquisition

Darren.Corkindale@ncia.nato.int

Telephone: +32 (0)2 707 5182

NCIA/ACQ/2022/06772

29th April 2022

To: All Nominated Prospective Bidders
Subject: Request for Quotation (RFQ) Amendment 2, for the Cyber Security Services Framework, RFQ-CO-115537-CSSF

Reference: A- NCIA/ACQ/2021/07375, Request for Quotation RFQ-CO-115537-CSSF Cyber Security Services Framework, dated 25 March 2022.
B- NCIA/ACQ/2022/06763, Request for Quotation RFQ-CO-115537-CSSF Cyber Security Services Framework Amendment 1, dated 27 April 2022.

Dear Madam / Sir,

1. The purpose of this Amendment 2 is to:

- a) Publish Round 2 of RFQ Oferors' questions and NCI Agency answers;
- b) Issue revised RFQ documents (Book I) as follows:
 - 00_RFQ-CO-115537-CSSF Intro Letter AMD2
 - 02_RFQ-CO-115537-CSSF – Book I – Bidding Instructions

2. There has been a two-week extension to the quotation closing deadline as a result of this amendment to **Friday 27 May 2022 at 13:00 HOURS (CENTRAL EUROPEAN TIME)**.

3. This Amendment makes the following revisions:

00 RFQ-CO-115537-CSSF Intro Letter AMD2 – Summary of Changes

1. Point 6 revised to include the new quotation closing date.

02 RFQ-CO-115537-CSSF – Book I – Bidding Instructions AMD 2 – Summary of Changes

1. Paragraph 2.3.1 revised to include the new quotation closing date.

4. NCI Agency answers to Offerors' questions received up to 29 April 2022 are hereby published with this RFQ Amendment 2. Previous questions and answers have been greyed out for your convenience.
5. Some answers to Offeror questions have necessitated changes to the RFQ bidding documents. Revised RFQ documents as indicated in paragraph 1 above is attached to this RFQ Amendment 2 and replaces the original versions in its entirety. Potential Offerors are strongly advised to carefully review revised RFQ documents.
6. With the exception of the revisions mentioned above, all other RFQ documents remain unchanged from their original version as issued on 25 March 2022 or as already amended.
7. Prospective Offerors are advised that the NCI Agency reserves the right to cancel this RFQ at any time in its entirety and bears no liability for bid preparation costs incurred by firms or any other collateral costs if bid cancellation occurs.
8. The Contracting Officer responsible for this solicitation is Miss Rebecca Benson, and all Correspondence regarding this RFQ should solely be addressed to Mr. Darren Corkindale (Contractor), who may be reached at:
RFQ-CO-115537-CSF@ncia.nato.int
9. Please note that the deadline for submission of clarification questions is close of business on Friday 6 May 2022.

FOR THE CHIEF OF ACQUISITION

Rebecca Benson
Principal Contracting Officer

Attachments: RFQ Amendment 2

- 1) Responses to Clarification Requests – RFQ-CO-115537-CSSF Clarification Requests Round 2
- 2) Revised RFQ Documents:
 - a. 00_RFQ-CO-115537-CSSF Intro Letter AMD2
 - b. 02_RFQ-CO-115537-CSSF – Book I – Bidding Instructions

Distribution List for RFQ-CO-115537-CSSF
Amendment 2

- **Offerors** (sent separately in electronic version)
- **NATO Delegations** (Attn: Investment Adviser and Budget Committee Members):

Albania
Belgium
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Germany
Greece
Hungary
Iceland
Italy
Latvia
Lithuania
Luxembourg
Montenegro
The Netherlands
Norway
North Macedonia
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Turkey
United Kingdom
United States
Belgium Ministry of Economic Affairs

- **Embassies in Brussels** (Attn: Commercial Attaché):

Albania
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Germany
Greece

Hungary
Italy
Latvia
Lithuania
Luxembourg
Montenegro
The Netherlands
Norway
North Macedonia
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Turkey
United Kingdom
United States

- **NATO HQ**

NATO Office of Resources
Management and Implementation Branch – Attn: Deputy Branch Chief
Director, NATO HQ C3 Staff
Attn: Executive Co-ordinator

- **SACTREPEUR**

Attn: Infrastructure Assistant

- **Strategic Commands**

ACO/DCOS CIS & Cyber Defence
ACT/DCOS Capability Development

- **NCI Agency –Internal Distribution**

ACQ Chief of Acquisition (Mrs Jennifer Upton)
ACQ Deputy Chief of Acquisition - Life Cycle and Business Operations (Mrs Agata Szydelko)
ACQ Deputy Chief of Acquisition - Procurement and Policy (Mr Alexandre Vitry)
ACQ Administrator Contracts Award Board (Mrs Carolien Biesemans)
ACQ Principal Contracting Officer (Mr Edel Esparza)
ACQ AAS Senior Contracting Officer (Mr Darren Corkindale)
ACQ IPS (Mr Antonio Fioravanti)
NLO (Mrs Samantha Paarlberg)
NLO (Mrs Els Boets)
NCSC Chief (Mr Ian West)
NCSC Head Cyber Security Programme Delivery Branch (Mr Frederic Jordan)

NCSC Principal Scientist (Mr Davinder Gujral)

PEB Chairperson (Mr Frederic Jordan)

Legal Office (Mr Vincent Roobaert)

CTO (Mr Antonio Calderon)

CIO (Mr Peter Lenk)

Registry

- **NCI Agency – All NATEXs**

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|--|---|--|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.41 | 07_RFQ-CO-115537-CSSF - IDIQ Rate Card | <p>Can the NCIA confirm that the IDIQ rates are to be used as the bidders's rates when providing costs for all future TOs?</p> <p>Given the volatility of the labour market at the present time, is the NCIA able to downgrade the future years' rates from firm to indicative.</p> | <p>As per paragraph 3.1.8 of the Bidding Instructions Offerors are advised that if they are awarded a CSSF IDIQ contract, the Offeror's completed IDIQ Rate Card shall form the IDIQ Contract's Schedule of Supplies and Services (SSS) and the rates within shall be applied to any potential future Task Orders placed under the Cyber Security Services Framework IDIQ.</p> <p>The burdened labour rates specified in the IDIQ Rate Card will represent the maximum allowed under Task Orders awarded during the Cyber Security Services Framework IDIQ Period of Performance.</p> <p>As the awardee's proposed rates used in Task Order quotations may be lower than, but not more than, the rates presented in the IDIQ Rate Card and IDIQ Contract's SSS, volatility can be accounted for within the Firm Fixed Prices provided by Offerors. Therefore, the NCIA will not downgrade future years' rates from firm to indicative.</p> | Closed |

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| <p>A.42</p> | <p>RFQ-CO-115537-CSSF Intro Letter, Section 6. Closing Time</p> | <p>Can a 2 week extension be agreed to the submission deadline. It is appreciated in this instance the bidding period for a BOA may be longer than usual, however the preparation period for a solicitation of this scale and scope is comparatively short, which is also compounded by the interruption of both Catholic and Orthodox easter holidays</p> | <p>Whilst Easter holidays were accounted for in the initial seven-week bidding period, the NCIA is willing to grant Offerors an additional two weeks to the bid closing deadline. Please see the revised Bidding Instructions which gives further detail on the revised bid closing deadline.</p> | <p>00_RFQ-CO-115537-CSSF Intro Letter AMD2 02_RFQ-CO-115537-CSSF – Bidding Instructions <u>AMD2</u> Closed</p> |
| <p>A.43</p> | <p>BOOK I, BIDDING INSTRUCTIONS Annex C – Bidding Sheets CLIN Summary tab, CLIN 5, with successive deductions – eg. Annex I</p> | <p>As it was raised at the Pre-Award conference and as promised, we would like to ask you to respond to the issue of pricing of equipment, software and SMS contained in the sections of the RFQ document listed. As vendor pricing may vary depending on the vendor's policy it will have a significant impact on the final price which is the only one financial selection criterion. Have you already made a decision on this issue as announced at the Pre-Award conference? We have not yet received any information in this regard or a minute of the meeting.</p> | <p>Please see answer to clarification request A.28.</p> | <p>Closed</p> |



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| A.44 | BOOK I, BIDDING INSTRUCTIONS Section 1.5 SECURITY, subsection 1.5.5 | In the practical sense of this requirement, should it be assumed that both Key Personnel and Subject Matter Experts should have "NATO SECRET" security clearance. | Please see answer to clarification request A.20 regarding security clearances during the bidding stage. As per IDIQ Statement of Work section 10.2, a valid NATO Secret security clearance shall be maintained by the Contractor's personnel during the Period of Performance. Cosmic Top Secret (CTS) clearance may be requested occasionally in the TO SoW. | Closed |
| A.45 | BOOK I, BIDDING INSTRUCTIONS Section 2.3 - QUOTATION SUBMITTAL AND QUOTATION CLOSING DATE | Bearing in mind the need to obtain clarifications from the Contracting Authority as described in question A.43 above and to take appropriate action depending on the decision taken, we kindly ask you to change the deadline for submission of bids to the date no earlier than 13-June 2022 | Noting that the answer to A.43 has already been clarified in response to A.28, an extension to the 13 th June 2022 will not be permitted at this stage. However, the NCIA is willing to grant an extension as per its answer to clarification request A.42 above. | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.1 | 3.3.3.4 Bidding Instructions | Kindly confirm if the Consultation Command and Control Board (C3B) Technical Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products will be included within the Restricted Documents pack? If not, is it possible to email that version out to bidders? | The Consultation Command and Control Board (C3B) Technical Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products document is classified as NATO Unclassified, thus, the document (AC 322-D 0048-REV3 (INV)) will be sent out to all bidders alongside the responses to this batch of clarification requests. | Closed |
| A.2 | 2.5.1 | Due to longer time for USA based companies to receive the Restricted documents, we respectfully request the quotation response date to be extended from 6 to 8 weeks from 13 May 2022. | <p>The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective bidders to receive the Restricted documents.</p> <p>Furthermore, given the relatively small size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective bidders to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be</p> | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | assured that the Purchaser is tracking the delivery of the Restricted documents and will ensure a reasonable time between delivery of the Restricted documents and the bid closing deadline. | |
| A.3 | 2.3.1 | Due to a significant delay in releasing the restricted sections of the RFQ. We request extension of the response date. | Please see answer to Clarification Request A2 above. | Closed |
| A.4 | Pre-Award Conference | Can we get a recording of this meeting? | Unfortunately no, the meeting is not being recorded. However, a copy of the presentation and all Questions & Answers from the Pre-Award Conference will be sent to all prospective offerors irrespective of their attendance at the conference. | Closed |
| A.5 | Pre-Award Conference | Will the slides and recording be available? | Please see answer to A.4 above. | Closed |
| A.6 | Pre-Award Conference | Should we submit all parts in single email or separately emails? | Each part needs to be sent in separate emails and entitled as stated in Book 1 Bidding Instructions (sections 2 and 3) | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.7 | Pre-Award Conference | Will you be providing a formal certificate showing tax exemption? | The certificates contained within the admin criteria of Book I Bidding Instructions has a copy of the tax exemption certificate bidders are required to acknowledge and sign and submit as part of their admin volume. You can find the certificates under Annex B of Book I Bidding Instructions of the RFQ. | Closed |
| A.8 | Pre-Award Conference | Do you expect Task Orders to be similar in size and complexity to the Reference Task Order in the RFP? | The size and complexity can vary greatly between sites. The size & complexity of future TOs is difficult to ascertain at this point. It will all depend on the requirements and approvals/authorisation at the time. Any potential future TOs could be comprised of one, or more, of the 'Tasks Categories' specified in Section 5.1 of the IDIQ Statement of Work. There may also be urgent/emergent requirements that may not be sizable, but may be critical. | Closed |
| A.9 | Pre-Award Conference | Is there a projected date that response to requests for Annex D and E will be sent? | The NR documents have been sent to the first and second batches of offerors who have requested them. The tracking numbers for these batches have also been sent. We will ensure that there is a reasonable amount of time remaining for offerors to review the Restricted documents before the bid closing date. | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.10 | Pre-Award Conference | When will Annexes D&E be made available? | Please see the answer to A.9 above. | Closed |
| A.11 | Pre-Award Conference | What is the timeline of receipt of Annexes D&E? We have requested for these Annexes and have not heard back on the status of receipt as of yet. | <p>Replies to all requests for Annexes D&E have been issued. Please ensure that requests for Annexes D&E are sent to the correct email address as specified in the Book I Bidding Instructions.</p> <p>Annexes D&E will be posted out to prospective offerors as soon as possible once they have been requested and the offerors have confirmed:</p> <p style="padding-left: 40px;">1) The address and point of contact where the documents are to be send;</p> <p>and</p> <p>Confirmation that the offeror shall comply with Annex E of the RFQ-CO-115537-CSSF Contract Special Provisions entitled 'Security of NATO RESTRICTED Information' when handling the Restricted documents.</p> | Closed |
| A.12 | Pre-Award Conference | Clearly Annex D and E are vital for a complete proposal. Is there a commitment on when these will be sent out once the correct security approvals have been established ? | Please see answer to A.11 above. | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.13 | Pre Award Conference | Can you confirm that the "Services to Procure, prepare and ship Components" will be Services to-be executed "On Behalf" of NATO (i.e. Contractual Party with the Component Suppliers and any Transport Suppliers will be NATO)? From the answer, can you please clarify what responsibility would remain with Prime Contractor in terms of Project Delays possibly resulting from Component Delivery and Shipments? | <p>This all depends on the Task Order at the time. Assuming that the TO had requirements for components, then the onus would be on the CSSF contractor to procure, prep, and ship the components to site(s) to meet the delivery schedule in the TO SSS. If the lead time for procurement and shipment of components from an OEM is not achievable in the TO SSS delivery schedule, then the CSSF contractor would need to raise this as a CR during the TO RFQ period. We would then assess it on the merits and amend the schedule accordingly *before* the TO was awarded.</p> <p>Section 7.7 of the IDIQ SoW states that "The Contractor shall be fully responsible for the Packaging, Handling, Storage and Transportation of the equipment to the destination sites or up to Tempest Testing Facility, if applicable, except for PFE (Purchaser Furnished Equipment) for which the Purchaser will be responsible".</p> <p>Regarding the prime contractor's responsibility in terms of project delays related to component delivery and shipments of Purchaser Furnished Equipment, we ask all offerors to carefully review Book II, General Provisions clauses: Purchaser Furnished Property,</p> | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | Warranty of Work (Exclusive of Software), Limitations & Exclusions from Warranty Coverage, and Purchaser Delay of Work. In addition, offerors are encouraged to also review Book II, Special Provisions clause: Purchaser Furnished Information & Property. | |
| A.14 | Pre-Award Conference | For the NCSC CORE - Tier 3 Supporting Services, are the switches, VPN appliances, workstations, etc. provided by the contractor? | <p>Please see answer to A.13 above.</p> <p>Please review the Representative Task Order Schedule of Supplies and Services (SSS) for an overview of the equipment to be provided by the contractor (for evaluation purposes).</p> | Closed |
| A.15 | Pre-Award Conference | Could you please clarify if it's required to provide the cv(as per Annex G) of the subject matter experts within the proposal? | <p>Section 4.4 of the Book I Bidding Instructions contains two technical evaluation criteria relating to CVs (2 & 5).</p> <p>Criterion 2 requires CVs for all key-personnel for each of the project management team mentioned in the IDIQ SOW.</p> <p>Criterion 5 requires CVs for all subject matter experts mentioned in the IDIQ SOW.</p> <p>The CVs for technical criteria 2 and 5 are required to be in the format specified in Book I Bidding Instructions Annex G.</p> | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | Therefore, yes, CVs for all key personnel (technical criterion 2) and all subject matter experts (technical criterion 5) must be included in each offeror's technical package. | |
| A.16 | Pre-Award Conference | The NCIA team mentioned a minimum of two engineers for the SMEs. However, in the BI sec. 3.5.2.2, page 22 states "The Offeror shall provide a maximum of one "Key Personnel/SME form" and supporting CV/Resume. Can you please clarify as to how many CVs are required per key personnel/SME? | <p>1 per key personnel as outlined in Criterion 2 (Bidding Instructions section 4.4.3). Please see 3.5.2.2 of the Book I Bidding Instructions. It specifically states that if a bidder submits more than one CV per role, only the first will be evaluated.</p> <p>For the Subject Matter Experts in Criterion 5 (Bidding Instructions section 4.4.6), two CVs are required. For the avoidance of doubt, clarity has been provided in paragraphs 4.4.6.2 and 4.4.6.4 of the Bidding Instructions. Please also observe the requirement in the IDIQ SoW, paragraph 5.4.3.</p> | <p>Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding Instructions <u>AMD1</u></p> <p>Closed</p> |
| A.17 | Pre-Award Conference | Could the NATO please confirm for the meetings, (Kick off, Progress/ Milestone etc) How has NATO's policy on attendance changed given the recent pandemic? Is there a change in who is mandated to attend in person and who can attend remotely? Can the attendance be split for health | From a general perspective, NATO has adapted and can accept virtual meetings if permitted by the Project Manager (IDIQ SOW 4.6.2.2, 4.6.4.2) by utilising 'REACH' laptops provided to the winning IDIQ contract holder of individual future Task Orders. However, it is important to note that meeting requirements will always be specified in the Task Order SOW and SSS. For future Task Orders once | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | protection or can the meeting be run 100% remotely? | <p>the IDIQ is set up, clarification of the whether virtual meetings can occur for individual Task Orders can be sought during the Task Order RFQ period.</p> <p>Therefore, for the purposes of pricing the quotation for this IDIQ, it is important that the quotation aligns with the meeting locations proposed in the Representative Task Order SOW and SSS. Please see TO SOW paragraph 6.6.1 (Sigonella, Italy, location for acceptance meeting) and column E in the TO SSS for the kick-off meeting, project review meetings, workshops, and gate review meetings located in Mons, Belgium.</p> <p>Furthermore, for the level of effort Subject Matter Experts in CLIN 9 of the Representative TO SSS, the location for performance of their work is Sigonella, Italy. As the site is specified in the TO SSS, when pricing this CLIN in the Bidding Sheets offerors must include all associated travel, accommodation and subsistence costs.</p> | |
| A.18 | Pre-Award Conference | Is there any preference based on the geo location of the contractor? | No, there is no preference based on geo location. | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.19 | Pre-Award Conference | Linked to A.13 above. I am sorry, but still not clear on the Components. If we order them under our own legal entity, then these assets become also our property. Does that then mean we need to resell them to NATO? From the OEM side this would also "register" the wrong customer? We would also have to negotiate any warranties and Product Support contracts in our own name? Our main concern would be the "legal" implication of directly procuring (rather than acting on behalf of). | For Task Orders where the Contractor is to provide equipment the Title and risk of loss in delivered/installed equipment passes to the NCIA on notification of Gate 5 Acceptance. Software licenses also shall be transferred to the NCIA at notification of Gate 5 Acceptance. This is detailed in Article 29 of the Book II Contract Special Provisions (Ownership and Title). Furthermore, Book II IDIQ SOW paragraph 7.7.14.3 also states that the Contractor shall make sure that all licenses are registered with the NCI Agency NCSC Service Desk as end-user (if not yet done by the Purchaser). | Closed |
| A.20 | Pre-Award Conference | Regarding the Personnel security requirements- could you please clarify if it's required the key experts to possess NATO clearance in the bidding stage? | Individual security clearances are not necessarily required at the bidding stage; however, offerors are advised that Contract signature will not be delayed to allow the processing of security clearances. Further information on security requirements during the bidding stage can be found in section 1.5 of the Book I Bidding Instructions. | Closed |
| A.21 | Pre-Award Conference | Can you please clarify as to how many resumes per key person is required? 1 resume for each key role or 2 resumes per key roles, etc.? | 1 per key personnel. Please see 3.5.2.2 of the Book I Bidding Instructions. It specifically states that if a bidder submits more than one CV per role, only the first will be evaluated. | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | For the SMEs, two CVs are required. Please observe the requirement in the IDIQ SoW, paragraph 5.4.3. | |
| A.22 | Pre-Award Conference | A previous slide mentioned a minimum of two engineers for the SMEs, which is why I am asking for clarification. I will follow the BI instructions. | Slide 126 refers to 2 pages per CV for each role. | Closed |
| A.23 | Pre-Award Conference | How will you select 3 winners if for example you have 6 bidders that pass all the criteria | It is very important to understand how lowest compliant bidding methodology is applied. The first step is to open all of the administrative envelopes. This is followed by the pricing envelopes. Only the 3 first lowest priced will have their technical volumes evaluated. If all 3 are compliant (pass/fail) then those will be the 3 contractors for this IDIQ. If one is evaluated as non-compliant technically then the 4th lowest price will have their technical proposal evaluated. Its a systematic evaluation process. | Closed |
| A.24 | Pre-Award Conference | Will it then come down to the three lowest bids? | 3 lowest priced and technically compliant (as an offeror can be lowest priced but then be declared non-compliant technically). | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.25 | Pre-Award Conference | How many subcontractors are allowed? | <p>There is no limit on the number of subcontractors allowed. The number of subcontractors is solely for offerors to determine and manage. Please see the Book I Bidding Instructions and the Book II Contract Special & General Provisions.</p> <p>Whilst there is no limit on the number of subcontractors, offerors attention is drawn to the nationality restrictions and Administrative Certificates relating to subcontractors in the RFQ Book I and Book II documents mentioned above.</p> | Closed |
| A.26 | Pre-Award Conference | How are the first three packages are selected to be opened? | <p>Further to the answer to A.23 above, all offers received are moved to separate email folder in the CSF mailbox (important to not include Contracts Officer's email directly on quotation). These emails remain unopened until bid closing date arrives. An internal bid opening meeting occurs where will bids will be checked for compliance that they have been submitted correctly. If so, we then proceed to the admin evaluation.</p> <p>If all compliant, all those offers go to pricing team who will conduct price evaluation on all of the offers in accordance with the Book I Bidding Instructions.</p> | Closed |

