

INVITATION FOR BID

**IFB-CO-15575-BMD
Amendment 1**

**BALLISTIC MISSILE DEFENCE
SYSTEM ENGINEERING AND INTEGRATION & TEST**

Project Serials No.:

**2005/0VA03019
2005/0VA03020**



BOOK I

INSTRUCTIONS TO BIDDERS



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SECTION 1. INTRODUCTION

1.1. Purpose

1.1.1. The purpose of this Invitation for Bid (IFB) is to provide System Engineering and Integration (SE&I) Support for the Agency's Ballistic Missile Defence (BMD) Programme.

1.1.2. The BMD Programme, set out in the Capability Package CP 0A1303REV1, encompasses eleven implementation projects. At the core of the Programme implementation are the following two projects related to the provision of the BMD capability where SE&I Contract support is expected: project 2005/OVA03019 (System Engineering support for BMD) for architecture design and implementation oversight and project 2005/OVA03020 (Integration & Test support for BMD) for the integration and testing of the BMD architecture.

1.2. Scope

1.2.1. The current authorisation and consequently any Contract resulting from this Invitation for Bid (IFB) shall address **solely** Projects 2005/OVA03019 and 2005/OVA03020.

1.2.2. Purpose of the projects: Comprehensive Systems Engineering as well as Integration, Verification and Test activities will be required to successfully achieve the BMD Capability. The two projects which provide the organisational capability to conduct programmatic activities will be executed during the entire timespan of the BMD Programme, i.e. from 2022 till 2029 (with a separate Transition-in period anticipated in 2021):

- 1) Systems Engineering (SE) Support for BMD. The purpose of this on-going project is to provide the capability for the management and the execution of Systems Engineering activities, to include the building and maintenance of the specifications for detailed functional requirements for BMC3I, the development of Transition and Target Architectures, establishment of test objectives, evaluation of test results, and technical oversight of system implementation projects.
- 2) Integration & Test Support for BMD. The purpose of this on-going project is to provide the capability for the management and execution of the integration of all BMD Architecture components (BMC3I, weapon and sensor systems) through testing and verification, and for the support to operational BMD training and exercises.

1.3. Overview of the Prospective Contract

- 1.3.1. The Prospective Contract (Book II) requires the selected Contractor to deliver the scope of all 2 Projects described above as a subject of the overall BMD capability. This will be achieved within the framework of the Contract resulting from this IFB by the means of performance of Contract requirements further defined in the Statement Of work (SOW).

1.4. Governing Rules, Eligibility, and Exclusion Provisions

- 1.4.1. This solicitation is an International Invitation for Bid and is issued in accordance with the procedures for International Competitive Bidding set forth in the NATO document AC/4-D/2261 (1996 Edition). Pursuant to these procedures, bidding is restricted to companies from participating NATO member nations for which a Declaration of Eligibility has been issued by their respective government authorities.
- 1.4.2. Best Value Evaluation Method
- 1.4.2.1. The evaluation method to be used in the selection of the successful Bidder under this solicitation will follow the Best Value Procedures set forth AC/4-D/2261-ADD2 (1996 Edition), AC/4-D(2008)0002-REV1 dated 27 April 2009 and AC/4(2008)0002-REV2 dated 15 July 2015
- 1.4.2.2. The bid evaluation criteria and the detailed evaluation procedures are described in SECTION 4.
- 1.4.3. This Invitation for Bid will not be the subject of a public Bid opening.
- 1.4.4. The Bidder shall refer to the Purchaser all queries for resolution of any conflicts found in information contained in this document in accordance with the procedures set forth in paragraph 2.6 "Request for IFB Clarifications".

1.5. Security

- 1.5.1. Security
- 1.5.1.1. This Invitation for Bid has been classified as NATO UNCLASSIFIED, except for part of the Bidders' Library that is marked NATO RESTRICTED.

- 1.5.1.2. Bidders 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 Bidder 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 Bidder's Offer to be non-compliant and offer the Contract to the next ranking Bidder. In such a case, the Bidder who would not sign the Contract may be liable for forfeiture of the Bid Guarantee.

1.6. Bidders' Library - Release of Reference Documentation and Materials

- 1.6.1. To support the establishment of the bid, the Bidders are hereby provided with a list of documents described in table below.
- 1.6.2. Upon request, a CD "Bidders Library" can be provided after returning the signed Certificate in Annex D IFB-CO-15575-BMD Non-Disclosure Undertaking document. This CD contains the portion of the documents marked "Yes" in column "E" of the table below, displayed with the references of column B.
- 1.6.3. The remaining documents are either available publicly or can be requested through the respective National Delegations, as marked in column "E".
- 1.6.4. The documents labelled "Yes" in column "D" are listed in the SOW.

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
1. Architecture Definition and Requirement Specification				
1.1. (NU) Architecture Vision	BMD-SE-PRG-ARCHVIS-3.0	NU	Yes	Yes
1.2. (NR) Architecture Definition Document	<u>(NR) BMD ADD v4.1 Release Version</u>	NR	Yes	Yes
1.3. The Open Group Architectural Framework (TOGAF) Version 9.2, 2018	The Open Group Architectural Framework (TOGAF) Version 9.2, 2018	NU	Yes	Publicly available
1.4. (NU) Example ARS Template	<u>(NU Example ARS Template</u>	NU		Yes
1.5. (NR) INTERFACE DESIGN DESCRIPTION (IDD)	BMD-SE-PRG-IDD-558-2.0	NR		Yes
1.6. (NR) Link-16 Reference	BMD-SE-PRG-L16REF-558-2.0	NR		Yes
1.7. (NR) NRT Reference	BMD-SE-PRG-NRTREF-558-2.0	NR		Yes
1.8. (NR) BMD NRT MIP	BMD-SE-BC-C2NRTMIP-004-3.0	NR		Yes
1.9. (NR) National RT ICD Example Template	<u>(NR) RT ICD Example Template</u>	NR		Yes
1.10. (NR) National NRT ICD Example Template	<u>(NR) NRT ICD Example Template</u>	NR		Yes
1.11. (NU) Integrating National Systems with NATO BMD Architecture	SOP 12.10.20	NU		Yes
2. ITB Development Documents				
0				
2.1. ITB Test Acceptance Plan	(NU) BMD-IT-PRG-ITBB5TAP-004-1.0	NU		Yes
3. ITB Support Documentation				
0				
3.1. ITB ILSP	BMD-PM-PRG-ILSP-004-2.0	NU	Yes	Yes
3.2. ITB Service Delivery Plan (SDP)	BMD-PM-PRG-SDP-A00	NU	Yes	Yes
3.3. ITB Hardware Suite	(NU) BMD-IT-BC-ITBHWS-122-4.0	NU	Yes	Yes
3.4. ITB Software & Licenses	BMD-IT-TA1-SLD-1.0	NU	Yes	Yes

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
3.5. ITB Federation Agreement	(NU) BMD-IT-PRG-ITBFEDAG-122-3.0	NU		Yes
3.6. ITB IDD	(NU) BMD-IT-PRG-ITBIDD-042-2.0	NU	Yes	Yes
3.7. Security Test and Verification Plan (STVP) for BMD ITB	(NR) BMD-ITB STVP NR	NR	Yes	Yes
3.8. (NU) CFBLNet Manual version 1.0, October 2018	(NU) CFBLNet Manual_v1.0	NU	Yes	Yes
3.9. (NR) "delta" System Specific Security Requirements Statement for NATO SECRET Ballistic Missile Defence Integration Test Bed Laboratory (SSRS) ver 0.8, 11 Oct 2019	(NR) delta SSRS_BMDITB	NR	Yes	Yes
4. ITB Tech References				
0				
4.1. ITB Training Materials (Analyst Training)	(NU) BMD-IT-BC-ITBANLSTTRNG-108-2.0	NU	Yes	Yes
4.2. ITB Training Materials (Operator Training)	(NU) BMD-IT-BC-ITBOPRTRNG-108-2.0	NU	Yes	Yes
4.3. ITB-OFS Gameboard User Manual	(NU) ITB-GB-SUM	NU		Yes
4.4. ITB-OFS ID Installation Guide	(NU) ID Installation Guide	NU		Yes
4.5. ITB-OFS MLC User Manual	(NU) Multilink-Controller User Manual	NU		Yes
4.6. ITB-OFS NAUTILUS User Manual	(NU) Nautilus User Manual	NU		Yes
4.7. OV1 - ITB System Overview	BMD-IT-PRG-DWGOV1-2.0	NU		Yes
4.8. OV2 - ITB High Level Logical View	BMD-IT-PRG-DWGOV2-2.0	NU		Yes
4.9. OV3 - ITB Fibre Connections	BMD-IT-PRG-DWGOV3-2.0	NU		Yes
4.10. OV4 - ITB Time Servers	BMD-IT-PRG-DWGOV4-2.0	NU		Yes

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
4.11. OV5 - ITB Data Transfer Overview	BMD-IT-PRG-DWGOV5-2.0	NU		Yes
4.12. ACCS Networks Switching	BMD-IT-PRG-DWGOV6-2.0	NU		Yes
4.13. HW1 - BMD Rack 1 Virtualization	(NU) BMD-IT-PRG-DWGOV6-003-3.0	NU		Yes
4.14. HW1.1 - HP C3000 Chassis	(NU) BMD-IT-PRG-DWGHW1-2.0	NU		Yes
4.15. HW3 - BMD Rack 3 Network Storage	BMD-IT-PRG-DWGHW3-2.0	NU		Yes
4.16. HW4 - ACCS Rack	BMD-IT-PRG-DWGHW4-2.0	NU		Yes
4.17. HW5 - Communications Rack Data Centre	BMD-IT-PRG-DWGHW5-2.0	NU		Yes
4.18. HW6 - Communications Rack ITB Lab	BMD-IT-PRG-DWGHW6-003-4.0	NU		Yes
4.19. HW7 - ITB Lab Floor Layout	BMD-IT-PRG-DWGHW7-003-5.0	NU	Yes	Yes
4.20. HW8 - BMD DDS Rack	BMD-IT-PRG-DWGHW8-2.0	NU		Yes
4.21. HW9 - BMD ACCS Rack 2	BMD-IT-PRG-DWGHW9-2.0	NU		Yes
4.22. HW10-BMD Patch Rack at TNO	BMD-IT-PRG-DWGHW10-003-4.0	NU		Yes
4.23. CFG1 - Cisco Networking	BMD-IT-PRG-DWGCFG1-2.0	NU		Yes
4.24. CFG2 - Virtual Chassis Connections	BMD-IT-PRG-DWGCFG2-003-4.0	NU		Yes
4.25. CFG2A-Virtual Chassis Connections	BMD-IT-PRG-DWGCFG2A-003-4.0	NU		Yes
4.26. CFG3 - Virtual LANs	BMD-IT-PRG-DWGCFG3-701-3.0	NR		Yes
4.27. CFG4 - NetApp Configuration	BMD-IT-PRG-DWGCFG4-2.0	NU		Yes
4.28. CFG5 - ACCS Network	BMD-IT-PRG-DWGCFG5-2.0	NU		Yes
4.29. CFG7 - Video Distribution System	BMD-IT-PRG-DWGCFG7-003-4.0	NU		Yes
5. Project Specification Documentation and Examples of Test Plan and/or Test Procedure		0		
5.1. Example PSDs	Example PSDs	NU	Yes	Yes
5.2. Ensemble Test 5 Test Plan	BMD-IT-MA4-ET5TPL-1.0	NU	Yes	Yes
5.3. Ensemble Test 5 Test Procedure	BMD-IT-BC-ET5TPR-1.0	NU	Yes	Yes

A. Title		B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library	
5.4.	Ensemble Test 6 Test Plan	BMD-IT-BC-ET6TPL-1.0	NU	Yes	Yes	
5.5.	Ensemble Test 6 Annex A - Test Cases	BMD-IT-BC-ET6TPL-1.0 Annex A	NU	Yes	Yes	
5.6.	Ensemble Test 6 NRT Test Procedures	BMD-IT-BC-ET6NRTTP-1.0	NU	Yes	Yes	
5.7.	Ensemble Test 6 RT Test Procedures #1	BMD-IT-BC-ET6RTTP1-1.0	NU	Yes	Yes	
5.8.	Ensemble Test 6 RT Test Procedures #2	BMD-IT-BC-ET6RTTP2-1.0	NU	Yes	Yes	
5.9.	Ensemble Test 6 RT Test Procedures #3	BMD-IT-BC-ET6RTTP3-1.0	NU	Yes	Yes	
5.10.	Ensemble Test Lite 2019 Test Plan Phase 1	BMD-IT-BC-ETLITE19P1TP-004-1.0	NR	Yes	Yes	
5.11.	Ensemble Operator Test 2020 Test Plan	BMD-IT-BC-EOT20TP-004-1.0	NU	Yes	Yes	
5.12.	(NR) Ensemble Operator Test 2020 Test Plan Annex A- EOT Architecture Exploration	BMD-IT-BC-EOT20TP-004-1.0	NR	Yes	Yes	
5.13.	(NR) Ensemble Operator Test 2020 Test Plan Annex B- EOT Technical Context	BMD-IT-BC-EOT20TP-004-1.0	NR	Yes	Yes	
5.14.	ITB Build 5 Test Acceptance Plan (TAP)	<u>(NU) BMD-IT-PRG-ITBB5TAP-004-1.0</u>	NU	Yes	Yes	
5.15.	Integration Test Bed (ITB) Build 5 Technology Refresh Acceptance Test Report (ATR)	<u>(NU) ITB OFS ATR</u>	NU	Yes	Yes	
5.16.	ACCS TMD1 FSA SIT Test Package	BMD-IT-BC-ACCSFSAITBSIT-007-2.0	NR	Yes	Yes	
5.17.	(NU) AirC2 IS BL4 FAT SIT UAT Project Specification	<u>(NU) AirC2 IS BL4 FAT SIT UAT Project Specification</u>	NU	Yes	Yes	
5.18.	(NU) CIT_SOW_Generic_Formidable_Shield	(NU) CIT_SOW_Generic_Formidable_Shield	NU	Yes	Yes	
5.19.	(NU) CIT_SOW_JPOW2021	(NU) CIT_SOW_JPOW2021	NU	Yes	Yes	

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
5.20. Steadfast armour 17 (STAR 17) Exercise workbook	<u>(NU) BMD-IT-BC-STAR17EXWB-1.0</u>	NU	Yes	Yes
6. Programme Planning Documents				
6.1. Ballistic Missile Defence NATO Staff Requirement (BMD NSR)"	(NR) AC/259-D(2013)0016	NR	Yes	Please obtain through your National Delegation
6.2. (NR) BMD CAPABILITY PACKAGE 0A1303 Revision 1	AC/259-N(2013)0010	NR	Yes	Please obtain through your National Delegation
6.3. (NR) CP 0A1303-Rev 1 Joint Staff Screening Report	AC/335-D(2013)0008	NR	Yes	Please obtain through your National Delegation
6.4. (NR) BMD Capability Package Implementation Plan (PIP)	AC/4(PP)N(2013)0091 – BC-D(2013)0193	NR	Yes	Please obtain through your National Delegation

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
6.5. (NR) CNAD report on the BMD Programme Review	AC/259-D(2019)0002	NR	Yes	Please obtain through your National Delegation
6.6. (NR) BMD Programme Master Plan	BMD-PO-PRG-PMP-1.0	NR	Yes	Yes
6.7. Joint AirC2 Lifecycle Configuration Management Plan	<u>(NU) AirC2 Lifecycle CM Plan - Core v2018 1</u>	NU	Yes	Yes
6.8. AMDC2 Quality Management Manual	SOP 12.20.10	NU	Yes	Yes
6.9. BMD Integratd Master Test Schedule (IMTS)	<u>(NR) BMD-IT-PRG-IMTS-004-2.0</u>	NR	Yes	Yes
6.10. (NU) BMD Tranche-Based Capability Delivery Methodology Guide	<u>(NU) Tranche-Based Capability Delivery Methodology</u>	NU	Yes	Yes
6.11. (NU) Management of Risks in AMDC2	SOP 12.20.30	NU	Yes	Yes
6.12. System Engineering Master Plan (SEMP)	BMD-PM-PRG-SEMP-3.0	NU	Yes	Yes
6.13. (NU) Verification Cross Reference Index (VCRI) and Matrix (VCRM) Point Paper	<u>(NU) VCRI VCRM Point Paperv1.0</u>	NU	Yes	Yes
6.14. Programme Master Test Plan (PMTP)	<u>(NU) PMTP</u>	NU	Yes	Yes
6.15. BMD Programme Verification Strategy (PVS)	BMD-IT-PRG-PVS-3.0	NU	Yes	Yes
6.16. BMD Baseline Capability (BC) Architecture Verification Master Test Plan	BMD-IT-BC-AVMTPL-9.0	NR	Yes	Yes
6.17. Ballistic Missile Defence (BMD) Initial Operational Capability (IOC) Integration Test Plan	<u>(NU) BMD IOC Integration Test Plan</u>	NU	Yes	Yes
7. Security & Safety Documents		0		

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
7.1. Security within the NATO	C-M(2002)49-COR12	NU	Yes	Please obtain through your National Delegation
7.2. Security Committee - Directive on Classified Project and Industrial Security	AC/35-D/2003-REV5	NU		Please obtain through your National Delegation
7.3. C3B Technical and Implementation Directive on Supply Chain Security for COTS CIS Security Enforcing Products	AC/322-D(2017)0016 (INV)	NU		Please obtain through your National Delegation
7.4. Security Committee - Directive on the Security of Information	AC/35-D/2002-REV4	NU		Please obtain through your National Delegation

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
7.5. Security Committee - Directive on Personnel Security	AC/35-D/2000-REV7	NU		Please obtain through your National Delegation
7.6. C3B INFOSEC technical and implementation directive for the interconnection of CIS	AC/322-D/0030-REV5	NR		Please obtain through your National Delegation
7.7. C3B Supporting document on the interconnectio of NR CIS to the Internet	AC-322-D(2010)0058	NR		Please obtain through your National Delegation
7.8. C3B Technical and Implementation Directive on CIS Security	AC/322-D/0048-REV3	NU	Yes	Please obtain through your National Delegation
7.9. Security Classification Guidelines for ACCS Artefacts	NCIA/AMDC2/2018/00377	NU		Yes

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
7.10. ACO Security Directive	ACO DIRECTIVE 070-001	NU	Yes	Please obtain through your National Delegation
7.11. ACO CIS Security	ACO DIRECTIVE 070-005	NR		Please obtain through your National Delegation
7.12. NCI Agency Security (Industrial Security)	AGENCY DIRECTIVE 03.04	NU	Yes	Yes
7.13. NCI Agency Security (Security Breaches, Compromises and Investigations)	AGENCY DIRECTIVE 03.05	NU	Yes	Yes
7.14. DRAFT - SecOPS for NCIA NATO NS The Hague Laboratory Environment (THLE)	NSTHLE_SecOPs	NU	Yes	Yes
7.15. DRAFT - SecOPS for NS BMD Integration Test Bed Laboratory	NSTHLE_SecOPs_BMDITB	NU	Yes	Yes
7.16. SecOPS for End-Users of NATO NR AIS	<u>(NU) NR AIS SecOPs v2.0</u>	NU	Yes	Yes
7.17. NATO BMD Security classification guide	<u>(NU) BMD PO PRG SCG 2 0</u>	NU		Yes
8. Tools & Databases				
0				
8.1. (NU) Engineering Tool Environment Description	<u>(NU) Engineering Tool Environment description v1.0</u>	NU	Yes	Yes