| Answered in Clarification Request Round 1 | | | | |
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| ADMINISTRATIVE/CONTRACTUAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| | | | <p>The three lowest priced offers then go to technical team for technical evaluation in accordance with the Book I Bidding Instructions..</p> <p>It could be the case some of those are deemed non-compliant (missed some questions or awarded a fail for some criteria), so then would go back to next lowest price offer and they would be checked for technical compliance.</p> <p>Following that, feedback provided to all offerors (i.e. who the successful offerors were and their total price). Contract award action then begins with x3 successful offerors.</p> | |
| A.27 | Pre-Award Conference | <p>The corporate experience technical criterion 3, is one of few sections that has page limitation. If the offeror has more than one contract to cover desired areas as well essential to cover, how do we deal with page limit?</p> <p>There is a 10 page limitation, but the three critical plus four desirable, but no way one contract can meet all those requirements would be more than one contract, so how do we meet that requirement without exceeding page limitation.</p> | <p>Looking at the 'Pass/Fail' criteria for this item, offerors need to demonstrate compliance with each of the 3 'Critical' points and at least 2 of the 'Desirable' points. This, totals 5 examples in total which was deemed fitting and divisible to the 10-page limit for this technical criterion.</p> <p>Offerors are not obliged to use one contract as an example. As per the 'Pass' criteria for this item, offerors are free to use as many examples as needed so long as the examples are similar to those mentioned in the document references, in a similar environment over the last 5 years, and show how the</p> | Closed |

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| | | | 'Critical' and 'Desirable' points were successfully delivered. | |
| A.28 | Pre-Award Conference | Is there a specific reason why hardware was included in a services agreement scope. | <p>The Task Order is designed to be representative of future requirements that could be placed through this IDIQ. This representative Task Order is used for evaluation purposes, but also to give prospective offerors a good overview of what can potentially be expected when the IDIQ is set up.</p> <p>To ensure robustness of the evaluation, the hardware requirements previously included in the Representative Task Order Schedule of Supplies and Services (previously CLIN 6) have been removed. For evaluation purposes, the hardware elements in the Representative Task Order Statement of Work will be provided as Purchaser Furnished Equipment, rather than provided by the Offerors. This is captured in the revisions to the Task Order Statement of Work sections 5 and 6.</p> | <p>Please note the following revised RFQ documents: 03_RFQ-CO-115537-CSSF – Bidding Instructions Annex C (Bidding Sheets) <u>AMD1</u></p> <p>04_RFQ-CO-115537-CSSF – Bidding Instructions Annex I</p> |

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| | | | <p>Revised versions of the RFQ documents will be published alongside the answers to these clarification requests.</p> <p>Offerors are advised that hardware/software may be included in future Task Orders and that the actual scope of future Task Orders will be dependent on the requirements and approval/authorisations at the time.</p> | <p>(Representative Task Order SSS for Evaluation Purposes) <u>AMD1</u></p> <p>05_RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SOW for Evaluation Purposes) <u>AMD1</u></p> <p>Closed</p> |
| A.29 | Pre-Award Conference | What would be the period of performance of a Task Order? How can bidders gauge the length of a standard Task Order. | Further to A.8 above, it is difficult to estimate the standard length of a Task Order at this stage. One of the key principles of this framework is to be adaptive to NATO needs. Future Task Orders will align with | Closed |

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| | | | <p>one, or more, of the Tasks Categories in the IDIQ Statement of Work. Considering Task Categories 1 & 2, their duration could be analogous to the Representative Task Order used in awarding this IDIQ (37 week duration). Task Orders utilising Tasks Category 3, could run for a shorter period than projects under Tasks Categories 1 & 2. Fundamentally, it all depends on the type of work needed and the project's authorisation.</p> | |
| A.30 | Pre-Award Conference | Are discounts required in the SSS? If consideration would be given to a longer term contract, then pricing would be more competitive. | <p>The Period of Performance of the IDIQ is 2 years. Within this, Task Orders will likely have shorter durations.</p> <p>The IDIQ Rate Card which is required for completion under the price criteria in Book I Bidding Instructions gives the maximum ceiling day-rate for each of the four SME roles. Once the IDIQ is set up with three companies, these IDIQ contract holders are free to apply discounts to the day-rates in the IDIQ Rate Card (which will be incorporated into the IDIQ contract as the Schedule of Supplies and Services) in order to win future Task Orders.</p> <p>When considering discounts, offerors are reminded that:</p> <p>a) their pricing must remain realistic;</p> | Closed |

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| | | | and b) conditioning their prices (such as lower prices conditional on longer durations) may lead to a determination of non-compliance. | |
| A.31 | Book I, Annex E | The instructions for Annex E - Compliance Table indicate it "is to be included in the Quotation Technical Proposal Package. The Quotation shall follow the instructions in section 3.5,...". However, there is no reference to the Compliance Table in the section 3.5 instructions regarding contents of the Technical Proposal (Volume III). What is the Purchaser's intent? | The intent is to ensure that Offerors provide a completed Annex E as part of their technical proposal. Further clarity has been added to section 3.2.2.3 and paragraph 3.2.5 of the Book I Bidding Instructions. | Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding Instructions <u>AMD1</u> Closed |
| A.32 | Book I, 4.4.3.2 | To be clear, is the "Annex G - Key Personnel/SME form" included in the two-page limit on CV/Resumes or excluded from page count? | Further to the answer provided against Clarification Request A.16, and the Annex G instructions, the Offeror shall use the Annex G form as a cover page and then submit the supporting documentation as required to substantiate the key personnel experience stated within the Annex G form (e.g. CV). As the Annex G form is a cover page to the CV, it is not included in the word count. Thus, the two page | Please note the following revised RFQ documents: 02_RFQ-CO-115537-CSSF – Bidding |

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| | | | limit applies to the CVs under Criterion 2 (Bidding Instructions section 4.4.3). Further detail has been added to section 4.4.3 and 4.4.6 of the Bidding Instructions. | Instructions <u>AMD1</u> Closed |
| A.33 | Contract Special Provision, Book II Part II, 10.4 | <p><i>10.4 Notwithstanding the "Changes" Clause or any other Clause of the Contract, the Contractor hereby agrees that no changes to the aforesaid specifications which may be necessary to permit achievement of the performance requirements specified herein for the Contractor's proposed work shall entitle the Contractor either to any increase in the firm fixed price as set forth in this Contract or to any extension of the delivery times for the work beyond the period of performance in the Task Order.</i></p> <p>Can the customer please clarify that they expect the Contractor to absorb any and all costs associated with a change to the specifications? If this is not an accurate interpretation of 10.4, please clarify this provision.</p> | <p>This Article 10 of the Contract Special Provisions relates to Contractors' comprehension of the contract and specification.</p> <p>Clause 10.4 is stating that Contractors' agree that no changes to the published specifications (in the contract) are required for the Contractor to meet the performance requirements. Essentially, that the Contractor can fulfil the Contract's requirements with no changes (based on the ones published in the RFQ). This would also apply to future Task Orders placed under the IDIQ framework.</p> <p>Clause 10.4 protects the Purchaser from Contractors' agreeing to a Contract specification and then stating that they cannot fulfil the requirements unless specifications are changed. Should this occur, then the Purchaser would not be liable for additional costs.</p> | Closed |

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| | | | Should the Purchaser wish to change the agreed Contract specifications (such as adding more goods/services) then Article 19 of the Contract Special Provisions and Articles 16 & 19 of the Contract General Provisions would apply. | |
| A.34 | General RFQ Introduction Letter Item 6 | Request for extension of quotation closing date due to incomplete information to permit accurate representative quotation: (1) The references in RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes), CLIN 6, request multiple hardware that based off the description can be configured in multiple variations with drastic range of costing involved. For this reason, our NATO vendors have been unable to provide this offeror with quoting until part numbers are provided. The quotation process with third party vendors for the requested equipment will likely take three weeks. | (1) This clarification request (A.34) was submitted before the answer to A.28 was provided. The answer to A.28 provided amendments to the RFQ package to remove the hardware requirements that would previously have been quoted by Offerors. Therefore, point 1 of this clarification request (A.34) no longer applies as a reason to request an extension to the quotation closing date. (2) The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective Offerors to receive the Restricted documents. | Closed |

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| | | <p>(2) Annexes D and E from Books I and II are needed in order to accurately develop the quotation. We have received notification that our packet will be shipped in the second batch. That timeline, coupled with shipping time and European holidays, place arrival for us to begin the week before or same week of the quotation due date.</p> <p>This vendor needs reasonable time to modify responses after receipt of answers from NATO.</p> <p>This vendor is mustering our response to match the deadlines and submit a complete and compliant offering. We must note that world events (COVID and the Ukraine conflict) are in fact affecting lead times and supply chains in respect to the procurement of related goods and services.</p> <p>This vendor respectfully requests a 60 calendar day extension to be able to work with our Alliance partners and properly prepare our final response to all requirements. If agreeable the closing date</p> | <p>The second batch of requests for NR documents have now been posted with an anticipated latest delivery date of Monday 25th April. Given the relatively small size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective Offerors to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be assured that the Purchaser is tracking the delivery of the Restricted documents and will ensure a reasonable time between delivery of the Restricted documents and the bid closing deadline.</p> | |

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| | | for submission of offers would be amended to become July 13, 2022. | | |
| A.35 | 2.3 - QUOTATION SUBMITTAL AND QUOTATION CLOSING DATE | Request for Quotation RFQ-CO-115537-CSSF documentation was released on 25th March 2022. However, the NCIA did not release the RFQ RESTRICTED documentation until 14th April 2022. We would welcome the NCIA extending the Tender submission date by three weeks to accommodate the delay in provision of the RFQ RESTRICTED documentation, which are critical to supporting all Tender responses. If a three week extension is not considered as a reasonable extension by the NCIA, we would welcome your clarification as to why this is not the case. | <p>The Purchaser has allowed seven weeks between publication of the RFQ (25th March) and the bid closing deadline (13 May) which was intentionally longer than the standard bidding period for BOA+ competitions. This increased duration was to account for the time it would take for prospective Offerors to receive the Restricted documents.</p> <p>Receiving the Restricted documents on the 14th April allowed for roughly 28 days before the bid closing deadline. Given the relatively small size of the Restricted documents the Purchaser deems there to be sufficient time remaining for prospective Offerors to receive and review the Restricted documents prior to the bid closing deadline.</p> <p>For these reasons, the Purchaser will not extend the bid closing deadline at this point. However, please be assured that the Purchaser is tracking the delivery of the Restricted documents and will ensure a</p> | Closed |

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| | | | reasonable time between delivery of the Restricted documents and the bid closing deadline. | |
| A.36 | Book I, 4.4.4.2 | Please clarify the application of Annex H to the required response for Criterion 3: System Integration and delivery for Cyber Security Services. At the bidders conference there was discussed providing a summary of experience, followed by specific contract references. Is it appropriate for the offeror to duplicate the form material presented in Annex H to document each project cited, or should it be done otherwise? | Further to the answer to A.27, it is crucial for Offerors to meet the 'Pass' conditions for Criterion 3 (Bidding Instructions section 4.4.4) and observe the page length. Offerors are free to choose the best approach to meet the Pass conditions so long as the page length is observed (noting paragraph 4.4.10 of the Bidding Instructions). Should Offerors choose to duplicate Annex H for each project, only the <i>DESCRIPTION OF THE PROJECT'S SCOPE AND MAGNITUDE</i> and <i>DETAILS OF OFFEROR'S INVOLVEMENT IN THE PERFORMANCE OF THE PROJECT</i> sections of Annex H (excluding the explanatory text in brackets) would count towards the page limit. | Closed |
| A.37 | Book II, Part 2, Special Provisions Task Order Processing | What is NCIA's expectation with respect to how invoicing requirements will vary in Task Orders? | It is difficult to determine this at this point as this will be dependent on the requirements and authorisation/approvals at the time of issuing future Task Orders. It is likely that administrative matters will change depending on the Task Order issued. For example, | Closed |

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| | Procedures, 9.9 | | Purchase Order numbers are likely to be unique to each Task Order, and thus, this will need to be reflected on the invoice. The address for submitting electronic invoices may also change per Task Order. Therefore, clause 9.9 of the Contract Special Provisions seeks to provide clarity that should there be any divergence from the invoicing terms outlined in Article 13 of the Contract Special Provisions, such divergence will be outlined in the Task Order. | |
| A.38 | Book II, Part 2, Special Provisions Invoices and Payment Terms 13.1 | Does this allow for billing after the completion of a task, such as the acceptance of delivery of equipment? | Invoicing and payment will be made following Purchaser Written Acceptance. Depending on the Task Order, payments may be made for each individual deliverable (Contract Line Item Numbers – CLIN) in the Schedule of Supplies and Services (SSS), or these individual payments may be grouped together into milestones. | Closed |
| A.39 | Book II, Part III, The General Provisions Invoices and Payment 25.5 | Please confirm that the Purchaser will be executing the task order contract signature page (Box 6) as specified here: "NATO Communications and Information Agency". | This appears to refer to the IDIQ Contract Signature Page as provided in the RFQ package. Whilst it is likely to be the NCIA, the signature page for Task Orders (not provided in this RFQ because this Representative Task Order is for evaluation purposes only) will detail who the Purchaser is for each Task Order. | Closed |

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| A.40 | All RFQ documents | Can the NCIA please clarify whether any Material items are required to be priced by the Supplier as part of their Tender response and if so, could you please clarify where those Material pricing requirements are within the RFQ Tender documentation. | <p>At publication of the RFQ, there were hardware/software requirements for which Offerors were required to provide a quotation. These were outlined in CLIN 6 of the Schedule of Supplies and Services (SSS).</p> <p>However, in answering Clarification Request A.28, the Purchaser amended the RFQ package to remove the hardware/software requirements from SSS CLIN 6. Please see answer to clarification request A.28 for further information.</p> <p>Offerors are required to provide a quotation for the items specified in the most recent version of the Bidding Instructions Annex C (Bidding Sheets).</p> | Closed |

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| P.1 | Pre-Award Conference | What will be the reference to evaluate "pricing" as being acceptable? | The reference for the price evaluation will be the Representative Task Order. The Representative Task Order requirements are contained in Annex I to the Book I Bidding Instructions. The quotations for this Representative Task Order must be provided in the Bidding Sheets (Book I Bidding Instructions Annex C). This will then be evaluated on a lowest priced, technically compliant basis in accordance with the criteria in the Bidding Instructions. | Closed |
| P.2 | Pre-Award Conference | Is possible to receive desired Vendor Part Numbers for requested Software, Hardware, and License from Representative Task Order SSS in order to prevent unrealistic pricing due to various possible configurations of the requested equipment? | Given the answer to A.28 above, as the hardware has now been categorised to Purchaser Furnished Equipment, there is no need for Offerors to provide hardware quotations. Thus, Vendor Part Numbers are no longer required, | Closed |

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| P.3 | Pre-Award Conference | Will NATO perform a cost realism analysis on three lowest bidders? | One of the key price evaluation criteria in section 4.3 of the Book I Bidding Instructions is that offerors' price quotations meet the requirements for price realism in section 4.3.6 of the Book I Bidding Instructions. Therefore, the onus is on offerors to ensure that their prices are realistic. A price realism analysis will be conducted on all quotations. | Closed |
| P.4 | Pre-Award Conference | Is it correct that the labour part will be the primary part of evaluation (and less software hardware). | The price evaluation will be conducted on the total firm fixed price of the tabs within the Bidding Sheets. This will include labour, materials, travel, and ODC. | Closed |
| P.5 | Pre-Award Conference | As far as price reasonableness is concerned, the equipment etc after award will be a moot point, whats the consideration for holding the price consideration for a live task order? | We have ability to include prices in IDIQ/SSS. Prices quoted can be incorporated into the IDIQ contract in two ways. Either directly added to the IDIQ Contract SSS, or incorporate the price proposal by reference. | Closed |
| P.6 | Pre-Award Conference | What if someone gives unrealistic pricing for OEM at this stage but in reality it is higher. | If it prices were found to be unrealistic, this could lead to non-compliance and thus that bid would be discounted. | Closed |

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| P.7 | RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes)” | The NATO Sales Rep at Juniper states that the SRX650 power supply is end of sale/not available. If products that are specified are no longer available for purchase/quotation, how should we respond in the RTO Bidding Sheet? | <p>In answering Clarification Request A.28, the Purchaser amended the RFQ package to remove the hardware/software requirements from SSS CLIN 6.</p> <p>Please see answer to clarification request A.28 for further information.</p> <p>Offerors are required to provide a quotation for the items specified in the most recent version of the Bidding Instructions Annex C (Bidding Sheets).</p> | Closed |

| Technical | | | | |
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| T.2 | Restricted Annex D, E.6.1 | Missing reference – refers to IDIQ SOW but the reference is missing. B.5.4.1 does not seem relevant. | <p>The following is the correct text in paragraph E.6.5.1 of the 05a_RFQ-CO-115537-CSSF - Bidding Instructions Annex F Enclosure1 (Representative Task Order SOW for Evaluation Purposes)-NR.docx:</p> <p><i>“The OCF service in the Sigonella AGS MOB site shall be based on the Type 1 solution, as specified in the CSSF IDIQ SoW (see reference 3.2.1, paragraph E.6.5.1).”</i></p> | Closed |
| T.3 | Annex I 8.1 | Refers to 6.6.4.2.1 of SOW, but such item does not exist. | <p>For item 8.1 in Annex I (SSS), please, refer to the IDIQ SoW, paragraphs 6.7.1.2 and 6.7.2.1 instead of paragraph 6.6.4.2.1.</p> <p>For item 8.3, please, refer to the IDIQ SoW, paragraph 6.7.3 instead of 6.6.2.8.</p> | Closed |
| T.4 | Annex I 8.2 | Refers to 6.6.4.2.2 of SOW, but such item does not exist. | <p>For item 8.2 in Annex I (SSS), please, refer to the IDIQ SoW, paragraphs 6.7.1.2 and 6.7.2.2 instead of paragraph 6.6.4.2.2.</p> | Closed |

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| TECHNICAL | | | | |
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| T.1 | Pre-Award Conference | Is it required to send logs to the both SIEM solutions? | Yes, all logs are collected and aggregated at the Tier-3 enclave and then passed to the SIEM in Tier-2 . The mechanism is explained in IDIQ Statement of Work Annex E, paragraph E.3. | Closed |



NATO UNCLASSIFIED

Acquisition Directorate

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Telephone: +32 (2) 707 5182

NCIA/ACQ/2021/07375

25 March 2022

To: See Distribution List
Subject: **Request for Quotation RFQ-CO-115537-CSSF**

Reference: A. NCIA/ACQ/2021/07061
B. C-M(2015)0025
C. AC/337-D(2016)0014
D. BC-D(2018)0004
E. AC/4-D(2019)0004 (INV)

Dear Sir/Madam,

1. Your firm is hereby invited, to participate in a BOA Plus competition for the Cyber Security Services Framework (CSSF).
2. Please note that the title of this Request For Quotation (RFQ) has changed from the title advertised in the Notification of Intent in Reference A. The title 'Cyber Security Framework' (CSF) will no longer be used. This RFQ shall hereby be referred to as the 'Cyber Security Services Framework' (CSSF). For ease of communication, the multiuser email address RFQ-CO-115537-CSF@ncia.nato.int shall continue to be used for this solicitation.
3. The requirements under this RFQ are allocated into one schedule. The single schedule is anticipated to establish up to three (3) multiple award Indefinite Delivery Indefinite Quantity (IDIQ) contracts
4. Services are expected to be competed among IDIQ contract holders. IDIQ contractors must be able to respond rapidly, and to perform work at multiple projects/locations simultaneously.
5. The contract awards will be based on the quotations evaluated as the three lowest priced, technically compliant in accordance with the evaluation criteria set forth in the Bidding Instructions.
6. **THE CLOSING TIME FOR SUBMISSION OF QUOTATIONS IN RESPONSE TO THIS RFQ IS 13:00 HOURS (BRUSSELS TIME) ON FRIDAY ~~13-27~~ MAY 2022.**
7. This RFQ consists of the following documents:
 - a) Book I – Bidding Instructions. Book I provides the general bidding information and includes the following annexes:
 - i. Annex A – Clarification Request Forms;



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and Information Agency
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et de communication

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- ii. Annex B – Administrative Certificates;
 - iii. Annex C – Bidding Sheets – The bidding sheets should be completed exactly as instructed;
 - iv. Annex D – Instructions for the preparation of Bidding Sheets;
 - v. Annex E – Compliance Table;
 - vi. Annex F – Offeror’s Business Benefits Form;
 - vii. Annex G – Key Personnel / SME Form;
 - viii. Annex H – Offeror’s Experience Form;
 - ix. Annex I – Representative Task Order (for evaluation purposes), containing the following sections:
 - a. Representative Task Order Schedule of Supplies and Services (SSS) – This contains the representative delivery requirements used for evaluation purposes to identify the Offerors which will be awarded a place on the IDIQ. This Section will be derived from the bidding sheets submitted by the winning Offeror(s);
 - b. Representative Task Order Statement of Work (SoW). This sets forth the representative specifications governing the performance requirements of the Representative Task Order and is used here for evaluation purposes to identify the Offerors which will be awarded a place on the IDIQ;
 - c. Representative Task Order SoW Annexes D & E (NATO RESTRICTED).
- b) Book II – Prospective Contract. Book II contains the following sections:
- i. Contract Signature Page;
 - ii. IDIQ Schedule of Supplies and Services (SSS). This Section will be derived from the IDIQ Rate Card submitted by the winning Offeror(s);
 - iii. Contract Special Provisions;
 - iv. NCI Agency Contract General Provisions;
 - v. The Statement of Work. This sets forth the detailed specifications governing the performance requirements of the contract.
 - a. Contract Data Requirements List (CDRL);
 - b. Maintenance and Support Definitions;
 - c. Engineering Qualifications and Expertise;
 - d. NCSC Core Architecture Overview (NATO RESTRICTED);
 - e. Technical Overview and Specifications (NATO RESTRICTED).
8. The overall security classification of this solicitation is NATO UNCLASSIFIED when separated from the Restricted Annexes. Sections of the Representative Task Order Statement of Work and IDIQ Statement of Work are RESTRICTED and will only be issued if requested by the Offerer. In order to receive the RESTRICTED Annexes, Offerors are requested to contact the Point of Contact (POC) identified in point 14 of this letter with for further instructions on how to obtain mentioned Annexes. When handling RESTRICTED documents, Offerors shall comply with the Annex E of the Contract Special Provisions entitled ‘Security of NATO RESTRICTED Information. The RESTRICTED documents are:
- a) Representative Task Order SoW Annex D – NCSC Core Architecture Overview
 - b) Representative Task Order SoW Annex E – Technical Overview and Specifications
 - c) IDIQ SoW Annex D – NCSC Core Architecture Overview
 - d) IDIQ SoW Annex E – Technical Overview and Specifications



9. You are requested to complete and return the enclosed acknowledgement of receipt within 5 days of receipt of this RFQ, informing NCI Agency of your intention to quote/not to quote. Your firm is not bound by its initial decision, and if you decide to reverse your stated intention at a later date, you are requested to advise us by a separate email.
10. The reference for this RFQ is RFQ-CO-115537-CSSF, and all correspondence concerning the RFQ should reference this number.
11. Prospective Offerors are invited to a Pre-Award Conference held between four to six weeks after RFQ release. Further details about the Pre-Award Conference can be found in section 1.6 of the Book I Bidding Instructions.
12. Prospective Offerors are advised that the NCI Agency reserves the right to cancel this RFQ at any time in its entirety and bears no liability for quotation preparation costs incurred by firms or any other collateral costs if solicitation cancellation occurs.
13. Your point of contact for all information concerning this RFQ is Mr. Darren Corkindale, Senior Contracting Officer Consultant, who may be reached at RFQ-CO-115537-CSF@ncia.nato.int

For the Chief of Acquisition:

Rebecca Benson
Principal Contracting Officer

Enclosures:

- RFQ-CO-115537-CSSF-Book I Bidding Instructions
- RFC-CO-115537-CSSF-Representative Task Order (for evaluation purposes)
- RFQ-CO-115537-CSSF-Book II Prospective Contract



Acquisition Directorate

Darren.Corkindale@ncia.nato.int

Telephone: +32 (2) 707 5182

NCIA/ACQ/2021/07375

Attachment A

Acknowledgement of Receipt of Request for Quotation

RFQ-CO-115537-CSSF

Please complete and return within 5 days by: e-mail: RFQ-CO-115537-CSF@ncia.nato.int & for the attention of Mr. Darren Corkindale.

We hereby advise that we have received Request for Quotation RFQ-CO-115537-CSSF on, together with all enclosures listed in the Table of Contents.

CHECK ONE

- As of this date and without commitment on our part, we do intend to submit a quotation.
- We do not intend to submit a quotation.
- We are reviewing the requirements of the RFQ and will notify you of our decision as soon as possible.

Signature: _____

Printed Name: _____

Title: _____

Company: _____

Address: _____

NATO UNCLASSIFIED

RFQ-CO-115537-CSSF

**THE PROVISION OF
CYBER SECURITY SERVICES FRAMEWORK**



NATO Communications and Information Agency
Agence OTAN d'information et de communication

BOOK I

BIDDING INSTRUCTIONS

NATO UNCLASSIFIED

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SECTION I - INTRODUCTION

1.1 PURPOSE

1.1.1 The purpose of this Request for Quotation (RFQ) is anticipated to establish up to three (3) multiple-award, Indefinite Delivery Indefinite Quantity (IDIQ), Firm Fixed Price contracts for contractor support for surge cyber security services. This RFQ is referred to as RFQ-CO-115537-CSSF (Cyber Security Services Framework).

1.2 GENERAL OVERVIEW OF MULTIPLE AWARD CSSF IDIQ CONTRACTS

1.2.1 The CSSF IDIQ Contracts are awarded from a single solicitation and may result in award to multiple contractors. This procurement consists of one (1) solicitation and it is anticipated that up to three (3) CSSF IDIQ type service contracts will be awarded to the Offerors submitting the Quotations determined to represent the lowest priced technically compliant. Should there be fewer than three (3) lowest priced technical compliant Quotations, then the Purchaser may elect to award CSSF IDIQ Contracts to the Offerors who are deemed lowest priced technical compliant. Services are expected to be competed among the CSSF IDIQ contract holders through competed task orders. CSSF IDIQ contractors must be able to respond rapidly, and to perform work at multiple projects/locations simultaneously.

1.2.2 The CSSF IDIQ contracts will be Firm-Fixed Price (FFP). Work will be required on an as needed basis and will be awarded by use of FFP Task Orders. The individual Task Orders to be placed under the Contract are generally anticipated to range in monetary value.

1.2.3 The maximum ceiling price for this CSSF IDIQ is €30,000,000.

1.2.4 The CSSF IDIQ Contracts cover the NATO Enterprise with a wide range of cyber security services using multiple funding sources. Any NATO entity with the appropriate contracting authority can order against these contracts. The successful Contractors shall supply services and associated goods to all authorized NATO Command Locations in Europe and North America including any of the NATO's entities, upon issuance of Task Orders in accordance with the terms of the Contract¹.

1.2.5 The period of performance is expected to include a two-year ordering base period and two one-year ordering option periods.

¹ The structure of the NATO organization with a list of entities is available at: <http://www.nato.int/cps/en/natolive/structure.htm>

- 1.2.6 The proposed scope of work will be specified in each Task Order and may require any combination of the following, but is not limited to:
- 1.2.6.1 The extension of NCSC services to Tier 3 Sites². The extension may involve the following:
 - 1.2.6.1.1 Deployment of a dedicated NATO Computer Incident Response Capability (NCIRC) Tier-3 enclave; and/or
 - 1.2.6.2 Configuration, tuning and/or testing of existing NCSC centralised services to support the extended NCSC protection and monitoring coverage to the additional site. NCSC services include the following:
 - 1.2.6.2.1 Online Computer Forensics (OCF)
 - 1.2.6.2.2 Online Vulnerability Assessment (OVA)
 - 1.2.6.2.3 Log Aggregation (LOG A)
 - 1.2.6.2.4 Firewalls
 - 1.2.6.2.5 Network Intrusion Prevention System (NIPS)
 - 1.2.6.2.6 Full Packet Capture (FPC)
 - 1.2.6.3 Subject Matter Expertise (SME) on a level of effort basis for services including, but not limited to, virtualisation, on-site connectivity and firewall integration.
 - 1.2.7 The CSSF IDIQ Contracts are a nonpersonal services contracts. The Purchaser shall neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. CSSF IDIQ Contractors shall provide all supervision, material, equipment, labour, and any other incidental related work to perform the Task Categories 1 & 2 cyber security services specified in the basic Contract, as supplemented in each Task Order.

1.3 GOVERNING RULES, ELIGIBILITY, AND EXCLUSION PROVISIONS

- 1.3.1 This RFQ to is conducted under Basic Ordering Agreement Plus (BOA+) procedures outlined within the *“Procedure Governing the Use of Basic Ordering Agreements concluded by the NATO Communications and Information Agency – 2019 version”*, Ref: AC/4-D(2019)0004 (INV).
- 1.3.2 Pursuant to these procedures, quotation submittal is restricted to companies from participating NATO member nations in accordance with paragraph 2.1.6 of Section II

² Tier-3 encompasses a number of remote locations spread across the NATO Member Nations. Each of these typically include a separate, secure enclave into which NCSC’s cybersecurity sensors and systems (for example, full packet capture and log collection) are deployed.



of the Bidding Instructions which either a Declaration of Eligibility (DOE) has been issued by their respective government authorities or is an active holder of an active NCI Agency Basic Ordering Agreement (BOA).

- 1.3.3 The Offeror shall refer to the Purchaser all queries for a resolution of conflicts found in information contained in this document in accordance with the procedures set forth in paragraphs 2.7 of Section II of the Bidding Instructions entitled "Requests for RFQ Clarifications".

1.4 LOWEST PRICE TECHNICALLY COMPLIANT (LPTC) EVALUATION METHOD

- 1.4.1 The evaluation method to be used in the selection of the successful Offeror under this solicitation is the Lowest Price Technical Compliant procedures set forth in AC/4-D(2019)0004 (INV).
- 1.4.2 The solicitation, evaluation and award processes will be conducted in accordance with the terms and conditions contained herein.
- 1.4.3 Award(s) of the Contract(s) will be made on a FFP basis to the lowest priced technically compliant Offeror(s).
- 1.4.4 This RFQ will not be the subject of a public opening.
- 1.4.5 The target date for the CSSF IDIQ contracts awards are June 2022. The award date for individual Task Orders under the IDIQ will be outlined in potential future Task Order documents.

1.5 SECURITY

- 1.5.1 This RFQ has been classified as NATO UNCLASSIFIED when separated from NATO RESTRICTED Annexes.
- 1.5.2 Offerors are advised that Annexes D and E of the IDIQ Statement of Work are classified as NATO RESTRICTED and will not be sent via email alongside the RFQ package. Offerors wishing to view the NATO RESTRICTED documents shall request copies of the documents from the Purchaser's point of contact in section 2.6 of the Book I Bidding Instructions.
- 1.5.3 The selected Contractor(s) will be required to handle and store classified material to the level of "NATO SECRET". In addition, Contractor personnel will be required to work unescorted in Class II Security areas and therefore, access can only be permitted to cleared individuals. Only firms maintaining such cleared facilities and the appropriate personnel clearances will be able to perform the resulting contract
- 1.5.4 Should the Contractor be unable to perform the Contract due to a lack of the proper facility/security clearances, this shall neither form the basis for a claim of adjustment or an extension of schedule nor can it be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination For Default by the Purchaser.

- 1.5.5 The selected Contractor's personnel working at NATO sites as well as the Contractor's personnel at the Contractor's facility directly working on this project, shall possess a security clearance of "NATO SECRET".
- 1.5.6 The Contractor personnel without such a clearance, confirmed by the appropriate national security authority and transmitted to the cognisant NATO security officer at least fourteen (14) days prior to the site visit, will be denied access to NATO site(s). Denial of such access by the Purchaser may not be used by the Contractor as the basis for a claim of adjustment or an extension of schedule nor can the denial of access be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination for Default by the Purchaser.
- 1.5.7 Offerors are advised that Contract signature will not be delayed in order to allow the processing of security clearances for personnel or facilities and, should the otherwise successful Offeror not be in a position to accept the offered Contract within a reasonable period of time, due to the fact that its personnel or facilities do not possess the appropriate security clearance(s), the Purchaser may determine the Offeror's quotation to be non-compliant and offer the Contract to the next ranking Offeror.
- 1.5.8 All documentation, including the RFQ itself, all applicable documents and any reference documents provided by the Purchaser are solely to be used for the purpose of preparing a response to this RFQ. They are to be safeguarded at the appropriate level according to their classification. Any Reference Documents are provided "as is, without any warranty" as to quality or accuracy.

1.6 PRE-AWARD CONFERENCE

- 1.6.1 Prospective Offerors are invited to a Pre-Award Conference that will be held between four to six weeks after RFQ release. Due to current travel restrictions, the conference will be held virtually. The Purchaser will notify all Offerors of the final date and time. Registration forms and relevant information will be provided at the time of notification.
- 1.6.2 The purpose of the Conference will be to present the Project, and present the key members of the Purchaser IDIQ management team, as well as to allow the Prospective Offerors to clarify aspects of the RFQ for which they may have questions at that time.
- 1.6.3 The Conference is planned to include a briefing on the RFQ process; the Pricing Sheets; the prospective contract; and the technical and IDIQ management aspects of the project. A detailed agenda for the Conference will be sent to the participating companies in due course.
- 1.6.4 The potential Offerors may submit questions in writing not later than 7 days prior to the date of the Conference to the POC, at the address mentioned under Section 2.6 of the Bidding Instructions below. The Purchaser will endeavour to respond to the previously submitted questions at the Conference. If any additional questions are asked by the potential Offerors at the Conference, the Purchaser might attempt to answer them at that time, but any answer that might appear to amend terms, conditions and/or specifications of the Contract shall be considered to be formally



included in the RFQ only when a written amendment to the RFQ issued in writing by the Purchaser.

- 1.6.5 Answers to all questions will be issued in writing to all Offerors as soon as practicable after the Conference, whether or not the Offerors attended the Conference. The formal written answers will be the official response of the Agency, even if the written answer differs from the verbal response provided at the Conference.
- 1.6.6 Notwithstanding the written answers provided by the NCI Agency after the Conference, the terms, conditions and language of the RFQ remains unaltered unless a formal RFQ amendment is issued by the NCI Agency and is identified as such.

SECTION II – GENERAL BIDDING INSTRUCTIONS

2.1 DEFINITIONS

- 2.1.1 In accordance with MIL-HDBK-505, the term “Assembly” as used herein means an item forming a portion of equipment that can be provisioned and replaced as an entity and which normally incorporates replaceable parts or groups of parts.
- 2.1.2 The term “Basic Ordering Agreement” (BOA) refers to the acquisition instruments negotiated between suppliers of products / services and the NCI Agency, on behalf of NATO.
- 2.1.3 The term "Compliance" as used herein means strict conformity to the requirements and standards specified in this Request for Quotation.
- 2.1.4 The term "Contractor" refers to a firm of a participating country which has signed a Contract under which he will perform a service, manufacture a product, or carry out works for NATO.
- 2.1.5 The term "Offeror" as used herein refers to a firm, consortium, or joint venture which submits an offer in response to this solicitation.
- 2.1.6 The term “Participating Country” as used herein means one of the contributory NATO nations in the project, namely, (in alphabetical order): ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, NETHERLANDS, NORTH MACEDONIA, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, UNITED KINGDOM, UNITED STATES OF AMERICA.
- 2.1.7 The term "Purchaser" refers to the authority issuing the RFQ and/or awarding the Contract (the NCI Agency).
- 2.1.8 In accordance with MIL-HDBK-505, the term “Sub-Assembly” as used herein refers to a portion of an assembly consisting of two or more parts that can be provisioned and replaced as an entity. The definition purposely excludes components and/or parts.