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
8.2. (NU) Demo Observation & Issue Database (OIDB) - (NU Client & Database and Installation Instructions)	(NU) Demo OIDB	NU		Yes
8.3. Observation & Issue Database User Guide	BMD-IT-PRG-OIDBUG-1.0	NU	Yes	Yes
8.4. Observation & Issue Management Process Guide	(NU) BMD-IT-PRG-OIMGMPG-108-2.0	NU	Yes	Yes
9. Allied Quality Assurance Publications (AQAPs)				
9.1. STANAG 4107 (Edition 11), Mutual Acceptance of Government Quality Assurance and Usage of The Allied Quality Assurance Publications (AQAP), 16 December 2019	STANAG 4107 (Edition 11), Mutual Acceptance of Government Quality Assurance and Usage of The Allied Quality Assurance Publications (AQAP), 16 December 2019	NU	Yes	Publicly available
9.2. AQAP-160 (Ed. 1) Allied Quality Assurance Publication, NATO Integrated Quality Requirements for Software Throughout the LifeCycle	AQAP-160 (Ed. 1) Allied Quality Assurance Publication, NATO Integrated Quality Requirements for Software Throughout the LifeCycle	NU	Yes	Publicly available
9.3. AQAP-169 (Ed. 1) NATO Guidance on the use of AQAP-160	AQAP-169 (Ed. 1) NATO Guidance on the use of AQAP-160	NU	Yes	Publicly available
9.4. AQAP-2000 (Ed. 3), NATO Policy on an Integrated Systems Approach to Quality Through the Life Cycle	AQAP-2000 (Ed. 3), NATO Policy on an Integrated Systems Approach to Quality Through the Life Cycle	NU	Yes	Publicly available
9.5. AQAP-2009 (Ed. 3) NATO Guidance on the Use of the AQAP 2000 Series	AQAP-2009 (Ed. 3) NATO Guidance on the Use of the AQAP 2000 Series	NU	Yes	Publicly available

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
9.6. AQAP-2050 (Ed. 1) NATO Project Assessment Model	AQAP-2050 (Ed. 1) NATO Project Assessment Model	NU	Yes	Publicly available
9.7. AQAP-2070 (Ed. B Ver.4), NATO Mutual Government Quality Assurance (GQA) Process	AQAP-2070 (Ed. B Ver.4), NATO Mutual Government Quality Assurance (GQA) Process	NU	Yes	Publicly available
9.8. AQAP-2105 (Ed. C Ver.1), NATO Requirements for Quality Plans	AQAP-2105 (Ed. C Ver.1), NATO Requirements for Quality Plans	NU	Yes	Publicly available
9.9. AQAP-2110 (Ed.D, Ver.1) NATO Quality Assurance Requirements for Design, Development and Production	AQAP-2110 (Ed.D, Ver.1) NATO Quality Assurance Requirements for Design, Development and Production	NU	Yes	Publicly available
9.10. AQAP-2120 (Ed. 3) NATO Quality Assurance Requirements for Production	AQAP-2120 (Ed. 3) NATO Quality Assurance Requirements for Production	NU	Yes	Publicly available
9.11. AQAP-2130 (Ed. 3) NATO Quality Assurance Requirements for Inspection and Test	AQAP-2130 (Ed. 3) NATO Quality Assurance Requirements for Inspection and Test	NU	Yes	Publicly available
9.12. AQAP-2131 (Ed. C, Ver. 1) NATO Quality Assurance Requirements for Final Inspection and Test	AQAP-2131 (Ed. C, Ver. 1) NATO Quality Assurance Requirements for Final Inspection and Test	NU	Yes	Publicly available
9.13. AQAP-2210 (Ed. A, Ver. 2), NATO Supplementary Software Quality Assurance Requirements to AQAP-2110 or AQAP-2310	AQAP-2210 (Ed. A, Ver. 2), NATO Supplementary Software Quality Assurance Requirements to AQAP-2110 or AQAP-2310	NU	Yes	Publicly available

A. Title	B. Reference	C. Classification	D. SE & I, SOW	E. Bidders Library
9.14. (NU) STANAG 6001, Edition 5, NATO Language Proficiency Levels, 15 December 2014	(NU) STANAG 6001, Edition 5, NATO Language Proficiency Levels, 15 December 2014	NU	Yes	Publicly available

- 1.6.5. Bidders are cautioned that The Bidders Library **includes data/information that cannot be disclosed or re-transferred outside BMD prospective Bidders**, and cannot be duplicated, used, disclosed, or re-transferred – in whole or in part – for any purpose other than for internal bidding purposes of the BMD prospective Bidders, unless otherwise expressly authorized by NCI Agency. The Bidders Library contains NU and NR documents that may be useful to understand and meet the requirements developed in the Bidding documents.
- 1.6.6. This Bidders' Library will be made available to bidders on a CD-ROM who respond with positive intent to bid and confirmation of request for subject Library. Bidders shall note that **issuance of these documents and materials is subject to the signature by the Bidder of the Non-Disclosure Undertaking in Annex D.**
- 1.7. Bidders Conference**
- 1.7.1. Bidders shall note that NCI Agency envisages NO Bidders Conference for this IFB .

SECTION 2. GENERAL BIDDING INFORMATION

2.1. Definitions

- 2.1.1. In addition to the definitions and acronyms set in Clause 1 of Part II of the prospective Contract and the definitions and acronyms set in the Clause entitled "Definitions" of the NCIO General Contract Provisions (Part III), the following terms and acronyms, as used in this Invitation for Bid shall have the meanings specified below:
- 2.1.1.1. "Bidder": a firm, consortium, or joint venture which submits an offer in response to this solicitation. Bidders are at liberty to constitute themselves into any form of Contractual arrangements or legal entity they desire, bearing in mind that in consortium-type arrangements a single judicial personality shall be established to represent that legal entity. A legal entity, such as an individual, Partnership or Corporation, herein referred to as the "Principal Contractor", shall represent all members of the consortium with the NCI Agency and/or NATO. The "Principal Contractor" shall be vested with full power and authority to act on behalf of all members of the consortium, within the prescribed powers stated in an irrevocable Power of Attorney issued to the "Principal Contractor" by all members associated with the consortium. Evidence of authority to act on behalf of the consortium by the "Principal Contractor" shall be enclosed and sent with the Bid. Failure to furnish proof of authority shall be a reason for the Bid being declared non-compliant.
- 2.1.1.2. "Compliance": strict conformity to the requirements and standards specified in this IFB and its attachments.
- 2.1.1.3. "Contractor": the awardee of this solicitation of offers, which shall be responsible for the fulfilment of the requirements established in the prospective Contract.
- 2.1.1.4. "Firm of a Participating Country": an eligible firm legally constituted or chartered under the laws of, and geographically located in, or falling under the jurisdiction of, a Participating Country.
- 2.1.1.5. "Participating Country": any of the NATO nations contributing to 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, THE NETHERLANDS, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, THE UNITED KINGDOM and THE UNITED STATES

2.1.1.6. “Quotation” or “Bid”: a binding offer to perform the work specified in the attached prospective Contract (Book II)

2.1.1.7. “IFB”: Invitation for Bid

2.2. Eligibility and Origin of Equipment and Services

2.2.1. As stated in paragraph 1.4.1 above, only firms from a Participating Country are eligible to engage in this competitive Bidding process. In addition, all Contractors, sub-Contractors and manufacturers, at any tier, must be from Participating Countries.

2.2.2. None of the work, including project design, labour and services shall be performed other than by firms from and within Participating Countries.

2.2.3. 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.

2.2.4. Unless otherwise authorised by the terms of the prospective Contract, 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 community.

2.3. Bid Delivery and Bid Closing

2.3.1. All Bids shall be in the possession of the Purchaser at the email address given below in Paragraph 2.3.2 below before 14 hours (Brussels Time) on **Tuesday 01 September 2020** at which time and date bidding shall be closed.

2.3.2. Bidders are requested to submit their quotation electronically to the following email address:

Email: IFB-CO-15575-BMD@ncia.nato.int

2.3.3. The Quotation shall consist of three (3) separate subject emails:

2.3.3.1. For the first e-mail the subject line shall read: “IFB-CO-15575-BMD – Official Bid for [company name] – Part 1 - Administrative Envelope”. The e-mail content shall be as described in Paragraph 3.2.1(a) below, with no password protection to the file and shall be not larger than 20MB total.

2.3.3.2. For the second e-mail the subject line shall read: “IFB-CO-15575-BMD –Official Bid for [company name] – Part 2 - Price Quotation”. The e-mail content shall be as described in Paragraph 3.2.1(b) below, with no password protection to the file, and shall be not larger than 20MB total.