2.2 ELIGIBILITY

- 2.2.1 This RFQ is being conducted under BOA plus procedures, therefore, firms which hold an active Basic Ordering Agreement (BOA) with the NCI Agency are eligible to take part in this RFQ along with those firms nominated through their Delegations via a Declaration of Eligibility.
- 2.2.2 All Contractors, sub-Contractors and manufacturers, at any tier, must be from Participating Countries.
- 2.2.3 None of the work, including project design, labour and services shall be performed other than by firms from and within Participating Countries.

- 2.2.4 No materials or items of equipment down to and including identifiable sub-assemblies shall be manufactured or assembled by a firm other than from and within a Participating Country.
- 2.2.5 The intellectual property rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fee, or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member countries.

2.3 QUOTATION SUBMITTAL AND QUOTATION CLOSING DATE

- 2.3.1 The closing time for the electronic submission of Quotations in response to this RFQ is **Friday ~~13th~~ 27th May 2022 at 13:00 Hours Central European Time (CET).**
- 2.3.2 Quotations shall be submitted to the following email address below:
 - 2.3.2.1 Email: RFQ-CO-115537-CSF@ncia.nato.int

2.4 LATE QUOTATIONS

- 2.4.1 Quotations received at the NCIA e-mail address after the date and time indicated in paragraph 2.3.1 may not be eligible for award.
 - 2.4.1.1 Quotations submitted electronically may be considered late unless the Offeror completes the entire transmission of the Quotation before the closing date and time for receipt of Quotations under this solicitation.

2.4.2 Consideration of Late Quotation

- 2.4.2.1 The Purchaser considers that it is the responsibility of the Offeror to ensure that the Quotation submission arrives by the specified Quotation closing time. A late Quotation will only be considered for award under the following circumstances:
 - 2.4.2.1.1 A contract has not already been awarded pursuant to the RFQ, and;
 - 2.4.2.1.2 The Quotation was sent to the correct email specified in paragraph 2.3.2.1 above, and;
 - 2.4.2.1.3 the delay was due solely to the fault of the Purchaser.

2.4.3 Receipt of an Unreadable Electronic Quotation

- 2.4.3.1 If a Quotation received at the NCIA's facility by electronic data interchange is unreadable to the degree that conformance to the essential requirements of the solicitation cannot be ascertained, or due to Offeror's submission, in contravention of these bidding instructions, of electronic files that are encrypted or which contain passwords, the CO shall immediately notify the Offeror that the Quotation will be rejected unless the Offeror provides clear and convincing evidence:
 - 2.4.3.1.1 of the content of the Quotation as originally submitted, and;
 - 2.4.3.1.2 that the unreadable condition of the Quotation was caused by Purchaser software or hardware error, malfunction, or other Purchaser mishandling.
- 2.4.3.2 A Quotation that fails to conform to the above requirements may be declared noncompliant and may not be evaluated further by the Purchaser.

- 2.4.3.3 If it is discovered, during either the Administrative, Price or Technical evaluation, that the Offeror has submitted an unreadable electronic Quotation, the Offeror may be determined to have submitted a non-compliant Quotation.

2.5 REQUESTS FOR EXTENSION OF QUOTATION CLOSING DATE

- 2.5.1 All questions and requests for extension of the Quotation Closing Date must be submitted by e-mail. Such questions shall be forwarded to the point of contact specified in Section 2.6 below and shall arrive not later than seven (7) calendar days prior to the stated "Quotation Closing Date". The Purchaser is under no obligation to answer requests submitted after this time. Extensions to the quotation closing date are at the discretion of the Purchaser.

2.6 PURCHASER POINT OF CONTACT

- 2.6.1 The Purchaser point of contact for all information concerning this RFQ is:

NATO Communications and Information Agency
Acquisition Directorate
Boulevard Léopold III
1110 Brussels
Belgium

- 2.6.2 Attention:

Mr. Darren Corkindale
Senior Contracting Officer (Consultant)
Tel: +32 2 707 5182

- 2.6.3 Emails:

2.6.3.1 Questions/Clarifications: RFQ-CO-115537-CSF@ncia.nato.int

2.6.3.2 Quotation: RFQ-CO-115537-CSF@ncia.nato.int

2.7 REQUESTS FOR RFQ CLARIFICATIONS

- 2.7.1 Offerors, during the solicitation period, are encouraged to query and seek clarification of any matters of a contractual, administrative and technical nature pertaining to this RFQ.

- 2.7.2 All questions and requests for clarification must be submitted by e-mail and using the form in Annex A of Book I – Bidding Instructions. All questions and requests must reference the section(s) in the RFQ subject for clarifications. The questions and/or requests shall be forwarded to the email address specified in paragraph 2.6.3.1 above and shall arrive not later than seven (7) calendar days prior to the stated "Quotation Closing Date". The Purchaser is under no obligation to answer questions submitted

after this time. Requests for clarification must address the totality of the concerns of the Offeror for any given area, as the Offeror will generally not be permitted to revisit areas of the RFQ for additional clarification as noted in 2.7.3 below.

- 2.7.3 Offerors are advised that subsequent questions and/or requests for clarification included in a quotation shall neither be answered nor considered for evaluation and may be grounds for a determination of non-compliance.
- 2.7.4 Except as provided above, all questions will be answered by the Purchaser and the questions and answers (deprived of any means of identification of the questioner) will be issued in writing to all prospective Offerors. Answers will be provided on a weekly basis.
- 2.7.5 The published answers issued by the Purchaser shall be regarded as the authoritative interpretation of the RFQ, and may lead to a formal amendment to the RFQ. Such amendment may also contain changes to the language, terms, conditions and/or specifications of the RFQ. Amendments to the language of the RFQ included in the answers, and/or the formal RFQ amendment, shall be incorporated by the Offeror in its offer.
- 2.7.6 It is crucial that Offerors request clarification of any perceived assumptions, dependencies, exclusions (or equivalent) during the RFQ clarification phase. Any assumptions, dependencies, exclusions (or equivalent) which are included in a Quotation submitted may be regarded by the Purchaser as a qualification or condition of the Quotation and may be grounds for a determination of non-compliance.

2.8 REQUESTS FOR WAIVERS AND DEVIATIONS

- 2.8.1 Offerors are informed that requests for alteration to, waivers of, or deviations from the Schedule, the Special Contract Provisions, the Terms and Conditions in the NCI Agency's Basic Ordering Agreement, the Technical Specifications, the Statement of Work and any other Terms and Conditions of the Prospective Contract will not be considered after the Request for Clarification process.
- 2.8.2 Requests for alterations to the other requirements, terms or conditions of the RFQ or the Prospective Contract may only be considered as part of the clarification process set forth in section 2.7 above. Requests for alterations to the specifications, terms and conditions of the Contract which are included in a Quotation as submitted may be regarded by the Purchaser as a qualification or condition of the Quotation and may be grounds for a determination of non-compliance.

2.9 AMENDMENT OF THE RFQ

- 2.9.1 The Purchaser may revise, amend or correct the terms, conditions and/or specifications and provisions of the RFQ documents at any time prior to the date set for the Quotation Closing Date. Any and all modifications will be transmitted to all prospective Offerors by an official amendment designated as such and signed by the Contracting Authority. Such amendment shall be recorded in the Acknowledgement of Receipt which the Offeror shall complete and enclose as part of his quotation. This process may be part of the clarification procedures set forth in section 2.7 above or may be an independent action on the part of the Purchaser.

2.9.2 The Purchaser will consider the potential impact of amendments on the ability of prospective Offerors to prepare a proper quotation within the allotted time. The Purchaser may extend the "Quotation Closing Date" at his discretion and such extension will be set forth in the amendment document.

2.9.3 In no case, however, will the closing date for receipt of quotation be less than seven (7) days from the date of issuance of any amendment to the RFQ.

2.10 MODIFICATION AND WITHDRAWAL OF QUOTATION

2.10.1 Quotations, once submitted, may be modified by Offerors, but only to the extent that the modifications are in writing, conform to the requirements of the RFQ, and are received by the Purchaser prior to the exact time and date established for Quotation Closing. Such modifications shall be considered as an integral part of the submitted bid.

2.10.2 Modifications to quotations which arrive after the Quotation Closing Date will be considered as "Late Modifications" and will be processed in accordance with the procedure set forth above concerning "Late Quotation", except that unlike a "Late Quotation", the Purchaser will retain the modification until a selection is made. A modification to a quotation which is determined to be late will not be considered in the evaluation and selection process. If the Offeror submitting the modification is determined to be the successful Offeror on the basis of the unmodified quotation, the modification may then be opened. If the modification makes the terms of the quotation more favourable to the Purchaser, the modified quotation may be used as the basis of Contract award. The Purchaser, however, reserves the right to award a Contract to the apparent successful Offeror on the basis of the quotation submitted and disregard the late modification.

2.10.3 An Offeror may withdraw his Quotation at any time prior to Quotation Opening without penalty. In order to do so, an authorised agent or employee of the Offeror must provide an original statement of the firm's decision to withdraw the Quotation and remove the Quotation from the Purchaser's premises.

2.11 QUOTATION VALIDITY

2.11.1 Offerors shall be bound by the term of their Quotation in which the Offeror has provided a quotation for a period of 6 months starting from the Quotation Closing Date specified at paragraph 2.3.1.

2.11.2 In order to comply with this requirement, the Offeror shall complete the Certificate of Quotation Validity set forth in Annex B-3. Quotations offering less than the period of time referred to above for acceptance by the Purchaser may be determined to be non-compliant.

2.11.3 The Purchaser will endeavour to complete the evaluation and make an award within the period referred to above. However, should that period of time prove insufficient to render an award, the Purchaser reserves the right to request an extension of the period of validity of all quotations which remain under consideration for award.

2.11.4 Upon notification by the Purchaser of such a request for a time extension, the Offerors shall have the right to:

(a) accept this extension of time in which case Offerors shall be bound by the terms of their quotation for the extended period of time and the Certificate of Quotation Validity extended accordingly; or

(b) refuse this extension of time and withdraw the quotation without penalty.

2.11.5 Offerors shall not have the right to modify their quotations due to a Purchaser request for extension of the quotation validity unless expressly stated in such request.

2.12 CANCELLATION OF REQUEST FOR QUOTATIONS

2.12.1 The Purchaser may cancel, suspend or withdraw for re-issue at a later date this RFQ at any time prior to Contract award. No legal liability on the part of the Purchaser for payment of any sort shall arise and in no event will any Offeror have cause for action against the Purchaser for the recovery of costs incurred in connection with preparation and submission of a quotation in response to this RFQ.

2.13 ELECTRONIC TRANSMISSION OF INFORMATION AND DATA

2.13.1 The Purchaser will endeavour to communicate answers to requests for clarification and amendments to this RFQ to the prospective Offerors by the fastest means possible, including the use of e-mail where the firms have forwarded the necessary address information. All Offerors are consequently strongly encouraged to provide accurate email addressing information and notify the Purchaser at the earliest practicable date should any changes occur.

2.13.2 Offerors are cautioned that the Purchaser will rely exclusively on electronic mail to manage all correspondence, amendments, etc., related to this RFQ.

2.14 NOTICE TO BIDDERS OF CONTRACT DISTRIBUTION AND DISCLOSURE OF INFORMATION

2.14.1 The resulting Contract is subject to release to the applicable NATO Resource Committee through the NATO Office of Resources (NOR).

2.14.2 The resulting Contract may be subject to release to (i) NATO Resource Committees for audit purposes (including audits carried out using third party companies- See Book II, Special Provisions Article entitled, "Notice of Authorized Disclosure of Information for Mandated NATO Third Party Audits by Resource Committees"; and (ii) to the customer holding a Service Level Agreement with the Agency related to this requirement, upon request from that customer.

SECTION III - QUOTATION PREPARATION INSTRUCTIONS

3.1 GENERAL

- 3.1.1 Quotations shall be prepared in accordance with the instructions set forth herein. Failure to comply with these instructions may result in the Offer being declared non-compliant.
- 3.1.2 The requirements under this RFQ are compiled in a single Schedule (Schedule A). To ensure compliance, Offerors shall quote for the Schedule A. Award of the contract(s) will be by Schedule and this Schedule may not be subdivided for partial quotation purposes. More detail on the award of this Schedule is provided in paragraph 4.1.8 below.
- 3.1.3 Quotations and all related documentation shall be submitted in the English language.
- 3.1.4 Offerors shall prepare a complete quotation which comprehensively addresses all requirements stated herein. The quotation shall demonstrate the Offeror's understanding of the RFQ and his ability to provide all the deliverables and services listed in the Schedule of Supplies and Services (SSS) and Statement of Work (SoW). Quotations which are not complete will be declared non-compliant.
- 3.1.5 The Offeror shall not restate the RFQ requirements in confirmatory terms only. The Offeror must clearly describe what is being offered and how the Offeror will meet all RFQ requirements. Statements in confirmatory terms will only be sufficient for determining the bid to be non-compliant.
- 3.1.6 Offerors shall classify their response in accordance with the classification of the RFQ.
- 3.1.7 Offerors are advised that the Purchaser reserves the right to incorporate the Offeror's Administrative, Price and Technical Proposal in whole or in part in the resulting Contract.
- 3.1.8 Offerors are advised that if they are awarded a CSSF IDIQ contract, the Offeror's completed IDIQ Rate Card shall form the IDIQ Contract's Schedule of Supplies and Services (SSS) and the rates within shall be applied to any potential future Task Orders placed under the Cyber Security Services Framework IDIQ. The burdened labour rates specified in the IDIQ Rate Card will represent the maximum allowed under Task Orders awarded during the Cyber Security Services Framework IDIQ Period of Performance. The awardee's proposed rates used in Task Order quotations may be lower than, but not more than, the rates presented in the IDIQ Rate Card and IDIQ Contract's SSS.

3.2 QUOTATION PACKAGE CONTENT AND MARKING

- 3.2.1 The complete electronic Quotation shall consist of three distinct and separated volumes described in the following subparagraphs. Detailed requirements for the structure and content of each of these packages are contained in these Bidding Instructions.
 - 3.2.1.1 Part 1: Bid Administration Package (paragraph 3.3)



- 3.2.1.2 Part 2: Price Quotation (paragraph 3.4)
- 3.2.1.3 Part 3: Technical Proposal Package (paragraph 3.5)

3.2.2 Each part submitted shall comply with the below specifications:

- 3.2.2.1 Part I, Bid Administration - The e-mail content shall be as described in paragraph 3.3 below, with no password protection to the file and shall not be more than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part I-Admin

- (a) Administrative Envelope (Volume I): The Administrative Envelope shall contain PDF copies of the Certificates with physical (non-digital) signatures.

- 3.2.2.2 Part II, Price - The e-mail content shall be as described in paragraph 3.4 below, with no password protection to the file, and shall not be larger than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part II-Price

- (b) Price Quotation (Volume II): The Price Quotation shall contain one (1) email containing the individual files as described in in section 3.4.
 - Annex C to Bidding Instructions – Bidding Sheets (Excel format)
 - Annex C to Bidding Instructions – Bidding Sheets (PDF format)
 - Completed IDIQ Rate Card (Excel format)

- 3.2.2.3 Part III, Technical - The e-mail content shall be as described in paragraph 3.5 below, with no password protection to the file, and shall not be larger than 20MB total per e-mail.

CO-115537-CSSF-*Company Name*-Part III-Technical

(c) Technical Proposal (Volume III):

The Offeror shall submit their Technical Proposal as one (1) email. This email shall contain one (1) unpriced copy of the Bidding Sheets and one (1) file which addresses each criterion as described in paragraph 3.2.3, sections 3.5 & 4.4 and in accordance with the requirements of paragraph 3.5.2.

1. Cyber Security Services Framework Business Benefits
2. Key Personnel Experience
3. System Integration and Delivery for Cyber Security Services
4. Infrastructure and Platform Services Management
5. Subject Matter Experts
6. Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order
7. Test Campaign Planning for Representative Task Order
8. Project Master Schedule for Representative Task Order
9. [Annex E to Bidding Instructions – Compliance Table](#)

- 3.2.2.4 “Company Name” – in the subject line of the email, and in the names of the individual files, the name of the bidder shall be abbreviated to no more than 10 characters. For example, if a company’s name is “Computer and Technology Research Company”, the company name could be shorted to “CTRC” in the email and file names.

- 3.2.2.5 Multiple emails may be submitted for each part if the content of the file(s) is larger than 20MB per email submission; however, each file must clearly identify the part number and the sequence to which it relates. For example: CO-115537-CSSF-*Company Name*-Part III-Technical Part 1 of 4; CO-115537-CSSF-*Company Name*-Part III-Technical Part 2 of 4 and so forth.

- 3.2.2.6 Acceptable File Formats

- 3.2.2.7 Unless otherwise directed, files can be submitted in Adobe pdf format.

- 3.2.2.8 The Purchaser does NOT accept hard copies of Quotations, CDs, thumb drives, or zip files.

- 3.2.3 No information disclosing or contributing to disclose the quotation price shall be made part of the Technical Proposal. Failure to abide to this prescription shall result in the quotation being declared non-compliant.
- 3.2.4 As part of the Technical Proposal, the Offeror shall provide One (1) unpriced copy of the Bidding Sheets detailing the breakdown of labour, hours and equipment.
- 3.2.5 [As part of the Technical Proposal, the Offeror shall provide One \(1\) completed copy of the Bidding Instructions Annex E \(Compliance Table\).](#)
- 3.2.6 Documents submitted in accordance with paragraph 3.2.1 above shall be classified no higher than “NATO UNCLASSIFIED” material.
- 3.2.7 Partial Quotations on a Schedule and/or Quotations containing conditional statements will be declared non-compliant.
- 3.2.8 Proprietary information must be clearly marked.

3.3 PREPARATION OF THE ADMINISTRATIVE ENVELOPE (VOLUME I)

- 3.3.1 Contents: Required documents submitted by email, containing one PDF file comprised of all of the required documents.
- 3.3.2 No information disclosing or contributing to disclose the quotation price shall be made part of the Administration Volume. Failure to abide to this prescription shall result in the quotation being declared non-compliant.
- 3.3.3 Volume I shall include the certificates set forth in the Annex to these Bidding Instructions, signed in the original by an authorised representative of the Offeror. The text of the certificates must not be altered in any way. The certificates are as follows:
- B-1: Certificate of Legal Name of Offeror
 - B-2: Certificate of Independent Determination
 - B-3: Certificate of Quotation Validity
 - B-4: Certificate of Understanding
 - B-5: Certificate of Exclusion of Taxes, Duties and Charges
 - B-6: Acknowledgement of Receipt of RFQ Amendments (if applicable)
 - B-7: Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements
 - B-8: Certification of NATO Member Country of Origin of Delivered Equipment, Services, Materials and Intellectual Property Rights
 - B-9: Comprehension and Acceptance of Contract General and Special Provisions.

- B-10: List of Prospective Sub-Contractors / Consortium members
- B-11: AQAP 2110 Compliance or ISO-9001:2015 Certification. The Offeror shall attach a copy of the company's AQAP 2110 compliance or ISO 9001:2015 certification.
- B-12: Disclosure of Involvement of Former NCI Agency Employment
- B-13: Offeror Background IPR
- B-14: List of Subcontractor IPR
- B-15: Vendor Supply Chain Security Self-Attestation Statement
- B-16: Certificate of ISO 27001:2013 Compliance

3.3.3.1 **Certificate B-7**, Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements, Offerors shall note especially the following:

- 3.3.3.1.1 If supplemental agreements, such as End-User Certificates or Technical Assistance Agreements, are required by national regulations, a draft version of these must be submitted with the Offeror's quote. Supplemental agreements submitted after the Quotation Closing Date shall not be considered.
- 3.3.3.1.2 The terms of supplemental agreements, if necessary, are the Offerors / Contractors responsibility and shall be totally consistent with the terms of the (Prospective) Contract, and shall not duplicate, negate, or further interpret any provisions of this Contract. The terms of the (Prospective) Contract shall take precedence over the Supplemental Agreement.
- 3.3.3.1.3 A problem with the supplemental agreement in any of the areas mentioned previously in this provision may result in a determination that the Quotation is not compliant with the terms of the RFQ, and in rejection of the Quotation, or termination for default of the Contract if the supplemental agreement is submitted after Contract award.

3.3.3.2 **Certificate B-10**, the Contractor shall identify by name, project role, and country of origin, all sub-contractors whose sub-contract value is expected to equal or exceed EUR 125,000, if any. A list of consortium members shall also be completed and included. If there are no sub-contractors/consortium members involved, the Offeror shall state this separately. The subcontractors listed in this certificate shall be traceable in the Bidding Sheets.

3.3.3.3 **Certificate B-11** Offerors shall provide documentary evidence that the Offeror possesses and maintains a current certification that is compliant with the requirements of Allied Quality Assurance Publication (AQAP) 2110, ISO 9001:2015, or an equivalent QA/QC regime.

- 3.3.3.3.1 If the Offeror is presenting a QA/QC regime that is claimed to be equivalent to AQAP 2110 or ISO 9001:2015, the burden of proof of such equivalency shall

be on the Offeror and such evidence of equivalency shall be submitted with the Certificate at Annex B-11 in the Administrative Package.

- 3.3.3.3.2 Failure to execute this Certificate, or failure to provide documentary evidence of compliance with this requirement may result in a determination of a non-compliant quotation.
- 3.3.3.3.3 The Offeror will be required to maintain a valid certification throughout the duration of the contract.
- 3.3.3.3.4 If the Offeror provides a certification that is scheduled to expire, during the solicitation phase or during the contract performance period, the Offeror will be required to provide evidence that a renewal process has begun and that a renewed certification will be obtained. In such circumstance, the Offeror shall provide a written statement of their intention to renew such certificate in their Administrative Package.
- 3.3.3.4 **Certificate B-15**, Offerors are required to read the CONSULTATION, COMMAND AND CONTROL BOARD (C3B) Technical and Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products. This Directive may be provided to Offerors requesting the Restricted Documents Pack. Offerors can request a copy of mentioned Directive through the email listed in 2.6.3.1.
- 3.3.3.5 **Certificate B-16** Offerors shall provide documentary evidence that the Offeror possesses and maintains a current certification that is compliant with the requirements of ISO 27001:2013, or an equivalent Information Security Management regime.
 - 3.3.3.5.1 If the Offeror is presenting a Information Security Management regime, or similar national certificate, that is claimed to be equivalent to ISO 27001:2013, the burden of proof of such equivalency shall be on the Offeror and such evidence of equivalency shall be submitted with the Certificate at Annex B-16 in the Administrative Package.
 - 3.3.3.5.2 Failure to execute this Certificate, or failure to provide documentary evidence of compliance with this requirement may result in a determination of a non-compliant quotation.
 - 3.3.3.5.3 The Offeror will be required to maintain a valid certification throughout the duration of the contract.
 - 3.3.3.5.4 If the Offeror provides a certification that is scheduled to expire, during the solicitation phase or during the contract performance period, the Offeror will be required to provide evidence that a renewal process has begun and that a renewed certification will be obtained. In such circumstance, the Offeror shall provide a written statement of their intention to renew such certificate in their Administrative Package.
- 3.3.4 The Offeror shall send Volume I - Administrative Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Administrative Envelope.

- 3.3.4.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume I – Administration Envelope* where the Administration Envelope shall be contained.

3.4 PREPARATION OF THE PRICE QUOTATION (VOLUME II)

- 3.4.1 The Offeror shall prepare their Price Proposal by submitting one (1) email containing the completed Bidding Sheets provided with this RFQ under Book I, Bidding Instructions Annex C in both Excel and PDF formats and the completed IDIQ Rate Card (07_RFQ-CO-115537-CSSF – IDIQ Rate Card) in Excel format.
- 3.4.2 The prices provided shall be intended as the comprehensive total price offered for the fulfilment of all requirements as expressed in the RFQ documentation including but not limited to those expressed in the SOW.
- 3.4.3 The Offeror shall furnish FFP for all required items in accordance with the format set forth in the Instructions for preparation of the Bidding Sheets.
- 3.4.4 Offerors are responsible for the accuracy of their Price Quotations. Price Quotations that have apparent computational errors may have such errors resolved in the Purchaser's favour or, in the case of gross omissions, inconsistencies or errors, may be determined to be non-compliant.
- 3.4.5 Offeror shall quote in their own national currency or in EUR, the host nation currency. Offeror may also submit Quotations in multiple currencies including other NATO member states' currencies under the following conditions:
- (a) the currency is of a "Participating Country" in the project, and
 - (b) The Offeror can demonstrate, either through sub-contract arrangements or in its proposed work methodology, that it will have equivalent expenses in that currency. All major sub-contracts and their approximate anticipated value should be listed on a separate sheet and included with the Price Quotation.
- 3.4.6 The Purchaser, by virtue of its status under the terms of Article IX and X of the Ottawa Agreement, is exempt from all direct taxes (incl. VAT) and all customs duties on merchandise imported or exported. The Offeror, therefore, shall certify that the prices stipulated in this Contract do not include amounts to cover such direct taxes or customs duties.
- 3.4.7 The Contractor shall be responsible for ensuring that its respective Sub-contractors are aware that the Purchaser is exempt from taxes and customs duties. The Offeror (and its respective Sub-contractors) shall be responsible for complying with all applicable national and local legal and administrative procedures to ensure that authorities do not attempt to assess taxes and customs duties on goods and property imported or exported through NATO member nation frontiers under this Contract nor assess direct taxation (VAT) on goods sold to the NCI Agency under this Contract. Offerors are reminded of the requirement to complete the certification to this effect in Annex B-5.

Section III – Quotation Preparation Instructions

- 3.4.8 Unless otherwise specified in the instructions for the preparation of bidding sheets, all prices quoted in the proposal shall be DDP (Delivered Duty Paid) to specified destination, in accordance with the International Chamber of Commerce INCOTERMS 2020 and shall also cover all packaging, packing, preservation, insurance and transportation charges. Prices quoted shall include all costs for items supplied and delivered to final destination.
- 3.4.9 The Offeror's attention is directed to the fact that Price Quotation shall contain no document and/or information other than the priced copies of the Bidding Sheets and the completed IDIQ Rate Card (07_RFQ-CO-115537-CSSF – IDIQ Rate Card). Any other document of a contractual or technical nature will not be considered for evaluation and may be cause for a determination of non-compliance by the Purchaser.
- 3.4.10 When completing the Bidding Sheets, a unit price and total fixed price for each specified element needs to be supplied on each CLIN line item. Offerors are required to insert price information in all cells marked in yellow in the Bidding Sheets. Prices should not be grouped. The prices and quantities entered on the document shall reflect the total items required to meet the contractual requirements. The total price shall be indicated in the appropriate columns and in the currency quoted. If the price of a line item is expressed in different currencies, these shall be identified, and there shall be as many totals on that line item as there are currencies. In preparing the Price Quotation, Offeror shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. The accuracy of the inputs of the Bidding Sheets is the responsibility of the Offeror. The Purchaser in its favour may resolve ambiguous computation of prices.
- 3.4.11 The Offeror shall furnish FFP quotations, for all proposed items. Partial quotations shall be rejected.
- 3.4.12 The Offeror understands that there is no obligation under this Contract for the Purchaser to exercise an optional increase of the quantities set forth in any line items, and that the Purchaser bears no liability should it decide not to exercise such Option. Furthermore, the Purchaser reserves the right to order another contractor through a new contract with other conditions for the additional quantities of any line item it might need.
- 3.4.13 The Contractor shall be liable for all other taxes, assessments, fees, licences, administrative charges or other Government assessments or charges which are applicable to the performance of this Contract. It is the Contractor's responsibility to inform itself of its liability in each country where such liability may arise.
- 3.4.14 Price Proposals exceeding the deadlines for delivery and completion of works indicated in the Schedule of Supplies and Services and/or Task Order may be declared non-compliant.
- 3.4.15 The Offeror shall identify for each CLIN all significant sub-contractors and provide required information about their prospective sub-contractors whose estimated value of the subcontract is expected to equal or exceed EUR 125,000 using the "List of Prospective Sub-Contractors" form attached to Book I Annex B-10.

- 3.4.16 The Offeror shall separately price the cost of Warranty. Zero values or the statement that the Quotation price includes the cost of warranty are not allowed.
- 3.4.17 The Offeror shall complete the IDIQ Rate Card for each role required under the contract. Offerors must include the fully burdened daily rate (excluding the elements mentioned in paragraph 3.4.18) for each labour category to include overhead and profit. All daily labour rates in the IDIQ Rate Card shall be based on an 8-hour working day.
- 3.4.18 As Task Orders can be raised for services at any NATO site, for differing durations, it is not possible for Offerors to provide a meaningful price for Travel, Accommodation and Subsistence in the IDIQ Rate Card. Therefore, without prejudice to paragraph 3.4.17 above, all rates provided in the Offeror's completed IDIQ Rate Card shall exclude Travel, Accommodation and Subsistence costs as these shall be applied in accordance with standard NCI Agency rules for the site(s) included in the Task Order.
- 3.4.19 The Offeror shall send Volume II - Pricing Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Pricing Envelope.
- 3.4.19.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume II – Price Quotation* where the Pricing Envelope shall be contained.

3.5 PREPARATION OF THE TECHNICAL PROPOSAL (VOLUME III)

- 3.5.1 The Offeror shall submit their Technical Proposal as one (1) email. This email shall contain one (1) file which addresses each criterion as described in paragraphs 3.2.3, sections 3.5 & 4.4 and in accordance with the requirements of section 3.5.2.
- 3.5.2 The Technical Proposal package shall include the following:
- 3.5.2.1 Cyber Security Services Framework Business Benefits: The Offeror shall provide an executive summary of Offeror's competences in applying industry best practises when delivering Cyber Security services, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, highlighting Offeror's value for money delivery approach.
- 3.5.2.2 Key Personnel Experience: The Offeror shall provide a maximum of one "Key Personnel/SME form" and supporting CV/Resume on not more than two pages for each of the key personnel specified in the IDIQ Statement of Work, i.e.: Project Manager, Technical Lead, Test Director, Quality Assurance Representative, Integrated Product Support Manager, and Configuration Manager. If an offeror disregards these instructions and submits more than one person for the position, only the first person will be evaluated. The Offerors shall provide details sufficient to ensure that the Purchaser can meaningfully assess the required experience and qualifications.
- 3.5.2.3 System Integration and delivery for Cyber Security Services: Using example(s) the Offeror shall detail its experience and competence in delivery and integration of Cyber Security Services for large-scale organisations, including services such

as security information and event management (SIEM), network and/or host-based intrusion detection systems (IDS), full packet capture, network aggregators, network taps, log aggregators, agents for endpoint protection, monitoring, log collection from preventive security mechanisms (FWs, proxies, guards, antivirus), and support forensic investigation on critical assets.

- 3.5.2.4 Infrastructure and Platform Services Management: Using example(s) the Offeror shall detail its experience and competence in supporting operations of distributed Information Technology (IT) infrastructures, setting up secure cross-site connections and access for remote users through virtual private network (VPN) appliances, and delivery of Platform Services in Data Centres based on Hypervisor Technology solutions.
- 3.5.2.5 Subject Matter Experts: The Offeror shall provide CVs for each Subject Matter Expert specified in the IDIQ Statement of Work.
- 3.5.2.6 Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order: The Offeror shall provide a complete Lightweight Design and a Requirements Traceability Matrix for the Representative Task Order. These documents shall meet the requirements of both the IDIQ and Representative Task Order Statements of Work.
- 3.5.2.7 Test Campaign Planning for Representative Task Order: The Offeror shall provide a complete Site Acceptance and Test Plan (SiAT) for the Representative Task Order. This document shall meet the requirements of both the IDIQ and representative Task Order Statements of Work.
- 3.5.2.8 Project Master Schedule for Representative Task Order: The Offeror shall provide a complete Project Master Schedule (PMS) that contains all events and milestones for the Representative Task Order. The PMS shall show all deliverables, their delivery dates, and the tasks associated with them, including the Purchaser's review stages. The PMS shall for each task identify the start and finish dates, duration, predecessors, constraints, and resources. The PMS shall provide network, milestone, and Gantt views, and identify the critical path for the overall project. This document shall meet the requirements of both the IDIQ and representative Task Order Statements of Work. This document shall meet the requirements of both the IDIQ and Representative Task Order Statements of Work and Schedule of Supplies and Services.
- 3.5.3 The Offeror shall send Volume III – Technical Envelope via email to the Purchaser's email address specified in section 2.6 above. This shall consist of One (1) copy of the Technical Envelope and One (1) unpriced copy of the Bidding Sheets as per section 3.2.3 above.
- 3.5.3.1 The email provided shall be entitled: *RFQ-CO-115537-CSSF - Official Quotation for [Company Name] - Volume III – Technical Proposal* where the Technical Envelope shall be contained.

SECTION IV - QUOTATION EVALUATION

4.1 GENERAL

- 4.1.1 The evaluation of Quotations will be made by the Purchaser solely on the basis of the requirements in this RFQ.
- 4.1.2 The Purchaser intends to make an award without discussions. Because the Purchaser does not intend to hold discussions, Offerors are encouraged to include their best pricing in their Quotation.
- 4.1.3 All Quotations received will stand alone and be considered complete and final. The Purchaser will not consider any information or data incorporated by reference or otherwise referred to. The successful Offeror(s) will be selected solely on the basis of the evaluation factors set forth below. Accordingly, proposals submitted in response to this solicitation should provide clear, complete, concise, and straightforward responses to the evaluation factors.
- 4.1.4 Elaborate Quotations, colour brochures, and other excesses are discouraged. Extraneous information provided in the proposals will not be considered in the evaluations; therefore, the Offeror should only provide information that satisfies the solicitation requirements. Merely restating the specifications without sufficient elaboration demonstrates a lack of understanding of the requirement.
- 4.1.5 The evaluation of Quotations and the determination as to the compliance or technical adequacy of the supplies and services offered will be based only on that information furnished by the Offeror and contained in its Quotation. The Purchaser shall not be responsible for locating or securing any information which is not included in the Quotation.
- 4.1.6 To ensure that sufficient information is available, the Offeror shall furnish with its Quotation all information appropriate to provide a complete description of the work which will be performed and/or the supplies to be delivered. The information provided shall be to a level of detail necessary for the Purchaser to determine exactly what the Offeror proposes to furnish and whether the offer meets the technical, administrative and contractual requirements of this RFQ. Significant omissions and/or cursory submissions may result in a determination of non-compliance without recourse to further clarification.
- 4.1.7 During the evaluation, the Purchaser may request clarification of the Quotation from the Offeror, and the Offeror shall provide sufficient detailed information in connection with such requests as to permit the Purchaser to make a final determination based upon the facts. The purpose of such clarifications will be to resolve ambiguities in the Quotation and to permit the Offeror to state its intentions regarding certain statements contained therein. The Offeror is not permitted any cardinal alteration of the Quotation regarding technical matters and shall not make any change to its price quotation at any time nor restate the Statement of Work (SOW).
- 4.1.8 The Offeror's prompt response to the Purchaser's RFQ clarification requests is important and therefore failure to provide the requested clarifications within the time-limits set forth in the specific Clarification Requests may cause the Quotation to be deemed non-compliant.

- 4.1.9 The evaluation will be conducted in accordance with the Use of Basic Ordering Agreements (BOAs) by the NATO Communications and Information Agency (NCI Agency) set forth in the NATO document AC/4-D(2019)0004 (INV).
- 4.1.10 The administrative compliance of the Quotations will be evaluated first. Quotations that are declared administratively non-compliant may be rejected without further evaluation. Following evaluation for administrative compliance, evaluation will be carried out in the following two areas: Volume II - Price, Volume III - Technical. Should areas of Administrative non-compliance be identified in the Pricing or Technical evaluation this shall be treated in accordance with section 4.2 below.
- 4.1.11 All administrative compliant Quotations will be reviewed for price compliancy and the three identified lowest offers will be reviewed for technical compliance with both the IDIQ and Representative Task Order. A place on the multi-award IDIQ framework will be awarded to a maximum of three Offerors whose offers for the Representative Task Order, as evaluated by the Purchaser, are the lowest priced, technically compliant Quotations and in accordance with the requirements of the RFQ. Whilst the prices provided by Offerors for the Representative Task Order are for evaluation purposes, the Purchaser reserves the right to include these prices into the IDIQ contract(s) to be used as the basis for potential future Task Orders.

4.2 ADMINISTRATIVE CRITERIA

- 4.2.1 Prior to commencement of the Price and Technical evaluation, Quotations will be reviewed for compliance with the Quotation Submission Requirements of this RFQ. These are as follows:
 - (a) The Quotation was received by the Quotation Closing Date and Time,
 - (b) The Quotation was packaged and marked properly (sections 3.2 to 3.5 above),
 - (c) The Administrative Package contains all the requested signed originals of the required Certificates at Annex B hereto (section 3.3 above).
 - (d) The Quotation is provided in the English language.
- 4.2.2 A Quotation that fails to conform to the above requirements may be declared non-compliant and may not be evaluated further by the Purchaser.
- 4.2.3 If it is discovered, during either the Price or Technical evaluation, that the Offeror has taken exception to the Terms and Conditions of the Prospective Contract, or has qualified and/or otherwise conditioned its Quotation on a modification or alteration of the Terms and Conditions or the language of the Statement of Work, the Offeror may be determined to have submitted a non-compliant Quotation.

4.3 PRICE CRITERIA

- 4.3.1 The Offeror's Price Quotation will be first assessed for compliance against the following standards:
 - 4.3.1.1 The Price Quotation meets the requirements for preparation and submission of the Price Quotation set forth in the Quotation Preparation Section and the Instructions for preparation of the Bidding Sheets (Annex C) in particular.