- 2.3.3.3. For the third e-mail the subject line shall read: "IFB-CO-15575-BMD – Official Bid for [company name] – Part 3 – Technical Proposal". The e-mail content shall be as described in Paragraph 3.2.1(c) below, with no password protection to the file, and shall be not larger than 20MB total per e-mail. For large Technical Proposals, multiple e-mails may be required to submit the entire package. In such case, Bidders shall clearly indicate the correct order in the e-mail subject line.
- 2.3.4. Quotations which are delivered to the Purchaser after the specified time and date set forth above for Bid Closing are "Late Bids" and shall not be considered for award.
- 2.3.5. It is the responsibility of the Bidder to ensure that the Bid submission is duly completed by the specified Bid Closing time and date. If a Bid received at the NCI Agency's facility by electronic data interchange is unreadable to the degree that conformance to the essential requirements of the solicitation cannot be ascertained, the Purchaser will immediately notify the Bidder that the Bid will be rejected unless the Bidder provides clear and convincing evidence
- (a) Of the content of the Bid as originally submitted; and
 - (b) That the unreadable condition of the Bid was caused by Purchaser software or hardware error, malfunction, or other Purchaser mishandling

2.4. Requests for Extension of Bid Closing Date

- 2.4.1. Bidders are informed that requests for extension to the closing date for the IFB shall be submitted only via the point of contact indicated in paragraph 2.5.1 below. Any request for extension shall be submitted by the Bidder no later than fourteen (14) days prior to the established Bid Closing Date.

2.5. Purchaser's Point of Contact

- 2.5.1. The Purchaser point of contact for all information concerning this Invitation for Bid is:

Mr. Martin Steenwege, Senior Contracting Officer
Acquisition
Tel: +32.2.707.83.35

E-mail: IFB-CO-15575-BMD@ncia.nato.int

2.6. Request for IFB Clarifications

- 2.6.1. Bidders, at the earliest stage possible during the course of the solicitation period, are encouraged to query and seek clarification of any matters of a Contractual, administrative and technical nature pertaining to this IFB.
- 2.6.2. All questions and requests for clarification shall be forwarded to the Purchaser via email using the Clarification Request Form provided at Annex E of this Book I. Such questions shall be forwarded to the points of contacts specified in paragraph 2.5.1 above and shall be received not later than twenty eight (28) calendar days prior to the stated Bid 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 Bidder for any given area, as the Bidder will generally not be permitted to revisit areas of the IFB for additional clarification except as noted in 2.6.3 below.
- 2.6.3. Additional requests for clarification are limited only to the information provided as answers by the Purchaser to Bidder requests for clarification. Such additional requests shall arrive not later than fourteen (14) calendar days before the established Bid Closing Date.
- 2.6.4. It is the responsibility of the Bidders to ensure that all Clarification Requests submitted bear no mark, logo or any other form or sign that may lead to reveal the Bidders' identity in the language constituting the clarification itself. This prescription is not applicable to the mean used for the transmission of the clarification (i.e. email or form by which the clarification is forwarded).
- 2.6.5. The Purchaser declines all responsibilities associated to any and all circumstances regardless of the nature or subject matter arising from the Bidders' failure or inability to abide to the prescription in paragraph 2.6.4.
- 2.6.6. The Purchaser may provide for the removal of any form of identification in the body of the clarification request in those instances in which such practice is feasible as well as providing for a re-wording of the clarification request in those cases in which the original language submitted is deemed ambiguous, unclear, subject to different interpretation or revelatory of the Bidders identity.
- 2.6.7. Bidders are advised that subsequent questions and/or requests for clarification included in a Bid shall neither be answered nor considered for evaluation and may be considered by the Purchaser as grounds for a determination of non-compliance.
- 2.6.8. Except as provided above, all questions will be answered by the Purchaser and the questions and answers will be issued in writing to all prospective Bidders.

- 2.6.9. The published answers issued by the Purchaser shall be regarded as the authoritative interpretation of the Invitation for Bid. Amendment to the language of the IFB included in the answers shall be incorporated in the Bidders offer.
- 2.6.10. Where the extent of the changes implied by the response to a clarification request is of such a magnitude that the Purchaser deems necessary to issue revised documentation, the Purchaser will do so by the mean of the issuance of a formal IFB amendment in accordance with paragraph 2.8 below.
- 2.6.11. The Purchaser reserves the right to reject clarification requests clearly devised or submitted for the purpose of artificially obtaining an extension of the bidding time (i.e. clarifications re-submitted using different wording where such wording does not change the essence of the clarification being requested).

2.7. Requests for Waivers and Deviations

- 2.7.1. Requests for alterations to, waivers or deviations from the terms or conditions of the Invitation for Bid or the Prospective Contract may only be considered as part of the clarification process set forth in paragraph 2.6 above. Requests for alterations to the specifications, terms and conditions of the Contract which are included in a Bid as submitted may be regarded by the Purchaser as a qualification or condition of the Bid and may be grounds for a determination of non-compliance.

2.8. Amendment of the Invitation for Bid

- 2.8.1. The Purchaser may revise, amend or correct the terms, conditions and/or specifications and provisions of the IFB at any time prior to the date set for the Bid Closing. Any and all modifications will be transmitted to all Bidders by an official amendment designated as such and signed by the Contracting Authority. Such amendment may be accompanied by an acknowledgement of receipt which the Bidder shall complete and forward to the Purchaser. Alternatively the Purchaser may provide for an automatic reception notification mechanism within its electronic transmission (i.e. email receipt) . This process of IFB amendment issuance may be part of the clarification procedures set forth in paragraph 2.6 above or be an independent action on the part of the Purchaser.
- 2.8.2. The Purchaser will consider the potential impact of amendments on the ability of prospective Bidders to prepare a proper Bid within the allotted time. The Purchaser may extend the "Bid Closing Date" at its discretion and such extension will be set forth in the amendment document.

- 2.8.3. All revision or amendments issued by the Purchaser shall also be acknowledged by the Bidder in its Bid by completing the "Acknowledgement of Receipt of IFB Amendments" at Annex B-2. Failure to acknowledge receipt of all amendments may be grounds to determine the Bid to be non-compliant.

2.9. Modification and Withdrawal of Bids

- 2.9.1. Bids, once submitted, may be modified by Bidders, but only to the extent that the modifications are in writing, conform to the requirements of the IFB, and are received by the Purchaser prior to the exact time and date established for Bid Closing. Such modifications shall be considered as an integral part of the submitted Bid.
- 2.9.2. Modifications to Bids which arrive after the Bid Closing Date will be considered as "Late Modifications" and will be processed in accordance with the procedure set forth above concerning "Late Bids", except that unlike a "Late Bid", the Purchaser will retain the modification until a selection is made. A modification to a Bid which is determined to be late will not be considered in the evaluation and selection process. If the Bidder submitting the modification is determined to be the successful Bidder on the basis of the unmodified Bid, the modification may then be opened. If the modification makes the terms of the Bid more favourable to the Purchaser, the modified Bid may be used as the basis of Contract award. The Purchaser, however, reserves the right to award a Contract to the apparent successful Bidder on the basis of the Bid submitted and disregard the late modification.
- 2.9.3. A Bidder may withdraw its Bid at any time prior to Bid Opening without penalty. In order to do so, an authorised agent or employee of the Bidder must provide an original statement of the firm's decision to withdraw the Bid.
- 2.9.4. Except as provided in paragraph 2.10.4.2 below, a Bidder may withdraw its Bid after Bid Opening only by forfeiture of the Bid Guarantee.

2.10. Bid Validity

- 2.10.1. Bidders shall be bound by the term of their Bids for a period of twelve (12) months starting from the Bid Closing Date specified in paragraph 2.3.1 above.
- 2.10.2. In order to comply with this requirement, the Bidder shall complete the Certificate of Bid Validity set forth in Annex B-4. Bids offering less than the period of time referred to above for acceptance by the Purchaser may be determined to be non-compliant.

- 2.10.3. 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 Bids which remain under consideration for award.
- 2.10.4. Upon notification by the Purchaser of such a request for a time extension, the Bidders shall have the right to:
- 2.10.4.1. accept this extension of time in which case Bidders shall be bound by the terms of their offer for the extended period of time and the Bid Guarantee and Certificate of Bid Validity extended accordingly; or
- 2.10.4.2. refuse this extension of time and withdraw the Bid, in which case the Purchaser will return to the Bidder its Bid Guarantee in the full amount without penalty.
- 2.10.5. Bidders shall not have the right to modify their Bids due to a Purchaser request for extension of the Bid validity unless expressly stated in such request.
- 2.11. Bid Guarantee**
- 2.11.1. The Bid Guarantee shall be submitted by email to the Purchaser either directly by a banking institution or from the Bidder to the email address specified in section 2.5. In either case, the Bidder shall provide an additional copy of the Bid Guarantee in the Bid Administration Volume.
- 2.11.2. The Bidder shall furnish with his Bid a Guarantee in an amount equal to One Million Euros (€1,000,000) with a validity equal to that of the bid as expressed in paragraph 2.10.1. The Bid Guarantee shall be in the form of an irrevocable, unqualified and unconditional Standby Letter of Credit (SLC) issued by a Belgian banking institution fully governed by Belgian legislation or issued by a non-Belgian financial institution and confirmed by a Belgian banking institution fully governed by Belgian legislation. In the latter case signed original letters from both the issuing institution and the confirming institution must be provided. The confirming Belgian bank shall clearly state that it will guarantee the funds, the drawing against can be made by the NCIA at its premises in Belgium. Bid Guarantees shall be made payable to the Treasurer, NCI Agency.
- 2.11.3. Alternatively, a Bidder may elect to post the required Guarantee by certified cheque. If the latter method is selected, Bidders are informed that the Purchaser will cash the cheque on the Bid Closing Date.
- 2.11.4. If the Bid Closing Date is extended after a Bidder's financial institution has issued a Bid Guarantee, it is the obligation of the Bidder to have such

Bid Guarantee (and confirmation, as applicable) extended to reflect the revised Bid Validity date occasioned by such extension.