- 4.3.1.2 The Offeror has furnished FFP for all items listed. Not having provided a price for all items as required per the Bidding sheets, i.e. to fill out **all** yellow fields, may render the Quotation non-compliant. Prices cannot be embedded/included in other prices.
- 4.3.1.3 All pricing data, i.e., quantities, unit prices, has been provided as reflected in the Bidding Sheets.
- 4.3.1.4 Quotation prices include all costs for items supplied, delivered, and supported.
- 4.3.1.5 All prices have been accurately entered into appropriate columns and accurately totalled.
- 4.3.1.6 The Offeror has provided accurate unit prices (where required) and a total price for each line item.
- 4.3.1.7 The Offeror has provided accurate unit prices and a total price of each of the sub-items it added (if any).
- 4.3.1.8 The currency of all line items has been clearly indicated.
- 4.3.1.9 The Offeror has quoted in its own national currency or in the Host Nation currency, Euros. Where multiple currencies including other NATO member states' currencies are quoted, the conditions of Section III, paragraphs 3.4.5 above shall be met.
- 4.3.1.10 The Offeror has indicated that in accordance with the treaties governing the terms of business with NATO, it excluded from its prices all taxes, duties and customs charges from which the Purchaser has been exempted.
- 4.3.1.11 Price quotes for each individual item(s), and totalled prices are accurate and realistic (based on historic data, and/or market and competitive trends in the specified industrial sector(s)).
- 4.3.1.12 Detailed pricing information has been provided and is adequate, accurate, traceable, and complete.
- 4.3.1.13 The Price Quotation meets requirements for price realism as described below in paragraphs 4.3.7.
- 4.3.1.14 The Price Quotation does not contain any comments, which are conditional in nature, relative to the offered prices.
- 4.3.1.15 Although not part of the Representative Task Order price evaluation, the Price Quotation contains a completed IDIQ Rate Card for each role and year.
- 4.3.2 A Quotation which fails to meet the compliance standards defined in this section may be declared non-compliant and may not be evaluated further by the Purchaser.
- 4.3.3 The **three (3)** lowest priced Quotations for the Representative Task Order will progress to the technical evaluation.

4.3.4 Basis of Price Comparison to determine lowest compliant Quotation

4.3.4.1 The Purchaser will convert all prices quoted into EURO for purposes of comparison and computation of price scores. The exchange rate to be utilised by the Purchaser will be the average of the official buying and selling rates of the European Central Bank at close of business on the last working day preceding the Quotation Closing Date.

4.3.4.2 The price comparison will be based on the Offered Grand Total Firm Fixed Price which includes all **CLINs** in the Bidding Sheets.

4.3.5 Inconsistencies and discrepancies in Price Quotation

4.3.5.1 In case of inconsistencies, discrepancies and/or contradictory pricing information in the different parts of the Quotation price submission and notwithstanding the possibility for the Purchaser, at its sole discretion to obtain clarification from the Offeror, for the purpose of determining the total price of the Quotation, the following order of precedence shall apply:

4.3.5.1.1 PDF copy of the completed Bidding Sheets

4.3.5.1.1.1 Schedule of Supplies and Services Total to be Evaluated Quotation Price as indicated by the Offeror

4.3.5.1.1.2 Total of the Quotation calculated from the indicated Total Prices(s) indicated per CLIN(s)

4.3.5.1.2 Microsoft Excel copy of the completed Bidding Sheets

4.3.5.1.2.1 Schedule of Supplies and Services Total to be Evaluated Quotation Price as indicated by the Offeror

4.3.5.1.2.2 Total of the Quotation calculated from the indicated Total Prices(s) indicated per CLIN(s)

4.3.6 Price Realism

4.3.6.1 Should an Offeror submit a price quotation so low that it is not a realistic reflection of the objective cost of performance of the associated technical proposal, this may be considered by the Purchaser to be an unrealistic offer and may be determined to be non-compliant.

4.3.6.2 Indicators of an unrealistically low Quotation may include, but are not limited to, the following:

4.3.6.2.1 Labour Costs that, when amortised over the expected or proposed direct labour hours, indicate average labour rates far below those prevailing in the Offeror locality for the types of labour proposed.

4.3.6.2.2 Direct Material costs that are considered to be too low for the amounts and types of material proposed, based on prevailing market prices for such material.

4.3.6.2.3 Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.

- 4.3.6.3 If the Purchaser has reason to suspect that a Offeror has artificially debased its prices in order to secure contract award, the Purchaser will request clarification of the Quotation in this regard and the Offeror shall provide explanation on one of the following basis:
- 4.3.6.3.1 An error was made in the preparation of the Price Quotation. In such a case, the Offeror must document the nature of the error and show background documentation concerning the preparation of the Price Quotation that makes a convincing case that a mistake was made by the Offeror. In such a case, the Offeror shall petition the Purchaser to both remain in the competition and accept the Contract at the offered price, or to withdraw from the competition.
 - 4.3.6.3.2 The Offeror has a competitive advantage due to prior experience or industrial/technological processes that demonstrably reduce the costs of Offeror performance and therefore the price offered is realistic. Such an argument must support the technical proposal offered and convincingly and objectively describe the competitive advantage and the net savings achieved by this advantage over standard market practices and technology.
 - 4.3.6.3.3 The Offeror recognises that the submitted Price Quotation is unrealistically low compared to its cost of performance and, for business reasons, the Offeror is willing to absorb such a loss. Such a statement can only be made by the head of the business unit submitting the Quotation and will normally be made at the level of Chief Operating Officer or Chief Executive Officer. In such a case, the Offeror shall estimate the potential loss and show that the financial resources of the Offeror are adequate to withstand such reduction in revenue.
- 4.3.6.4 If an Offeror fails to submit a comprehensive and compelling response on one of the basis above, the Purchaser may determine the Quotation submitted as non-compliant. If the Offeror responds on the basis of the above and requests to withdraw from the competition, the Purchaser may, depending on the nature and gravity of the mistake, allow the Offeror to withdraw.
- 4.3.6.5 If the Purchaser accepts the Offeror's explanation of mistake in paragraph 4.3.6.3.1 and allows the Offeror to accept the Contract at the offered price, or the Purchaser accepts the Offeror's explanation pursuant to paragraph 4.3.6.3.3 above, the Offeror shall agree that the supporting pricing data submitted with its Quotation will be incorporated by reference in the resultant Contract. The Offeror shall agree as a condition of Contract signature, that the pricing data will be the basis of determining fair and reasonable pricing for all subsequent negotiations for modifications of or additions to the Contract and that no revisions of proposed prices will be made.
- 4.3.6.6 If the Offeror presents a convincing rationale pursuant to paragraph 4.3.6.3.2 above, no additional action will be warranted. The Purchaser, however, reserves its right to reject such an argument if the rationale is not compelling or capable of objective analysis. In such a case the Quotation may be determined to be non-compliant.

4.4 TECHNICAL CRITERIA

4.4.1 Upon determination of the lowest-priced Quotation(s) as described in paragraphs 4.3.3 - 4.3.4 above, the Quotation(s) shall be evaluated to confirm compliance with the following technical criteria associated with the respective sections of the Technical Proposal.

4.4.2 **Criterion 1: Cyber Security Services Framework Business Benefits**

4.4.2.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can provide, the business benefits outlined in the document reference in paragraph 4.4.2.3.

4.4.2.2 **Criterion** – At no longer than one (1) page in length (see Annex F – Offeror's Business Benefit Form; Font Arial 12, not more than 35 lines per page), the Offeror's Technical Proposal shall provide an executive summary how the Offeror can help to deliver the business benefits expected from this Cyber Security Services Framework (CSSF), highlighting Offeror's:

- know-how on industry best practises to deliver Cyber Security services,
- the ability to deliver value for money,
- experience in adapting to customer's changing requirements.

4.4.2.3 **Document Reference(s)**

4.4.2.3.1 IDIQ SOW section 1.3

4.4.2.4 **Pass/Fail Criteria**

4.4.2.4.1 **Pass** – The Offeror's Technical Proposal provides an executive summary, highlighting the Offeror's competences to apply industry best practises when delivering Cyber Security services with value for money, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, in accordance with the requirements specified in the document reference in paragraph 4.4.2.3.

4.4.2.4.2 **Fail** – The Offeror has not submitted a response to this criterion, or the Offeror's Technical Proposal does not highlight how the Offeror can help to deliver the business benefits outlined in the document reference in paragraph 4.4.2.3.

4.4.3 Criterion 2: Key Personnel Experience

4.4.3.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s project management team have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.3.3.

4.4.3.2 **Criterion** – The Offeror shall provide a “Key Personnel/SME form” (see Annex G – Key Personnel/SME form) and supporting CV/Resume on not more than two pages for each role in the project management team, detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.3.3.

4.4.3.3 Document References

- 4.4.3.3.1 IDIQ SOW section 4.1.3
- 4.4.3.3.2 IDIQ SOW section 4.1.4
- 4.4.3.3.3 IDIQ SOW section 4.1.5
- 4.4.3.3.4 IDIQ SOW section 4.1.6
- 4.4.3.3.5 IDIQ SOW section 4.1.7
- 4.4.3.3.6 IDIQ SOW section 4.1.8

4.4.3.4 Pass/Fail Criteria

- 4.4.3.4.1 Pass – The Offeror’s Technical Proposal contains key personnel forms [and CVs](#) for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.
- 4.4.3.4.2 Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form [and/or CVs](#) for each of the roles mentioned in the document references in paragraph 4.4.3.3; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.

4.4.4 **Criterion 3: System Integration and delivery for Cyber Security Services**

4.4.4.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering solutions equivalent to requirements specified in the document references in paragraph 4.4.4.3 for enterprise-wide integrated cyber security solutions such as:

Critical:

- security information and event management (SIEM),
- vulnerability assessment,
- network and/or host-based intrusion detection systems (IDS).

Desirable:

- full packet capture, network taps, and aggregators,
- agents for endpoint protection,
- security monitoring and log collection from preventive security mechanisms (FWs, proxies, guards, antivirus),
- support forensic investigation on critical assets.

4.4.4.2 **Criterion** – At no longer than ten (10) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability to deliver Cyber Security services similar to the requirements defined in the document references in paragraph 4.4.4.3.

4.4.4.3 **Document Reference(s)**

4.4.4.3.1 IDIQ SOW Section 5.2 and 5.3

4.4.4.3.2 IDIQ SOW Annexes D & E

4.4.4.4 **Pass/Fail Criteria**

4.4.4.4.1 **Pass** – Using examples similar to those in the document references in paragraph 4.4.4.3, in a similar environment (as a prime or subcontractor) in the last five (5) years, the Offeror’s Technical Proposal demonstrates how the Offeror successfully delivered:

- each of the three (3) ‘Critical’ solutions, and;
- at least two (2) of the ‘Desirable’ solutions

in paragraph 4.4.4.1.

4.4.4.4.2 **Fail** – The Offeror’s Technical Proposal

- does not contain a response to this criterion, or;
- does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.4.3 (as a prime or subcontractor), or;
- does not demonstrate previous experience for each of the three (3) ‘Critical’ solutions in paragraph 4.4.4.1, or;
- demonstrates fewer than two (2) examples of previous experience in delivering the ‘Desirable’ solutions in paragraph 4.4.4.1

in a similar environment in the last five (5) years.

4.4.5 Criterion 4: Infrastructure and Platform Services Management

4.4.5.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3.

4.4.5.2 **Criterion** – At no longer than three (3) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability in the configuration and integration, across geographical locations, of core network infrastructure, hypervisor service, and network operating system platform components, similar to the requirements defined in the document references in paragraph 4.4.5.3.

4.4.5.3 Document Reference(s)

4.4.5.3.1 IDIQ SOW Sections 5.3.3.4 – 5.3.3.17

4.4.5.3.2 IDIQ SOW Section 5.3.4

4.4.5.3.3 IDIQ SOW Section 5.3.9.3

4.4.5.3.4 IDIQ SOW Section 5.3.9.4

4.4.5.3.5 IDIQ SOW Annex D

4.4.5.3.6 IDIQ SOW Annex E, section E.2

4.4.5.3.7 IDIQ SOW Annex E, section E.7.2

4.4.5.3.8 IDIQ SOW Annex E, section E.7.3

4.4.5.4 Pass/Fail Criteria

4.4.5.4.1 **Pass** – The Offeror’s Technical Proposal contains at least one (1) example of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3 in a similar environment (as a prime or subcontractor) in the last five (5) years.

4.4.5.4.2 **Fail** – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.5.3 (as a prime or subcontractor) in a similar environment in the last five (5) years.

4.4.6 Criterion 5: Subject Matter Experts

4.4.6.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s subject matter experts have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.6.3.

4.4.6.2 **Criterion** – The Offeror shall provide a two “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV/Resumes on not more than two pages for each of the subject matter experts (x2 per SME role) detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3.

4.4.6.3 Document References

- 4.4.6.3.1 IDIQ SOW section 5.4
- 4.4.6.3.2 IDIQ SOW Annex C section C.1
- 4.4.6.3.3 IDIQ SOW Annex C section C.2
- 4.4.6.3.4 IDIQ SOW Annex C section C.3
- 4.4.6.3.5 IDIQ SOW Annex C section C.4

4.4.6.4 Pass/Fail Criteria

- 4.4.6.4.1 **Pass** – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME forms” and CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role) which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.
- 4.4.6.4.2 **Fail** – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role); or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.

4.4.7 Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order

4.4.7.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the lightweight site design and Requirements Traceability Matrix (RTM) requirements in the document references in paragraph 4.4.7.3.

4.4.7.2 **Criterion** – The Offeror’s Technical Proposal shall provide lightweight site design and an RTM for the Representative Task Order in accordance with the requirements of the IDIQ SOW in document references in paragraph 4.4.7.3.

4.4.7.3 Document Reference(s)

4.4.7.3.1 TO SOW

4.4.7.3.2 IDIQ SOW section 6.4.2

4.4.7.3.3 IDIQ SOW section 6.4.3

4.4.7.4 Pass/Fail Criteria

4.4.7.4.1 **Pass** – The Offeror’s Technical Proposal provides a lightweight design and an RTM for the Representative Task Order, both fully compliant with the requirements of the IDIQ SOW document references in paragraph 4.4.7.3.

4.4.7.4.2 **Fail:** The Offeror:

- has not submitted a response to this criterion has been submitted; or,
- the Offeror’s Technical Proposal does not provide a lightweight design; or,
- the Offeror’s Technical Proposal does not provide an RTM; or,
- the lightweight design and/or RTM is not based on the Representative Task Order; or,
- the lightweight design and/or RTM does not fully meet the requirements of the document references in paragraph 4.4.7.3.

4.4.8 Criterion 7: Test Campaign Planning for Representative Task Order

4.4.8.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the site testing campaign planning requirements in the document references in paragraph 4.4.8.3.

4.4.8.2 **Criterion** - The Offeror's Technical Proposal shall provide a Site Acceptance Test Plan (SiAT) for the Representative Task Order in accordance with the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.8.3 Document Reference(s)

4.4.8.3.1 TO SOW

4.4.8.3.2 IDIQ SOW Section 6.5.2.6

4.4.8.3.3 IDIQ SOW Section 6.5.2.7

4.4.8.4 Pass/Fail Criteria

4.4.8.4.1 **Pass** – The Offeror's Technical Proposal provides a SiAT for the Representative Task Order which fully meets the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.8.4.2 **Fail:** The Offeror:

- has not submitted a response to this criterion; or,
- the Offeror's Technical Proposal does not provide any SiAT; or,
- the SiAT is not based on the Representative Task Order; or
- the SiAT does not fully meet the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.

4.4.9 Criterion 8: Project Master Schedule for Representative Task Order

4.4.9.1 **Aim** – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the Project Master Schedule (PMS) requirements in the document references in paragraph 4.4.9.3.

4.4.9.2 **Criterion** – The Offeror’s Technical Proposal shall provide PMS for the Representative Task Order following the Phase & Gate approach structure in accordance with the document references in paragraph 4.4.9.3.

4.4.9.3 Document Reference(s)

- 4.4.9.3.1 Representative Task Order SOW section 6
- 4.4.9.3.2 Representative Task Order Schedule of Supplies and Services (SSS)
- 4.4.9.3.3 IDIQ SOW section 4.3
- 4.4.9.3.4 IDIQ SOW section 6.2
- 4.4.9.3.5 IDIQ SOW section 6.3
- 4.4.9.3.6 IDIQ SOW section 6.4
- 4.4.9.3.7 IDIQ SOW section 6.5
- 4.4.9.3.8 IDIQ SOW section 6.6

4.4.9.4 Pass/Fail Criteria

- 4.4.9.4.1 **Pass** – The Offeror’s Technical Proposal provides a PMS which clearly explains how the requirements specified in the document references above would be met by the Offeror, in accordance with the requirements and the Phases & Gates in the IDIQ SOW document references in paragraph 4.4.9.3, by the dates in the Representative Task Order SSS.
- 4.4.9.4.2 **Fail** – The Offeror has not submitted a response to this criterion; or, the Offeror’s Technical Proposal does not provide a PMS based on the Representative Task Order; or, the PMS does not fully meet the requirements of the document references in paragraph 4.4.9.3; or, the PMS does not follow the requirements and/or Phase & Gate approach in the IDIQ SOW; or, the PMS does not align with the dates in the Representative Task Order SSS.

4.4.10 Any content provided over the page limit specified or not using the forms specified for each question will not be subject to evaluation.

4.4.11 If an Offeror’s Technical Proposal is awarded a ‘Fail’ for any of the criteria listed in section 4.4 above, their Proposal will be deemed technically non-compliant and the Purchaser may offer the prospective Contract(s) to the next ranking Offeror.

Annex A - CLARIFICATION REQUEST FORMS

INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE

| ADMINISTRATIVE/CONTRACTUAL | | | | |
|-----------------------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| A.1 | | | | |
| A.2 | | | | |
| A.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?



INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE

| PRICE | | | | |
|------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| P.1 | | | | |
| P.2 | | | | |
| P.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?

INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE



| TECHNICAL | | | | |
|------------------|-------------------------|---------------------------|--------------------------|----------------|
| Serial Nr | RFQ Section Ref. | OFFEROR'S QUESTION | NCI AGENCY ANSWER | Status* |
| T.1 | | | | |
| T.2 | | | | |
| T.3 | | | | |

* Status: Is Amendment to RFQ required as a direct result of the Clarification Request?



Annex B - ADMINISTRATIVE CERTIFICATES

ANNEX B-1

CERTIFICATE OF LEGAL NAME OF OFFEROR

This Quotation is prepared and submitted on behalf of the legal corporate entity specified below:

FULL NAME OF CORPORATION: _____

DIVISION (IF APPLICABLE): _____

SUB DIVISION (IF APPLICABLE): _____

OFFICIAL MAILING ADDRESS: _____

E-MAIL ADDRESS: _____

FAX NO.: _____

BOA NO.: _____

POINT OF CONTACT (POC) REGARDING THIS QUOTATION:

NAME: _____
POSITION: _____
TELEPHONE: _____
E-MAIL ADDRESS: _____

ALTERNATIVE POC:

NAME: _____
POSITION: _____
TELEPHONE: _____
E-MAIL ADDRESS: _____

DATE

SIGNATURE OF AUTHORISED REPRESENTATIVE

PRINTED NAME

TITLE



ANNEX B-2

CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each Offeror shall certify signing this Quotation shall also certify that:

Each Offeror shall certify that in connection with this procurement:

- a. This quotation has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Offeror or with any competitor;
- b. The contents of this Quotation have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to award, directly or indirectly to any other Offeror or to any competitor, and;
- c. No attempt has been made, or will be made by the Offeror to induce any other person or firm to submit, or not to submit, a Quotation for the purpose of restricting competition.