- 2.11.5. Failure to furnish the required Bid Guarantee in the proper amount, and in the proper form and for the appropriate duration by the Bid Closing Date may be cause for the Bid to be determined non-compliant.
- 2.11.6. In the event that a Bid Guarantee is submitted directly by a banking institution, the Bidder shall furnish a copy of said document in the Bid Administration Package.
- 2.11.7. The Purchaser will make withdrawals against the amount stipulated in the Bid Guarantee under the following conditions:
 - 2.11.7.1. The Bidder has submitted a bid and, after Bid Closing Date (including extensions thereto) and prior to the selection the compliant bid determined to represent the best value, withdraws his Bid, or states that he does not consider his bid valid or agree to be bound by his bid, or
 - 2.11.7.2. The Bidder has submitted a compliant bid determined by the Agency to represent the best value, but the Bidder declines to sign the Contract offered by the Agency, such Contract being consistent with the terms of the Invitation for Bid.
 - 2.11.7.3. The Purchaser has offered the Bidder the Contract for execution but the Bidder has been unable to demonstrate compliance with the security or export control requirements of the Contract at the date of Contract signature,
 - 2.11.7.4. The Purchaser has entered into the Contract with the Bidder but the Bidder has been unable or unwilling to provide the Performance Guarantee required under the terms of the Contract within the time frame required.
- 2.11.8. Bid Guarantees will be returned to Bidders as follows:
 - 2.11.8.1. to non-compliant Bidders forty-five (45) days after notification by the Purchaser of a non-compliant Bid (except where such determination is challenged by the Bidder; in which case the Bid Guarantee will be returned upon request forty-five (45) days after a final determination of non-compliance);
 - 2.11.8.2. to all other unsuccessful Bidders upon request within thirty (30) days following the award of the Contract to the successful Bidder;
 - 2.11.8.3. to the successful Bidder upon submission of the Performance Guarantee required by the Contract or, if there is no requirement for such a Performance Guarantee, upon Contract execution by both parties.

- 2.11.8.4. pursuant to paragraph 2.10.4.2 above.
- 2.11.9. "Standby Letter of Credit" or "SLC" as used herein, means a written commitment by a Belgian financial institution either on its own behalf or as a confirmation of the Standby Letter of Credit issued by a non-Belgian bank to pay all or part of a stated amount of money, until the expiration date of the letter, upon presentation by the Purchaser of a written demand therefore. Neither the financial institution nor the Contractor can revoke or condition the Standby Letter of Credit. The term "Belgian financial institution" includes non-Belgian financial institutions licensed to operate in Belgium,
- 2.11.10. A format substantially similar to the one set in Book I Annex C shall be used by the issuing financial institution to create a Standby Letter of Credit acceptable to the Purchaser.
- 2.12. Cancellation of Invitation for Bid**
- 2.12.1. The Purchaser may cancel, suspend or withdraw for re-issue at a later date this IFB 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 Bidder have cause for action against the Purchaser for the recovery of costs incurred in connection with preparation and submission of a Bid in response to this IFB.
- 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 IFB to the prospective Bidders as soon as practicable.
- 2.13.2. Bidders are cautioned that except for those cases in which electronic transmission of documentation is not permissible (i.e. documents with security classification mandating specific transmission methods) the Purchaser will rely exclusively on electronic mail communication to manage all correspondence related to this IFB, including IFB amendments and clarifications.
- 2.14. Supplemental Agreements and Export Controlled Information**
- 2.14.1. Bidders are required, in accordance with the certificate at Annex B-7 of these Instructions to Bidders, to disclose any prospective Supplemental Agreements that are required by national governments to be executed by NATO as a condition of Contract performance.
- 2.14.2. Supplemental Agreements are typically associated with, but not necessarily limited to, national export control regulations, technology transfer restrictions and end user agreements.

- 2.14.3. Bidders are cautioned that failure to provide full disclosure of the anticipated requirements and the terms thereof, to the best of the Bidder's knowledge and experience, may result in the Purchaser withholding award of the Contract or terminating an executed Contract if it is discovered that the terms of such Supplemental Agreements contradict the terms of the Prospective Contract, including but not limited to those addressing authority to install use, modify, or provide to others to use or modify in accordance with the terms of the Contract any software, item, documentation and/or material regardless of the nature or content to be produced as a result of the performance under the prospective Contract.
- 2.14.4. Supplemental agreement submitted after Contract Award shall not be considered and may constitute grounds for termination of the Contract in accordance with Clause 39 of the Contract General Provisions.
- 2.14.5. In addition, performance of this Contract will require the successful Bidder and, if necessary, its subcontractors to take over from the incumbent all export controlled information, including but not limited to information governed by US (ITAR), French and Italian export control regulations, and take responsibility for further use in line with the requirements of the Contract.

SECTION 3. BID PREPARATION INSTRUCTIONS

3.1. General

- 3.1.1. Bidders shall prepare and submit their Bid in accordance with the requirements and format set forth in this IFB. Compliance with all bid submission requirements is mandatory. Failure to submit a bid in conformance with the stated requirements may result in a determination of non-compliance by the Purchaser and the elimination of the bid from further consideration.
- 3.1.2. Bidders shall not simply restate the IFB requirements. A Bid shall demonstrate that a Bidder understands the terms, conditions and requirements of the IFB and its ability to provide all the services and deliverables listed in the Schedules of the prospective Contract. Also, in accordance with the prescription of this Section, Bidders shall clearly illustrate the technology/functionalities, processes and procedures being proposed and their level of maturity in relation to the requirements to be satisfied as expressed in the Statement Of Work (SOW).
- 3.1.3. Bidders are informed that the quality, completeness, thoroughness and clarity of the bid will affect the overall scoring of the bid. Although the Purchaser may request clarification of the bid, it is not required to do so and may make its determination on the content of the bid as written. Therefore, Bidders shall assume that inconsistencies, omissions, errors, lack of detail and other qualitative deficiencies in the submitted bid will have a negative impact on the final Best Value score.
- 3.1.4. Partial Bids and/or bids containing conditional statements will be declared non-compliant.
- 3.1.5. Bidders are advised that the Purchaser reserves the right to incorporate the successful Bidder's Offer in whole or in part by reference in the resulting Contract.
- 3.1.6. If no specific format has been established for electronic versions, Bidders shall deliver this type of documentation in an electronic format which is best suited for review and maintenance by the Purchaser (e.g., Project Master Schedule in MS Project format, Project Highlight Reports in MS Word).
- 3.1.7. The level of classification of any documentation submitted as part of the Bid shall not be higher than "NATO RESTRICTED". In case of NATO RESTRICTED documents the Bidder will take into account the appropriate security measures and packaging.

3.2. Bid Package Content

3.2.1. The complete bid submission shall consist of three volumes as shown in the following table.

Volume	Format and Quantity Details
I: Bid Administration	<u>1 .ZIP File Submitted by Email, which includes:</u> <ul style="list-style-type: none"> 1 Scanned PDF file, with physical (non-digital) signatures. ➤ All of the required contents are detailed in Section 3.4
II: Price	<u>1 .ZIP File Submitted by Email, which includes:</u> <ul style="list-style-type: none"> 1 Excel file, using the Bidding Sheets template provided. 1 electronically signed PDF conversion of the Excel file ➤ All of the required contents are detailed in Section 3.5
III: Technical	<u>1 .ZIP File Submitted by Email, which includes:</u> Technical Proposal, composed of following parts: <ul style="list-style-type: none"> Table of Contents (1 PDF file) Executive Summary (1 PDF file) Section 1: Engineering (1 PDF file) Section 2: Management (1 PDF file) Section 3: Supportability (PDF file) Section 4: Transition-in Period ➤ If necessary, the technical volume may be separated into more than one email while maintaining the structure of bullets described above. ➤ All of the required technical contents are detailed in Section 3.6. Bidders shall note that all technical documents should be allocated and duplicated as appropriate to each individual sections 1 to 4.
Bid Guarantee	<u>1 PDF File, Submitted by Email directly to the Purchaser as detailed under 2.5 and 2.11 above.</u>

3.2.2. All emails submitted shall be less than 20MB and without password protection

3.3. Package Marking

3.3.1. The proposal shall be sent via three separate e-mails to the Bid Delivery email address specified in paragraph 2.5 above. The e-mails shall have the following subject lines:

- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume I
- Bid Administration,

- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume II – Price,
- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume III – Technical, *(if necessary: email 1 of 2 / email 2 of 2)*

3.3.2. The Bid Guarantee shall be sent by email to the email address specified in paragraph 2.5 above. This email should clearly reference the company name and IFB number.

3.3.3. The individual electronic files sent by email shall have the following names:

3.3.3.1. Volume I:

- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume I – Bid Administration

3.3.3.2. Volume II:

- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume II – Price

3.3.3.3. Volume III:

- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume III – Technical, Part 1 – Section 1: Engineering, including Table of Content, Executive summary and Traceability Matrix
- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume III – Technical, Part 2 – Section 2: Management, including Table of Content, Executive summary and Traceability Matrix
- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume III – Technical, Part 3 – Section 3: Supportability, including Table of Content, Executive summary and Traceability Matrix
- IFB-CO-15575-BMD Official Bid for *Company Name*, Volume III – Technical, Part 4 – Transition-in Period, including Table of Content, Executive summary and Traceability Matrix

3.3.4. Detailed requirements for the structure and content of each of these volumes are contained in these Bidding Instructions.