2. Each person signing this Quotation shall also certify that:

- a. They are the person in the Offeror's organisation responsible within that organisation for the decision as to the quotation and that they have not participated and will not participate in any action contrary to 1(a) through 1(c) above, or;
- b. (i) They are not the person in the Offeror's organisation responsible within that organisation for the quotation but that they have been authorised in writing to act as agent for the persons responsible for such a decision in certifying that such persons have not participated, and will not participate in any action contrary to 1(a) through 1(c) above, and as their agent does hereby so certify, and;
- (ii) They have not participated and will not participate in any action contrary to 1(a) through 1(c) above.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

NOTE: IF THE OFFEROR DELETES OR MODIFIES SUBPARAGRAPH (1B) OF THIS ANNEX, THE OFFEROR MUST FURNISH WITH ITS QUOTATION A SIGNED STATEMENT SETTING FORTH IN DETAIL THE CIRCUMSTANCES OF THE DISCLOSURE.



| ANNEX B-3

CERTIFICATE OF QUOTATION VALIDITY

I, the undersigned, as an authorised representative of the firm submitting this quotation, do hereby certify that the pricing and all other aspects of our Quotation will remain valid for a period of six (6) months from the Quotation Closing Date of this Request for Quotation.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-4

CERTIFICATE OF UNDERSTANDING

I certify that

.....
.....(*Company Name*) has read and fully understands the requirements of this Request for Quotation (RFQ) and that the Quotation recognises these requirements in total.

I also certify to the best of my expert knowledge that this Quotation is within the "state of art" boundaries as they exist at the time of quotation for this project.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-5

CERTIFICATE OF EXCLUSION OF TAXES, DUTIES AND CHARGES

I hereby certify that the prices offered in the price quotation of this Quotation exclude all taxes, duties and customs charges from which the Purchaser has been exempted by international agreement.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-6

ACKNOWLEDGEMENT OF RECEIPT OF RFQ AMENDMENTS

I confirm that the following Amendments to Request for Quotation No RFQ-CO-115537-CSSF have been received and the Quotation as submitted reflects the content of such Amendments:

| Amendment Number | Date of Issue by the Purchaser | Date of Receipt by the Offeror |
|------------------|--------------------------------|--------------------------------|
| | | |
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| | | |

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-7

DISCLOSURE OF REQUIREMENTS FOR NCI AGENCY EXECUTION OF SUPPLEMENTAL AGREEMENTS

I, the undersigned, as an authorised representative of
.....(*Company Name*), certify the following statement (*Check the applicable statement below*):

- I do not have any supplemental agreements to disclose for the performance of this contract [*cross out points 1 to 6 of this certificate*].
- I do have supplemental agreements to disclose for the performance of this contract (*complete points 2 and 3 below in a separate attachment to this certificate*).

1. All supplemental agreements, defined as agreements, documents and/or permissions outside the body of the Contract but required by my Government, and the governments of my sub-Contractors, to be executed by the NCIA as a condition of my firm’s performance of the Contract, have been identified, as part of the Quotation.
2. Examples of the terms and conditions of these agreements are attached hereto. The anticipated restrictions to be imposed on NATO, if any, have been identified in our offer along with any potential conflicts with the terms, conditions and specifications of the Prospective Contract, see (*complete, if any*). These anticipated restrictions and potential conflicts are based on our knowledge of and prior experience with such agreements and their implementing regulations. We do not certify that the language or the terms of these agreements will be exactly as we have anticipated.
3. The processing time for these agreements has been calculated into our delivery and performance plans and contingency plans made in the case that there is delay in processing on the part of the issuing government(s), see (*complete, if any*).
4. We recognise that additional supplemental agreements, documents and permissions presented as a condition of Contract performance or MOU signature after our firm would be selected as the successful Offeror may be cause for the NCIA to determine the submitted quotation to be non-compliant with the requirements of the RFQ.
5. We accept that should the resultant supplemental agreements issued in final form by the government(s) result in an impossibility to perform the Contract in accordance with its schedule, terms or specifications, the Contract may be terminated by the Purchaser at no cost to either Party.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-8

**CERTIFICATION OF NATO MEMBER COUNTRY ORIGIN OF DELIVERED
EQUIPMENT, SERVICES, MATERIALS AND INTELLECTUAL PROPERTY
RIGHTS**

The Offeror hereby certifies that, if awarded the Contract pursuant to this solicitation, it will perform the contract subject to the following conditions:

- (a) none of the work, including project design, labour and services shall be performed other than by firms from and within participating NATO member countries;
- (b) no material or items of equipment down to and including identifiable sub-assemblies shall be manufactured or assembled by a firm other than from and within a participating NATO member country (a sub-assembly is defined as a portion of an assembly consisting of two or more parts that can be provided and replaced as an entity)*; and
- (c) the intellectual property rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fees or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member countries.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

*This definition purposely excludes components and/or parts (as defined in AcodP-1), which are not subject to this certification.



ANNEX B-9

COMPREHENSION AND ACCEPTANCE OF CONTRACT GENERAL AND SPECIAL PROVISIONS

The Offeror hereby certifies that it has reviewed the Contract Special Provisions set forth in the Prospective Contract, Book II of this Request for Quotation (RFQ) and the Contract Provisions set forth in the Basic Ordering Agreement signed with the NCI Agency. The Offeror hereby provides its confirmation that it fully comprehends the rights, obligations and responsibilities of the Contractor as set forth in the Articles and Clauses of the Prospective Contract. The Offeror additionally certifies that the Quotation submitted by the Offeror is without prejudice, qualification or exception to any of the Terms and Conditions and it will accept and abide by the stated Special Contract Provisions if awarded the contract as a result of this RFQ.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-10

LIST OF PROSPECTIVE SUB-CONTRACTORS/CONSORTIUM MEMBERS³

| Name and Address of Sub-Contractor, incl. country of origin/registration | Primary Location of Work | Items/Services to be Provided | Estimated Value of Sub-Contract |
|--|--------------------------|-------------------------------|---------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

If no sub-Contractors/consortium members are involved, state this here:

.....
.....
.....
.....

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

³ In accordance with paragraph 3.4.15 of Book I, the Offeror shall identify in this Certificate any subcontractors whose estimated value of the subcontract is expected to equal or exceed €125,000.00.



ANNEX B-11

CERTIFICATE OF AQAP 2110 OR ISO 9001:2015 COMPLIANCE

I hereby certify that (*Company Name*) is fully compliant with the AQAP 2110 or ISO 9001:2015 Quality Assurance Standards and Procedures and is currently so certified.

A copy of the quality certification is **attached herewith.**

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



ANNEX B-12

Disclosure of Involvement of Former NCI Agency Employment

The Offeror hereby certifies that, in preparing its Quotation, the Offeror did not have access to solicitation information prior to such information been authorized for release to Offerors (e.g., draft statement of work and requirement documentation).

The Offeror hereby acknowledges the post-employment measures applicable to former NCI Agency Personnel as per the NCI Agency Code of Conduct.

The Offeror hereby certifies that its personnel working as part of the company’s team, at any tier, preparing the Quotation:

- Have not held employment with NCI Agency within the last two years.
- Has obtained a signed statement from the former NCI Agency personnel below, who departed the NCI Agency within the last two years, that they were not previously involved in the project under competition (as defined in the extract of the NCI Agency Code of Conduct provided below):

| Employee Name | Former NCIA Position | Current Company Position |
|---------------|----------------------|--------------------------|
| | | |
| | | |
| | | |
| | | |

The Offeror also hereby certifies that it does not employ and/or receive services from former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above, who departed the NCI Agency within the last 12 months. This prohibitions covers negotiations, representational communications and/or advisory activities.

Date

Signature of Authorised Representative

Printed Name

Title

Company

Excerpt of NCI Agency AD. 05.00, Code of Conduct dated May 2017**Article 14 PROCUREMENT AND CONTRACTORS**

- 14.1 NCI Agency Personnel are required to maintain unquestionable integrity and impartiality in relation to procurements initiated by the NCI Agency.
- 14.2 NCI Agency Personnel shall not disclose any proprietary or contract related information regarding procurement directly or indirectly to any person other than a person authorized by the NCI Agency to receive such information. NCI Agency Personnel shall not disclose any documentation related to a procurement action to any third party without a need to know¹ (e.g., draft statement of work, statement of requirements) unless this is expressly provided under NATO Procurement Regulations or authorized in writing by the Director of Acquisition. During an on-going selection, NCI Agency Personnel shall not disclose any information on the selection procedure unless authorized by the Chairman of the award committee/board. The NCI Agency Personnel concerned will ensure that proper access controls are put in place to prevent disclosure of procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations.
- 14.3 NCI Agency Personnel will not participate in a source selection if an offer has been provided by a friend, family member, a relative, or by a business concern owned, substantially owned, or controlled by him/her or by a friend, family member or a relative. NCI Agency Personnel appointed as part of an evaluation shall report such links to the Director of Acquisition immediately upon becoming aware of it.
- 14.4 Contractors and consultants shall not be allowed to participate in the drafting of the statement of work or in the source selection process unless they and their company/employer will be excluded from competition of the related contract. The same will apply to contractors and consultants involved in the definition and development of requirements.
- 14.5 Contractors will be given specific and coherent statements of work, providing precise explanation of how she/he is going to be employed. Tasks to be performed and minimum qualifications are to be well defined from the start. In addition, supervisors will ensure that contractors do not occupy managerial positions within the Agency.
- 14.6 NCI Agency Personnel shall not enter into authorized commitments in the name of NCI Agency or NATO unless specifically authorized. NCI Agency Personnel must abstain from making promises or commitment to award or amend a contract or otherwise create the appearance of a commitment from the NCI Agency unless properly authorized by the NCI Agency.

- 14.7 NCI Agency Personnel shall not endorse directly or indirectly products from industry. Therefore, NCI Agency Personnel shall not name or make statements endorsing or appearing to endorse products of specific companies.
- 14.8 Industry partners will need to abide with the post-employment measures under this Directive upon submission of their Quotations / proposals to the NCI Agency. As part of the selection process, industry will be requested to agree with an ethical statement.

15 INDUSTRY INITIATIVES

- 15.1 Industry initiatives may include loans, displays, tests or evaluation of equipment and software, requesting NCI Agency speakers at industry gatherings and conferences, inviting speakers from industry to NCI Agency events, consultancy or studies of technical or organizational issues, etc. These initiatives are usually at no cost to the NCI Agency and take place at a pre-contractual phase or before the development of requirements and specifications. While there are benefits associated with the early involvement of industry in the definition of requirements and specifications, this also raises the potential for unfair treatment of potential competitors.
- 15.2 Industry initiatives which go beyond routine interaction in connection with on-going contracts must be reported to and coordinated by the NCI Agency Acquisition Directorate for approval. Industry initiatives shall be properly documented and governed by written agreements between the NCI Agency and the company concerned where relevant. Such agreements may contain provisions describing the nature of the initiative, the non-disclosure of NCI Agency/NATO information, NCI Agency ownership of any resulting work, the NCI Agency's right to release such work product to future competitors for any follow-on competition or contract, the requirement that any studies must provide non-proprietary solutions and/or an acknowledgement that the participating companies will not receive any preferential treatment in the contracting process.
- 15.3 Any authorized industry initiatives must be conducted in such a way that it does not confer an unfair advantage to the industry concerned or create competitive hurdles for potential competitors.

16 POST EMPLOYMENT MEASURES

- 16.1 The NCI Agency will not offer employment contracts to former NCI Agency Personnel who departed less than 2 years earlier, unless prior approval by the General Manager has been received.
- 16.2 Former NCI Agency Personnel will not be accepted as consultants or commercial counterpart for two (2) years after finalization of their employment at NCI Agency, unless the General Manager decides otherwise in the interest of the Agency and as long as NATO rules on double remuneration are observed. Such decision shall be recorded in writing. Commercial counterparts include owners or majority shareholders, key account managers, or staff member, agent or consultant of a company and/or subcontractors seeking business at any tier

with the NCI Agency in relation to a procurement action in which the departing NCI Agency staff member was involved when they were under the employment of the NCI Agency. As per the Prince 2 Project methodology, a Project is defined as a “temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case”. For the purpose of this provision, involvement requires (i) drafting, review or coordination of internal procurement activities and documentation, such as statement of work and statement of requirement; and/or (ii) access to procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations; and/or (iii) being appointed as a representative to the Project governance (e.g., Project Board) with access to procurement information as per (ii) above; and/or (iv) having provided strategic guidance to the project, with access to procurement information as per (ii) above.

- 16.3 In addition to Section 16.2 above, former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above are prohibited during twelve months following the end of their employment with the NCI Agency to engaging in negotiations, representational communications and/or advisory activities with the NCI Agency on behalf of a private entity, unless this has been agreed in advance by the NCI Agency General Manager and notified to the ASB.
- 16.4 NCI Agency Personnel leaving the Agency shall not contact their former colleagues in view of obtaining any information or documentation about procurement activities not yet authorized' release. NCI Agency Personnel shall immediately report such contacts to the Director of Acquisition.
- 16.5 The ASB Chairman will be the approving authority upon recommendation by the Legal Adviser when the NCI Agency Personnel concerned by the above is the NCI Agency General Manager and will notify the ASB.
- 16.6 NCI Agency Personnel leaving the Agency shall sign a statement that they are aware of the post-employment measures set out in this Directive.
- 16.7 The post-employment measures set out in this Directive shall be reflected in the NCI Agency procurement documents, such as IFBs, and contract provisions.



ANNEX B-13

OFFEROR BACKGROUND IPR

The Offeror Background IPR specified in the table below will be used for the purpose of carrying out work pursuant to the Contract.

| ITEM | DESCRIPTION |
|------|-------------|
| | |
| | |
| | |
| | |
| | |

The Offeror has and will continue to have, for the duration of the Contract, all necessary rights in and to the Background IPR specified above.

The Background IPR stated above complies with the terms specified in Article 30 of the NCI Agency, Part III - General Provisions.



ANNEX B-14

LIST OF SUBCONTRACTOR IPR

The Subcontractor IPR specified in the table below will be used for the purpose of carrying out work pursuant to the Contract.

| ITEM | DESCRIPTION |
|------|-------------|
| | |
| | |
| | |
| | |
| | |

The Offeror has and will continue to have, for the duration of the Contract, all necessary rights in and to the IPR specified above necessary to perform the Offeror's obligations under the Contract.

The Subcontractor IPR stated above complies with the terms specified in Article 30 of the NCI Agency, Part III - General Provisions.



ANNEX B -15

Vendor Supply Chain Security Self-Attestation Statement

I hereby as [*Insert Company Name*] affirm that the security of the supply chain for the product [*list the product(s) below*]

has been assessed and assessed against the requirements laid down in directive AC/322-D(2017)0016 (INV), named “NATO SUPPLY CHAIN SECURITY REQUIREMENTS FOR COMMERCIAL OFF THE SHELF COMMUNICATION AND INFORMATION SYSTEMS SECURITY ENFORCING PRODUCTS”.

I endorse this supply chain security statement for the product listed in the first paragraph of this certificate which covers the following items:

- Supply Chain Security Program Governance
- Security in Manufacturing and Operations
- Security in Logistics
- NATO Information Protection
- Vendor Physical and Personnel Security
- Security in Service Management
- Security in Incident Management
- 3rd Party Supplier Management

I can supply supporting evidence if required.

Date

Signature of Authorised Representative

Printed Name

Title

Company



ANNEX B-16

CERTIFICATE OF ISO 27001:2013 COMPLIANCE

I hereby certify that (*Company Name*) is fully compliant with the ISO 27001:2013 Information Security Management and is currently so certified.

A copy of the quality certification is **attached herewith**.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company



NATO UNCLASSIFIED

RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365
Annex C – Bidding Sheets

Annex C – Bidding Sheets

[Provided under separate MS Excel File]:

“RFQ-CO-115537-CSSF – Bidding Instructions Annex C – Bidding Sheets”

NATO UNCLASSIFIED



Annex D – Instructions for the Preparation of Bidding Sheets

1. Offerors are required, in preparing their Price Quotation to utilise the Bidding Sheets following the instructions detailed in Section III – Quotation Preparation Instructions and CLIN Bidding Sheet instructions within the Bidding Sheets itself.
2. The Offeror must complete and submit the Bidding Sheets with their Price Breakdown per CLIN – one (1) sheet is required for each Major CLIN (1, 2, 3, etc.).
3. The prices entered on the Bidding Sheets shall reflect the total items required to meet the contractual requirements.
4. The total price shall be indicated in the appropriate columns and in the currency quoted.
5. The total evaluated price shall be the price of the basic Contract.
6. If the price of a CLIN is expressed in different currencies, these shall be identified, and there shall be as many bidding sheets for that CLIN as there are currencies.
7. In preparing the Price Quotation, the Offeror shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. Pricing for lower level items shall add to the total for the Sub-CLINs, and the Sub-CLIN totals shall add to the CLIN total. The Purchaser in its favour may resolve ambiguous computation of prices. The Offeror shall identify the sub-CLIN, per line item, in each detailed Bidding Sheet section, i.e. Materials, Labour, Subcontract Labour, Travel etc., that is being priced.
8. Prices shall not include any provision for taxes or duties for which the Purchaser is exempt.
9. The Offeror shall not introduce any changes or deviations to the Schedule of Supplies and Services (SSS) as Published by the Purchaser.



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RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365
Annex E – Compliance Table

ANNEX E – Compliance Table

Offeror shall complete column “QUOTATION REFERENCE” with Quotation references that locate the technical proposal documentation required by the RFQ, e.g. section, paragraph, table (if applicable), page number etc. One copy each of the duly completed Cross Reference/Compliance Table is to be included in the Quotation Technical Proposal package. The Quotation shall follow the instructions in section 3.5, and will be evaluated according to the instructions in section 4.4 above.

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| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|----------------------|--|---------------------------|-----------------------------------|
| 3.5.2.1 | IDIQ SOW section 1.3 | <p><u>Criterion 1: Cyber Security Services Framework Business Benefits</u> Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can provide, the business benefits outlined in the document reference in paragraph 4.4.2.3.</p> <p>Criterion – At no longer than one (1) page in length (see Annex F – Offeror’s Business Benefit Form; Font Arial 12, not more than 35 lines per page), the Offeror’s Technical Proposal shall provide an executive summary how the Offeror can help to deliver the business benefits expected from this Cyber Security Services Framework (CSSF), highlighting Offeror ’s:</p> <ul style="list-style-type: none"> • know-how on industry best practises to deliver Cyber Security services, • the ability to deliver value for money, • experience in adapting to customer’s changing requirements <p>Pass/Fail Criteria Pass – The Offeror’s Technical Proposal provides an executive summary, highlighting the Offeror’s competences to apply industry best practises when delivering Cyber Security services with value for money, deployed in heterogeneous and complex environments that require efficient mechanisms for adaptation to changing requirements, in accordance with the requirements specified in the document reference in paragraph 4.4.2.3. Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not highlight how the Offeror can help to deliver the business benefits outlined in the document reference in paragraph 4.4.2.3.</p> | 4.4.2 | <i>Offeror to complete</i> |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|------------------------|---|---------------------------|----------------------------|
| 3.5.2.1 | IDIQ SOW section 4.1.3 | <p>Criterion 2: Key Personnel Experience Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s project management team have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.3.3.</p> | 4.4.3 | <i>Offeror to complete</i> |
| | IDIQ SOW section 4.1.4 | <p>Criterion – The Offeror shall provide a “Key Personnel/SME form” CV (see Annex G – Key Personnel/SME form) and supporting CV/Resume on not more than two pages for each role of the project management team members, detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.3.3.</p> | | |
| | IDIQ SOW section 4.1.5 | <p>Pass/Fail Criteria Pass – The Offeror’s Technical Proposal contains key personnel forms and CVs for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</p> | | |
| | IDIQ SOW section 4.1.6 | <p>Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.3.3; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</p> | | |
| | IDIQ SOW section 4.1.7 | <p>Pass – The Offeror’s Technical Proposal contains Key Personnel/SME forms for each of the roles mentioned in the document references in paragraph 4.4.3.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</p> | | |
| | IDIQ SOW section 4.1.8 | <p>Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a Key Personnel/SME form for each of the roles mentioned in the document references above; or, the Offeror’s submitted forms do not clearly meet the requirements for each role in the document references in paragraph 4.4.3.3.</p> | | |



| | | | | |
|----------------|---|---|--------------|-----------------------------------|
| <p>3.5.2.3</p> | <p>IDIQ SOW Section 5.2 IDIQ SOW Section 5.3 IDIQ SOW Annex D IDIQ SOW Annex E</p> | <p><u>Criterion 3: System Integration and delivery for Cyber Security Services</u></p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering solutions equivalent to requirements specified in the document references below for enterprise-wide integrated cyber security solutions such as:</p> <p>Critical:</p> <ul style="list-style-type: none"> • security information and event management (SIEM), • vulnerability assessment, • network and/or host-based intrusion detection systems (IDS). <p>Desirable:</p> <ul style="list-style-type: none"> • full packet capture, network taps, and aggregators, • agents for endpoint protection, • security monitoring and log collection from preventive security mechanisms (FWs, proxies, guards, antivirus), • support forensic investigation on critical assets. <p>Criterion – At no longer than ten (10) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability to deliver Cyber Security services similar to the requirements defined in the document references in paragraph 4.4.4.3.</p> | <p>4.4.4</p> | <p><i>Offeror to complete</i></p> |
|----------------|---|---|--------------|-----------------------------------|



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---------------------|---|---------------------------|---------------------|
| | | <p>Pass/Fail Criteria</p> <p>Pass – Using examples similar to those in the document references in paragraph 4.4.4.3, in a similar environment (as a prime or subcontractor) in the last five (5) years, the Offeror’s Technical Proposal demonstrates how the Offeror successfully delivered:</p> <ul style="list-style-type: none"> • each of the three (3) ‘Critical’ solutions, and; • at least two (2) of the ‘Desirable’ solutions <p>in paragraph 4.4.4.1.</p> <p>Fail – The Offeror’s Technical Proposal</p> <ul style="list-style-type: none"> • does not contain a response to this criterion, or; • does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.4.3 (as a prime or subcontractor), or; • does not demonstrate previous experience for each of the three (3) ‘Critical’ solutions in paragraph 4.4.4.1, or; • demonstrates fewer than two (2) examples of previous experience in delivering the ‘Desirable’ solutions in paragraph 4.4.4.1 in a similar environment in the last five (5) years | | |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|----------------------------|
| 3.5.2.4 | IDIQ SOW Sections 5.3.3.4 – 5.3.3.17 IDIQ SOW Section 5.3.4 IDIQ SOW Section 5.3.9.3 IDIQ SOW Section 5.3.9.4 IDIQ SOW Annex D IDIQ SOW Annex E, section E.2 IDIQ SOW Annex E, section E.7.2 IDIQ SOW Annex E, section E.7.3 | <p>Criterion 4: Infrastructure and Platform Services Management</p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has the necessary competence and corporate experience of successfully delivering similar requirements to those in the document references below.</p> <p>Criterion – At no longer than three (3) pages in length, the Offeror shall provide “Offeror’s Experience Form” (see Annex H – Offeror’s Experience Form; Font Arial 12, not more than 35 lines per page) to detail its corporate experience of delivering similar requirements (as a prime or subcontractor) in a similar environment in the last five (5) years, demonstrating its competence and capability in the configuration and integration of core network infrastructure, hypervisor service, and network operating system platform components, similar to the requirements defined in the document references in paragraph 4.4.5.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal contains at least one (1) example of successfully delivering similar requirements to those in the document references in paragraph 4.4.5.3, in a similar environment (as a prime or subcontractor) in the last five (5) years.</p> <p>Fail – The Offeror has not submitted a response to this criterion, or the Offeror’s Technical Proposal does not demonstrate any previous experience in delivering similar requirements to those in the document references in paragraph 4.4.5.3 (as a prime or subcontractor), in a similar environment in the last five (5) years.</p> | 4.4.5 | <i>Offeror to complete</i> |



| | | | | |
|----------------|---|---|---------------|-----------------------------------|
| <p>3.5.2.5</p> | <p>IDIQ SOW Annex C section C.1 IDIQ SOW Annex C section C.2 IDIQ SOW Annex C section C.3 IDIQ SOW Annex C section C.4 IDIQ SOW section 5.4</p> | <p>Criterion 5: Subject Matter Experts Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror’s subject matter experts have the necessary experience and can meet the requirements defined in the document references in paragraph 4.4.6.3. Criterion – The Offeror shall provide two “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resumes on not more than two pages for each of the subject matter experts (x2 per SME role) detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3. Criterion – The Offeror shall provide a “Key Personnel/SME form” (see Annex G – Key Personnel/SME Form) and supporting CV /Resume on not more than two pages for each of the subject matter experts detailing their individual experience in accordance with the requirements specified in the document references in paragraph 4.4.6.3. Pass/Fail Criteria Pass – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME forms” and CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role) which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” and/or CVs for each of the roles mentioned in the document references in paragraph 4.4.6.3 (x2 per SME role); or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Pass – The Offeror’s Technical Proposal contains subject matter experts’ “Key Personnel/SME Forms” for each of the roles mentioned in the document references in paragraph 4.4.6.3 which clearly meet the requirements for each role in the document references in paragraph 4.4.6.3. Fail – The Offeror has not submitted a response to this criterion; the Offeror has not submitted a “Key Personnel/SME Form” for each of the roles mentioned in the document references in paragraph 4.4.6.3; or, the Offeror’s submitted “Key Personnel/SME Forms” do not clearly meet the requirements for each role in the document references in paragraph 4.4.6.3.</p> | <p>4.4.6.</p> | <p>Offeror to complete</p> |
|----------------|---|---|---------------|-----------------------------------|



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|-----------------------------------|
| 3.5.2.6 | Representative Task Order SOW IDIQ SOW section 6.4.2 IDIQ SOW section 6.4.3 | <p><u>Criterion 6: Lightweight Site Design and Requirements Traceability Matrix for Representative Task Order</u></p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the lightweight design and Requirements Traceability Matrix (RTM) requirements in the document references in paragraph 4.4.7.3.</p> <p>Criterion – The Offeror’s Technical Proposal shall provide lightweight design and an RTM for the Representative Task Order in accordance with the requirements in document references in paragraph 4.4.7.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a lightweight design and an RTM for the Representative Task Order, both fully compliant with the requirements of the IDIQ SOW document references in paragraph 4.4.7.3.</p> <p>Fail – The Offeror:</p> <ul style="list-style-type: none"> • has not submitted a response to this criterion has been submitted; or, • the Offeror’s Technical Proposal does not provide a lightweight design; or • the Offeror’s Technical Proposal does not provide an RTM; or, • the lightweight design and/or RTM is not based on the Representative Task Order; or • the lightweight design and/or RTM does not fully meet the requirements of the document references in paragraph 4.4.7.3. | 4.4.7 | <i>Offeror to complete</i> |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|---|--|---------------------------|----------------------------|
| 3.5.2.7 | Representative Task Order SOW IDIQ SOW Section 6.5.2.7 IDIQ SOW Section 6.6.2.5 | <p>Criterion 7: Test Campaign Planning for Representative Task Order</p> <p>Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the site testing campaign planning requirements in the document references in paragraph 4.4.8.3.</p> <p>Criterion - The Offeror’s Technical Proposal shall provide a Site Acceptance Test Plan (SiAT) for the Representative Task Order in accordance with the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a SiAT for the Representative Task Order section 5 and corresponding ones in the CSSF IDIQ which fully meets the requirements of the IDIQ SOW document references in paragraph 4.4.8.3.</p> <p>Fail – The Offeror:</p> <ul style="list-style-type: none"> • has not submitted a response to this criterion; or, • the Offeror’s Technical Proposal does not provide any SiAT; or, • the SiAT is not based on the Representative Task Order; or • the SiAT does not fully meet the requirements of the IDIQ SOW document references in paragraph 4.4.8.3. | 4.4.8 | Offeror to complete |



| Bidding Instructions Requirement Ref. | RFQ Requirement Ref | REQUIREMENT DESCRIPTION | Evaluation Criterion Ref. | QUOTATION REFERENCE |
|---------------------------------------|--|---|---------------------------|----------------------------|
| 3.5.2.8 | Representative Task Order SOW section 6 Representative Task Order Schedule of Supplies and Services (SSS) IDIQ SOW section 4.3 IDIQ SOW section 6.2 IDIQ SOW section 6.3 IDIQ SOW section 6.4 IDIQ SOW section 6.5 IDIQ SOW section 6.6 | <p><u>Criterion 8: Project Master Schedule for Representative Task Order</u> Aim – The purpose of this criterion is to provide confidence to the Purchaser that the Offeror has understood, and can meet the Project Master Schedule (PMS) requirements in the document references in paragraph 4.4.9.3.</p> <p>Criterion – The Offeror’s Technical Proposal shall provide PMS for the Representative Task Order following the Phase & Gate approach structure in accordance with the document references in paragraph 4.4.9.3.</p> <p>Pass/Fail Criteria</p> <p>Pass – The Offeror’s Technical Proposal provides a PMS which clearly explains how the requirements specified in the document references above would be met by the Offeror, in accordance with the requirements and the Phases & Gates in the IDIQ SOW document references in paragraph 4.4.9.3, by the dates in the Representative Task Order SSS.</p> <p>Fail – The Offeror has not submitted a response to this criterion; or, the Offeror’s Technical Proposal does not provide a PMS based on the Representative Task Order; or, the PMS does not fully meet the requirements of the document references in paragraph 4.4.9.3; or, the PMS does not follow the requirements and/or Phase & Gate approach in the IDIQ SOW; or, the PMS does not align with the dates in the Representative Task Order SSS.</p> | 4.4.9 | <i>Offeror to complete</i> |



Annex G - Key Personnel/SME Form

CONTRACTOR PROJECT MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.3 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Project Manager shall have at least six years' experience as PM for:

- a.) an effort of similar scope
- b.) an effort of similar duration
- c.) an effort of similar complexity
- d.) an effort of similar cost
- e.) formal project management methodology certification such as PRINCE2

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR TECHNICAL LEAD

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.4 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Technical Lead qualifications shall include:

- a.) a Master's degree in engineering or computer science or shall have equivalent work experience;
- b.) at least seven (7) years of experience in engineering positions associated with the review, design, development, integration, evaluation, planning and operation of electrical or electronic components, subsystems, or systems for government or commercial use;
- c.) a membership of recognised IT professional body;
- d.) at least seven (7) years of experience in system design and integration of networking and communication component parts similar to those being utilised for the purpose of the TO Contract

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR TEST DIRECTOR

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.5 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Test Director qualifications shall include:

- a.) at least five (5) years' experience in the design and execution of communication information systems test campaigns;
- b.) proven knowledge of test automation techniques and tools.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME Form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR QUALITY ASSURANCE REPRESENTATIVE

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.6 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Quality Assurance Representative qualifications shall include:

- a.) least seven (7) years' experience in working with quality control methods and tools, applying industry quality assurance standards;
- b.) broad knowledge of NATO Standards (e.g. STANAG 4107 Ed. 11), processes and procedures applicable to Quality Assurance (QA) and Quality Control (QC) in the industry.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR INTEGRATED PRODUCT SUPPORT MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.7 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Integrated Product Support Manager qualifications shall include:

- a.) a systems engineering background or a supportability engineering equivalent certification;
- b.) deep knowledge of the IPS related NATO standards, handbooks, ISOs/IEC and ASD (Aerospace & Defence) Suite (S1000D, S2000M, S3000L) and tools;
- c.) experience in the IPS files (e.g. LSA – Logistic Support Analysis, RAMT – Reliability, Availability, Maintainability and Testability, Training, Documentation etc.);
- d.) knowledge of Configuration Management standards and procedures (e.g. STANAG 4427 Ed. 3, ISO 10007).

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



CONTRACTOR CONFIGURATION MANAGER

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 4.1.8 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Contractor's Integrated Configuration Manager qualifications shall include:

- a.) at least ten (10) years of proven experience on configuration management activities for hardware/software intensive solutions, preferably in the defence and electronics sector and/or IT, or
- b.) hold a formal certification in configuration management with 5 (five) years of proven experience in CM.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



SECURITY TOOLS ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.1 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Security Tools Engineer SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) Industry leading certification in the area of Cybersecurity such as CISSP, CISM, MCSE/S, CISA, GSNA, SANS GIAC;
- d.) a sound knowledge of network and systems security, IT security best practice, common attack types and detection / prevention methods;
- e.) experience and/or qualifications in network and systems monitoring and support;
- f.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

***** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ *****



ONLINE VULNERABILITY ASSESSMENT (OVA) TOOL ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.2 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person's role and working experience. The Security Tools Engineer SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) Industry leading certification in the area of Cybersecurity such as CISSP, CISM, MCSE/S, CISA, GSNA, SANS GIAC;
- d.) Tenable Certified Security Engineer;
- e.) knowledge of software engineering including programming and/or scripting knowledge (python, shell scripting, PowerShell);
- f.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

***** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ *****



SYSTEM ENGINEER AND INTEGRATOR SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.3 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person’s role and working experience. The System Engineer and Integrator SME qualifications shall include:

- a.) experience of five (5) years in the corresponding areas of expertise
- b.) a graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- c.) industry leading certification in the area of virtualization technology (e.g. VMware Certified Professional) and/or platform solutions architectures (e.g. MS Power Platform Solution Architect Expert);
- d.) experience in applying different methods of system integration in complex distributed IT environments with distributed computing capabilities;
- e.) experience in deploying and supporting virtual environment architectures and tools, including demonstrable experience in troubleshooting and resolving complex technical virtual infrastructure and system problems;
- f.) experience in complex and secure Microsoft based multisegment TCP/IP network infrastructure including Active Directory and MS Windows Server family, starting from the release of Windows Server 2016 operating systems and associated services and hardware;
- g.) high level of experience and expert knowledge of MS Exchange and message systems including content filtering technologies and mail Anti-Malware applications, as utilised at NCSC CORE-Tier-3 enclaves (see Annex E);
- h.) experience in deploying and supporting Microsoft IIS and SharePoint Server/MOSS Infrastructures;
- i.) experience with Enterprise Management Systems such as MS MCEM, McAfee ePO, Nimsoft;
- j.) experience in the development, enhancement and implementation of security settings relating to Microsoft operating systems and associated applications;
- k.) experience in the development, enhancement and implementation of security settings relating to any of Cisco, Linux, Unix operating systems;
- l.) experience and good knowledge of back-up software and applications, such as Symantec BackupExec;
- m.) high level of hands-on demonstrable experience in troubleshooting and resolving complex technical infrastructure and system problems.
- n.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

*** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ***



NETWORK ENGINEER SME

NAME OF PERSONNEL: _____

DEGREE/EDUCATION: _____

CURRENT JOB TITLE: _____

CURRENT EMPLOYER: _____

Instructions: Offeror shall circle/highlight the applicable qualifications per Key Personnel/SME form. The Offeror shall use this form as a cover page, and then submit supporting documentation as required to substantiate the key personnel experience stated within this form (e.g., Resume, CV). The supporting documentation must provide sufficient detail to demonstrate the proposed personnel meets or exceeds the requirements set forth in Section 5.4 and in Annex C, paragraph C.4 of the IDIQ SoW, listed below.

The Offeror shall provide adequate details to indicate the person’s role and working experience. The Network Engineer SME qualifications shall include:

- a.) a graduate or equivalent in IT, CIS security, or a related science/ mathematics subject;
- b.) industry leading certification in the area of the core telecommunications network (e.g. CTNS);
- c.) expert level of experience with WAN implementations, utilizing complex TCP/IP based secure network infrastructure;
- d.) expert level of experience supporting and configuring network routers, switches, and firewall devices (Palo Alto, Juniper);
- e.) expert level of experience with central VPN installation, and maintenance and troubleshooting with IDS and Firewall technologies, as proposed in the Contractor’s NCSC CORE design.
- f.) high level of experience supporting provisioning of intrusion detection systems / intrusion prevention systems;
- g.) knowledgeable in virtualization techniques and technologies;
- h.) high level of hands-on demonstrable experience in troubleshooting and resolving complex technical infrastructure and system problems.
- i.) capable of communicating clearly with team members and other analysts in reading, writing and spoken English.

**** Attach supporting documentation (e.g., Resume, CV) to this Key Personnel/SME form to meet the submission instruction within Book I, Section 3 of this RFQ supporting the evaluation method listed within Book I, Section 4 of this RFQ ****



Annex H - Offeror’s Experience Form

NAME OF OFFEROR: _____

PROJECT TITLE: _____

CONTRACT NUMBER: _____

GEOGRAPHIC LOCATION: _____

CONTRACT AWARD AMOUNT (specify currency and value): _____

FINAL CONTRACT AMOUNT (specify currency and value): _____

CONTRACT COMPLETION DATE: _____

CONTRACT DURATION (PERIOD OF PERFORMANCE): _____
(If not complete, provide % currently complete)

DESCRIPTION OF THE PROJECT’S SCOPE AND MAGNITUDE:

(The description should provide sufficient detail to demonstrate the similarities with the proposed project.)

DETAILS OF OFFEROR’S INVOLVEMENT IN THE PERFORMANCE OF THE PROJECT:

(Include whether your firm participated as a prime, subcontractor, or joint-venture, and state percentage performed and whether performed as subcontractor or prime. Specifically describe your roles and responsibilities in the project and specific tasks accomplished that are similar to the solicitation requirement. Provide any additional details needed to address the evaluation criteria in Section 4)



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RFQ-CO-115537-CSSF
Book I – Bidding Instructions
NCIA/ACQ/2021/07365

Annex I – Representative Task Order for Evaluation Purposes

Annex I - Representative Task Order for Evaluation Purposes

[Provided under separate PDF files]:

“RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SSS for Evaluation Purposes)”

“RFQ-CO-115537-CSSF – Bidding Instructions Annex I (Representative Task Order SOW for Evaluation Purposes)”

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