3.4. Volume 1 – Bid Administration Package

3.4.1. Contents: One ZIP file submitted by email, containing one PDF file comprised of all of the required documentation stated in paragraphs

- 3.4.4.1 through 3.4.4.157 below; and one copy of the Bid Guarantee submitted directly to the Purchaser Treasury office.
- 3.4.2. As explained in section 2.11, the Bid Guarantee shall be sent directly to the Purchaser Treasury. Additionally, a copy of the Bid Guarantee shall be included in this volume. Bidders are reminded that the Bid Guarantee shall reflect any extensions to the Bid Validity Date due to extensions in the Bid Closing Date.
- 3.4.3. If the Bid Guarantee is sent to the Purchaser directly from the Bidder's bank, a letter, in lieu of the actual Guarantee, shall be included specifying the details of the transmittal. Bidders are reminded that the Bid Guarantee shall reflect any extensions to the Bid Validity Date due to extensions in the Bid Closing Date.
- 3.4.4. No indication disclosing or contributing to disclose the Bid Price shall be made part of the Bid Administration Package. Failure to abide to this prescription may result in the bid being declared non-compliant. The Package shall include the Certificates set forth in Annexes to these Bidding Instructions, signed in the original by an authorised representative of the Bidder. The text of the certificates must not be altered in any way. The Certificates are as follows:
- 3.4.4.1. Annex B-1 (Certificate of Legal Name of Bidder)
- 3.4.4.2. Annex B-2 (Acknowledgement of Receipt of IFB Amendments)
- 3.4.4.3. Annex B-3 (Certificate of Independent Determination)
- 3.4.4.4. Annex B-4 (Certificate of Bid Validity)
- 3.4.4.5. Annex B-5 (Certificate of Exclusion of Taxes, Duties and Charges)
- 3.4.4.6. Annex B-6 (Comprehension and Acceptance of Contract Special and General Provisions)
- 3.4.4.7. Annex B-7 (Disclosure of Requirements for NCIA Execution of Supplemental Agreements) with the prospective text of such Agreements, as applicable.
- 3.4.4.8. Annex B-8 (Certificate of Compliance AQAP or ISO 9001:2015 or Equivalent) with a copy of the relevant quality certification attached to it.
- 3.4.4.9. Annex B-9 (List of Prospective SubContractors)
- 3.4.4.10. Annex B-10 (Bidder Background IPR)
- 3.4.4.11. Annex B-11 (List of SubContractor IPR)

- 3.4.4.12. Annex B-12 (List of Third Party IPR) and associated copies of license agreements for each Third Party
- 3.4.4.13. Annex B-13 (Certificate of Origin of Equipment, Services, and Intellectual Property)
- 3.4.4.14. Annex B-14 (List of Proposed Key Personnel)
- 3.4.4.15. Annex B-15 (Price Ceiling)
- 3.4.4.16. Annex B-16 Supply Chain Security Self-Attestation Statement
- 3.4.4.17. Annex B-16.bis Vendor Specific Requirements for Supply Chain Security
- 3.4.4.18. Annex B-17 Disclosure of Involvement of Former NCI Agency Employment
- 3.4.4.19. Annex B-17.Bis NCI Agency AD. 05.00, Code of Conduct: Post Employment Measures
- 3.4.4.20. An Organizational Conflict Of Interest Avoidance Plan, as described below.
 - 3.4.4.20.1. Following Contract award, the Bidders team may be required to access NATO sensitive documents and provides input to overall BMD related requirements. The Bidder shall maintain technical and programmatic objectivity in the implementation of this effort, especially as it relates to other acquisition opportunities.
 - 3.4.4.20.2. It is therefore required for Bidders to submit as part of the Administrative Package an OCI (Organizational Conflict of Interest) Avoidance Plan that demonstrates how the Bidder prevents a future OCI in a situation where one of the companies of the Bidders team decides to pursue a NCI Agency development contract which includes BMD scope and where he had access to nonpublic information as part of its performance of a contract, which may provide the Bidder (or an affiliate) with an unfair competitive advantage in current or future procurements. The purpose of this OCI Avoidance Plan is to avoid, neutralize, or mitigate potential OCI issues that could result from the actions of individuals working under this contract and it shall define the restrictions imposed upon personnel and industry in order to avoid an OCI which could otherwise exclude industry from competing on future NCI Agency opportunities.
 - 3.4.4.20.3. The submitted OCI Avoidance Plan shall describe the responsibilities and procedures that will be used by Bidder to identify and avoid or mitigate potential OCIs that may arise as a result of Bidder employees, subcontractors, and/or consultants providing support under this

Contract. It shall provide the overall framework and approach for addressing conflicts, disclosure requirements, and avoidance of specific conflicts of interest. The objectives of this Plan are to ensure that neither Bidder nor its Subcontractors working on this Contract confer any unfair competitive advantage to the Bidder or its subcontractors, respectively.

- 3.4.4.20.4. The Plan shall describe how team members, at Contract award, shall handle sensitive information, be firewalled (or through other avoidance techniques) from their home company and prohibited from working on proposals for which they accessed NATO competition sensitive data. Bidder teammates shall disclose relevant data in future procurement actions initiated by the NCI Agency/NATO to which the successful Bidder of this IFB or teammates takes part as a bidder. The Plan shall also include regular training/updates of the OCI Avoidance Plan to all Bidder staff on the project.
- 3.4.4.20.5. The requirements of this Plan shall apply to the Bidder, its employees, as well as its Subcontractors who perform work on site at NCI Agency The Hague and at any tier supporting the Contract at Bidder or Subcontractor location(s).
- 3.4.4.20.6. Each Company, as well as each individual employee of such Company performing work under the Contract, has responsibility for the protection of proprietary and competition sensitive information as defined in Clause 24 of the Prospective Contract Special Provisions.
- 3.4.4.20.7. All Subcontractors shall be bound to the requirements of the submitted Plan or the Bidder shall require a separate OCI Avoidance Plan from any of its Subcontractors. In any case, the Bidder is responsible and manages the OCI requirements of his Plan for all its Subcontractors.
- 3.4.4.20.8. The Bidder shall note that a Personal NDA is provided as an Attachment to the Prospective Contract Special Provisions and places nondisclosure obligations on the employee, subcontractor, or consultant, at the individual level, and serves as a formal legal acknowledgment of such obligations. Any Contractor or teammate personnel not supporting the Contract will be denied access to Information as defined in Clause 24.8.2 of the Prospective Contract Special Provisions, that is not publicly released by NATO. In addition, upon completion or termination/removal from the Contract each employee, subcontractor, and consultant will sign a debrief form (Attachment to the Prospective Contract Special Provisions) acknowledging that they understand their obligations concerning the protection of information and other obligations under this Plan.

3.5. Volume 2 - Price Quotation**3.5.1. Introduction**

3.5.1.1. The authorized scope for this project and consequently that of any Contract resulting from this IFB is that encompassed by the requirements illustrated in Contract CLINs 1 through 16.

3.5.1.2. Optional CLINs are subject to express authorization to be provided by the relevant NATO authorities. Therefore at the time of the signature of any Contract resulting from this IFB, no obligation for the parties will arise with respect to the performance and/or payments associated with tasks and deliverables which are made part of CLINs 6 to 13 and CLIN 16. The obligation of the parties with respect to the scope of these CLINs are subject to the authorization by the relevant authorities and the unilateral express exercise of the Options by the Purchaser.

3.5.2. Bidders should note Clause 11 of the Prospective Contract Special Provisions where a potential Performance Incentive can be earned for a maximum of 5% the Total Contract price for the total Contract duration. This Performance Incentive is however subject to prior authorization of NATO authorities, expected by the end of 2020. If no approval is granted, this Clause will be removed before Contract Award.

3.5.3. Package Contents

3.5.4. Contents: One ZIP file submitted by email, containing the completed Bidding Sheets provided with this IFB under Book I - 0 "Bidding Sheets" and, in annex, the complete set of sheets contained in the electronic file "IFB-CO-15575-BMD - Bidding instructions – Bidding sheets.xls" submitted as part of this IFB.

3.5.4.1.1. The documentation stated in paragraph 3.4.4.1 above must be submitted in one (1) version in **Excel**, and one (1) **electronically signed PDF** conversion of the Excel file.

3.5.4.1.2. Pricing Prescriptions

3.5.4.2. Annex A-2 to the present Book I illustrate the price bid requirements associated with the compilation of the Bidding Sheets. All prescriptions illustrated therein are to be regarded as mandatory. Failure to abide to such prescriptions may lead to the bid being declared non-compliant.

- 3.5.4.3. Bidders shall prepare their Price Quotation by completing the Bidding Sheets referred in paragraph 3.5.4 above, in strict compliance with the prescriptions of specified in Annex A-1 (Instructions for Bidding Sheets preparation). Such documentation constitutes an integral part of this IFB and prescriptions contained therein shall be referred to for the purpose of the evaluation set forth in paragraph 4.5.5.

3.6. Volume 3 - Technical Proposal Package

3.6.1. Executive Summary

- 3.6.1.1. Bidders shall provide an overview of the salient features of their technical proposal in the form of an executive summary.

- 3.6.1.2. This summary shall provide a general description of the major points contained in each of the required sections of the technical proposal and shall demonstrate the depth of the Bidder's understanding of the project, implementation environment and the problems and risks of project implementation. The Bidder shall highlight the strengths which it and its team bring to the project in terms of minimising the problems and reducing the risks, and the key points of the technical approach and solution that he believes deserves recognition under a Best Value evaluation scheme. This summary shall not exceed 10 pages.

3.6.2. Table of Contents

- 3.6.2.1. Bidders shall compile a detailed Table of Contents which lists not only the section headings but also the major sub-sections, and topic headings required set forth in these Instructions or implicit in the organisation of the Technical Proposal.

3.6.2.2. Technical Proposal Cross Reference – Traceability Matrix

For the preparation of the Technical Proposal that describes how the respective requirements will be met, the Bidder shall include a completed Technical Proposal Cross Reference – Traceability Matrix. The Bidder shall hereby confirm that it accepts and will perform the requirements described in the Statement of Work by completing and submitting the Cross Reference – Traceability Matrix as detailed in Annex G. The Bidder shall complete Column four (4) – Bid Reference – of the Table, citing the appropriate section of the Technical Proposal that corresponds to each row of the Matrix.

The completed Matrix serves as an index for the Purchaser's Technical Evaluation and also as an aid-memoire to the Bidder to ensure that all the required information has been provided in the submitted Technical Proposal

- 3.6.2.3. The following documents shall be part of the Technical Proposal package:
- Proposed Update to the Programme Master Test Plan (PMTP)
 - Proposed Update to the ITB Service Delivery Plan (SDP)
 - Proposed Update to the Integrated Logistics Support Plan (ILS Plan)
 - Sample of Training Materials
 - Draft Observation and Issue Management Plan (OIMP)
 - Draft Contractor Project Management Plan (CPMP)
 - Draft Project Work Breakdown Structure (PWBS)
 - Draft Project Master Schedule (PMS)
 - Draft Configuration Management Plan (CMP)
 - Draft Quality Assurance Plan (QAP)
 - Transition-In Plan (TiP)
 - Bidder Qualifications
 - Individual Qualifications and Experience
 - Basis of Estimate (unpriced version of Bidding Sheets)
- 3.6.3. Proposed Update to the PMTP
- 3.6.3.1. The Bidder has been provided with the existing PMTP, to update and maintain as described in section 5.2 of the SOW.
- 3.6.3.2. The bidder shall provide a proposal for how the PMTP should be updated, to reflect the bidder's intended method of test planning, and to align with:
- the Programme Verification Strategy (Reference H of the SOW),
 - the Verification Cross Reference Index (VCRI) and Matrix (VCRM) Point Paper (Reference PP of the SOW),
 - and the BMD Tranche-Based Capability Delivery Methodology Guide (Reference I of the SOW);
- 3.6.3.3. The proposed updates may be provided in any appropriate format (commented changes on existing PMTP, dedicated file in Word, Excel, pdf etc.).
- 3.6.4. Proposed Update to the ITB SDP

- 3.6.4.1. The Bidder has been provided with the existing ITB Service Delivery Plan, to update and maintain as described in section 5.4.1.2 of the SOW.
- 3.6.4.2. The bidder shall provide a proposal for how the ITB SDP should be updated, specifically to align with the proposed updates to the PMTP.
- 3.6.4.3. The proposed updates may be provided in any appropriate format (commented changes on existing SDP, dedicated file in Word, Excel, pdf etc.).
- 3.6.5. Proposed Update to the ILS Plan
 - 3.6.5.1. The Bidder has been provided with the existing Integrated Logistics Support Plan, to update and maintain as described in section 5.4.2.1 of the SOW.
 - 3.6.5.2. The bidder shall provide a proposal for how the ILSP should be updated, specifically to align with the proposed updates to the ITB SDP.
 - 3.6.5.3. The proposed updates may be provided in any appropriate format (commented changes on existing ILSP, dedicated file in Word, Excel, pdf etc.).
- 3.6.6. Sample of Training Materials
 - 3.6.6.1. In order to demonstrate Bidder's capability to support ITB training as described under SOW section 5.4.3.6, the Bidder shall provide sample training materials from other courses it has developed.
 - 3.6.6.2. The Bidder shall identify at least two such courses it has developed and delivered within the last three years.
- 3.6.7. Draft OIMP
 - 3.6.7.1. The Bidder shall provide a draft OIMP in accordance with the requirements for the OIMP as described in section 5.5 of the SOW.
 - 3.6.7.2. The draft shall include a description of the overall understanding of the requirements, the anticipated methodology and relevant stakeholders, tool use and metrics applied to accomplishing and monitor the tasks.
 - 3.6.7.3. The draft shall also include in the form of annexes or referenced files proposed examples of the requested reports in section 5.5.1, 5.5.2 and 5.5.3 of the SOW. The examples shall clearly and accurately identify how the reports can be tailored to the needs of stakeholders and Tranche gates and what KPIs are recommended (these examples will not be part of the final OIMP to be maintained during contract execution).
- 3.6.8. Draft CPMP

- 3.6.8.1. The Bidder shall provide a draft CPMP in accordance with the requirements for the CPMP as described in section 3.6.3 of the SOW.
- 3.6.8.2. The draft CPMP contains project management planning information so as to constitute a consistent and complete document that effectively permits the Purchaser to be able to assess the Bidder plans. The draft CPMP provides the Purchaser with insight into the Bidder's plans, capabilities, and ability to satisfactorily implement the entire project in conformance with the requirements as specified in the SOW.
- 3.6.8.3. The draft CPMP shall clearly and accurately identify project scope, including major products and deliverables, assumptions and constraints.
- 3.6.8.4. The draft CPMP shall identify the Contractor's organisation with regards to all major Contractor units and any Sub-Contractors involved in meeting the requirements of the Contract, and the portion of the overall effort or deliverable item for which they are responsible.
- 3.6.8.5. The draft CPMP shall identify the organisation for the proposed Project Team that describes all the required roles of the team and reflects clear lines of responsibility, authority, and reporting to conduct and support the management and administration of operations.
- 3.6.8.6. The draft CPMP shall describe the Project management methodology and processes, including the phases of the project and their staffing, the project control mechanisms, risk and issue management and information management.
- 3.6.8.7. The Draft CPMP shall describe the relationship between the CPMP and subordinate plans such as Configuration Management Plan (CMP), Service Delivery Plan (SDP), Integrated Logistic Support Plan (ILSP), Quality Assurance Plan (QAP), Programme Master Test Plan (PMTP) and System Engineering Master Plan (SEMP).
- 3.6.8.8. The draft CPMP identifies any national export control regulations applicable to the scope of work, and describes processes to identify and implement agreements to have in place to ensure compliance with these regulations. Moreover, the Bidder shall describe how the Bidder intends to take over the management of the export control information from the incumbent Contractor and other Contractors with whom the Bidder has to interact in view of meeting the requirements of the prospective Contract.
- 3.6.9. Draft PWBS
- 3.6.9.1. The Bidder shall provide a draft PWBS in accordance with the requirements for the PWBS as described in section 3.6.4 of the SOW.

- 3.6.9.2. The PWBS shall define the major work packages and the relationship between the work packages, the associated CLINs and subCLINs, and the end products. In particular, the work packages shall clearly describe and illustrate work items proposed to satisfy the requirements of delivering the BMD Capability through Tranches identified in the SOW until 2029.
- 3.6.9.3. The PWBS shall distinguish activities per the main sections (3 to 6) of the SOW (Management, Systems Engineering Augmentation, Integration, Testing and Transition of the NATO BMC3I Systems to Operation and the Transition periods at the start and end of the project).
- 3.6.10. Draft PMS
- 3.6.10.1. The Bidder shall provide a draft PMS in accordance with the requirements for the PMS as described in section 3.6.5 of the SOW.
- 3.6.10.2. The draft PMS shall identify the major events and milestones per the sections 3 to 6 of the SOW (Management, Systems Engineering Augmentation, Integration, Testing and Transition of the NATO BMC3I Systems to Operation and the Transition periods at the start and end of the project).
- 3.6.10.3. The PMS shall correlate with the PWBS and depict the sequence, duration, and relationship among WPs of the PWBS, including QA and CM events.
- 3.6.10.4. The PMS shall identify the start and finish dates, duration, predecessors, successors, and resource requirements for each work item.
- 3.6.11. Draft CMP
- 3.6.11.1. The Bidder shall provide a draft CMP as described in section 3.6.8 of the SOW.
- 3.6.12. Draft QAP
- 3.6.12.1. The Bidder shall provide a draft Quality Assurance (QA) Plan, as defined in section 3.6.7.3 of the SOW, describing Bidder QA processes to ensure control of the quality of the deliverables and services.
- 3.6.12.2. Draft QAP shall include a contract specific description of the Contractor's structure and identify those responsible for ensuring that the required activities are carried out.
- 3.6.12.3. Draft QAP shall describe the quality activities related to:
- planning process for the SE&I Contract product/service realization,

- identification, management, traceability, review and validation of requirements,
- design and development of products (in accordance with BMD Engineering Lifecycle approach described in SOW section 1.3).
- gate (milestone) reviews,
- identification and control of non-conforming products,
- continual improvement and corrective actions,
- internal audits.

3.6.13. Transition-In Plan

3.6.13.1. The Bidder shall describe into a Transition-in Plan (TiP) the detailed activities to be managed during the transition-in period in accordance with section 6 of the SOW and illustrate how these activities contribute to and guarantee a proper knowledge transfer.

3.6.13.2. The TiP shall provide a detailed and realistic schedule that will be implemented at the beginning of the Contract.

3.6.14. Bidder Qualifications

3.6.14.1. Corporate Experience

3.6.14.1.1. The Bidder shall detail his experience in the execution of similar SOW activities with particular emphasis on recent experience in developing, integrating, verifying and transitioning systems and any subsequent in-service support, to meet military or government requirements.

3.6.14.1.2. The Bidder shall describe the Bidder's expertise and experience in the delivery of system support and maintenance of a level equivalent to that required for the sustainment of the ITB. This shall include experience in system support and maintenance (infrastructure and service support processes) and warranty support and repair-and-replacement service for information systems.

3.6.14.1.3. The Bidder shall describe the Bidder's expertise and experience in Ballistic Missile Defense area.

3.6.14.1.4. The Bidder shall provide a description of the performed work and responsibilities as well as:

- a list with the systems
- the purchaser(s) of these systems
- the user(s) of these systems

- 3.6.14.1.5. The Bidder shall provide the same information required above for all SubContractors. The Subcontractors must demonstrate the same level of experience applicable to each of the critical activities for which they are proposed to deliver.
- 3.6.14.2. Corporate Capabilities
 - 3.6.14.2.1. The Bidder shall describe the corporate structure of the Contractor and the administration of the prospective Project within the overall corporate structure.
 - 3.6.14.2.2. The Bidder shall indicate the chain of authority within the Contractor's organisation from the Project Manager to the Chief Executive Officer.
 - 3.6.14.2.3. The Bidder shall describe the corporate resources which are available to support the Project which are resident in the organisation of the Contractor but not directly under the authority of the Project Manager.
 - 3.6.14.2.4. The Bidder shall describe the process by which the Project Manager may have access to these "in-house" corporate resources and what level of authority is required in the Corporation hierarchy to secure the needed resources.
 - 3.6.14.2.5. The Bidder shall describe how any export control limitation will be managed in this Contract including all subContractors.
- 3.6.15. Individual Qualifications and Experience
 - 3.6.15.1. The Bidder shall provide the composition of the teams for each of the main sections of the SOW (Management, Systems Engineering Augmentation, Integration, Testing and Transition of the NATO BMC3I Systems to Operation and the Transition periods at the start and end of the project).
 - 3.6.15.2. The Bidder shall provide the resumes of the individuals designated as Key Personnel in Annex B-14, and provide the details of each labour category involved in the execution of the work.
 - 3.6.15.3. The resumes shall meet or exceed the experience and educational criteria stated in the SOW and demonstrate that they have the expected knowledge, capability and experience to meet the requirements of this Contract. The Bidder shall use the form provided in Annex F, and shall note that names shall not be indicated on the form.
 - 3.6.15.4. Resumes are not required for non-key personnel, however the Bidder shall demonstrate the required qualifications and experience commensurate with the description provided in SOW section 8.4.

- 3.6.15.5. The Bidder shall provide a traceability matrix between the Individual qualifications and experience and the requirements expressed in the SOW.
- 3.6.16. Basis of Estimate (unpriced)
- 3.6.16.1. The Bidder shall provide a Basis of Estimate (BOE) for each of the separately priced CLINs identified under the CLIN Summary. The BOE submitted shall be an **unpriced** version of the bidding sheets, and shall be consistent with the resources identified under the PWBS and PMS. The BOE shall not include unit labour rates, price totals, nor shall the pricing of other activities and the materials required under each item be priced. The purpose of the BOE is to enable the Purchaser to accurately validate the Technical Proposal —outside the price evaluation process— in terms of the proposed level of effort, labour mix, materials and other direct cost items proposed for each CLIN.
- 3.6.17. The Technical Proposal package shall not exceed 500 pages excluding the following items:
- Executive summary
 - Table of contents
 - Draft Project Master Schedule (PMS)
 - Draft Project Work Breakdown Structure (PWBS)
 - Sample of Training Materials
 - Individual Qualifications and Experience
 - Basis of Estimate (unpriced)
- 3.6.18. “Arial” fonts in size 12 shall be used for normal text, and “Arial Narrow” fonts not smaller than size 10 for tables and graphics.

SECTION 4. BID EVALUATION AND CONTRACT AWARD

4.1. General

- 4.1.1. The evaluation of Bids will be made by the Purchaser solely on the basis of the requirements specified in this Invitation for Bid.
- 4.1.2. All bids will be evaluated solely using the formula, evaluation criteria and factors contained herein. Technical Proposals will be evaluated strictly against the technical criteria and not against other Technical Proposals submitted.
- 4.1.3. The evaluation of bids and the determination as to the Best Value Score will be based only on that information provided by the Bidder and contained in his Bid. The Purchaser shall not be responsible for locating or securing any information that is not clearly and unequivocally provided and identified in the Bid.
- 4.1.4. The Bidder shall furnish with his Bid all information requested by the Purchaser in SECTION 3 of this Book I. Significant omissions and/or cursory submissions will result in a reduced Best Value Score and may result in a determination of non-compliance without recourse to further clarification. The information provided by the Bidder in its proposal shall be to a level of detail necessary for the Purchaser to fully comprehend exactly what the Bidder proposes to furnish as well as his approach and methodologies.
- 4.1.5. During the evaluation, the Purchaser may request clarification of the Bid from the Bidder and the Bidder shall provide sufficient detailed information in connection with such requests as to permit the Purchaser to make a final assessment of the bid based upon the facts. The purpose of such clarifications will be to resolve ambiguities in the bid and to permit the Bidder to state his intentions regarding certain statements contained therein. The purpose of the clarification stage is not to elicit additional information from the Bidder that was not contained in the original submission or to allow the Bidder to supplement cursory answers or omitted aspects of the Bid. The Bidder is not permitted any cardinal alteration of the Bid regarding technical matters and shall not make any change to his price quotation at any time.
- 4.1.6. The Purchaser reserves the right, during the evaluation and selection process, to verify any statements made concerning experience, facilities, or existing designs or materials by making a physical inspection of the Bidder's facilities and capital assets. This includes the right to validate, by physical inspection, the facilities and assets of proposed Subcontractors.

- 4.1.7. The evaluation will be conducted in accordance with NATO Infrastructure Bidding Procedures as set forth in the document, and the Best Value evaluation procedures set forth in AC/4-D/2261-ADD2 (1996 Edition), AC/4-D(2008)0002-REV1 and AC/4-D(2008)0002- REV2, "Procedures and Practices for Conducting NSIP International Competitive Bidding Using Best Value Methodology". The bid evaluation methodology to be followed, including the top-level evaluation criteria and their weighting factors, were agreed by the NATO Infrastructure Committee.

4.2. Best Value Award Approach and Bid Evaluation Factors

- 4.2.1. Subject to final authorization to be granted by the relevant NATO authorities, the Contract resulting from this IFB will be awarded to the Bidder whose conforming offer provides the Best Value to NATO, as evaluated by the Purchaser in pursuant with the requirements of this IFB and in accordance with the evaluation method specified in this SECTION 4.

- 4.2.2. The overall Best Value (BV) score for each compliant Bidder will be derived using the calculated values for weighted Technical Quality Score (Tw) and weighted Price Score (Pw) as:

$$\text{Best Value Score} = Tw + Pw$$

- 4.2.3. The maximum possible Best Value Score is 100; the minimum possible is zero. The Bid with the highest Best Value Score will be recommended to be the Apparent Successful Bidder.

- 4.2.4. Evaluation Criteria.

- 4.2.4.1. The ratio of the importance of Technical Factors to Price for the evaluation of bids is 60% Technical and 40% Price.

- 4.2.4.2. Weighted Price Score (Pw)

- 4.2.4.2.1. The weighted Price Score (Pw) is evaluated by the following formula:

$$Pw = 100 \times [1 - (\text{Price of the Bid} / (2 \times \text{Average Price of all bids}))] \times 0.4$$

where 0.4 is the weighted Price factor (40%).

- 4.2.4.3. Weighted Technical Quality Score (Tw)

- 4.2.4.3.1. The weighted Technical Quality Score (Tw) of the bid will be determined by evaluating and scoring three different areas of submission: Engineering (%E = 25%), Supportability (%S = 25%) and Management (%M = 10%) in accordance with the prescriptions of the paragraphs below.

4.2.4.3.2. The weighted Technical Score is evaluated by the following formula:

$$Tw = 60 \times (0.415 \times E + 0.415 \times S + 0.17 \times M) = 25 \times E + 25 \times S + 10 \times M$$

4.2.4.3.3. Engineering (E) criteria

4.2.4.3.3.1 25% weight, based on the following sub-criteria which appear in descending order of importance:

4.2.4.3.3.2 Qualifications and experience of proposed personnel for the Engineering Lead, Senior System Architect and two Senior System Engineers referenced in SOW section 8.3.

4.2.4.3.3.3 Realistic Manpower and Effort Assessment for the activities related to Integration, Testing and Transition of NATO BMC3I Systems to Operation as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS.

4.2.4.3.3.4 Understanding of Validation, Verification & Service Transition as provided by the Bidder in the draft PWBS, the draft PMS and the proposed update to the PMTP.

4.2.4.3.3.5 Understanding and application of toolset usage as provided by the Bidder in the draft OIMP, the draft PWBS, the draft PMS, and the proposed update to the PMTP.

4.2.4.3.4. Supportability (S) criteria

4.2.4.3.4.1 25% weight, based on the following sub-criteria which are listed in descending order of importance:

4.2.4.3.4.2 Demonstrated Ability to operate a Test Bed and integrate remote and local systems as provided by the Bidder in the proposed update to the ITB Service Delivery Plan (SDP) and the proposed update to the Integrated Logistics Support Plan (ILS Plan).

4.2.4.3.4.3 Qualifications and experience of proposed personnel for ITB Lab Manager and V&V Issue Manager as per SOW section 8.3.

4.2.4.3.4.4 Realistic Manpower and Effort Assessment for the operation and support of the ITB as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS.

4.2.4.3.4.5 Suitability of the Issue & Observation Management approach as described by the Bidder in the draft OIMP.

4.2.4.3.4.6 Quality of the engineering approach of the proposed update to the Programme Master Test Plan as provided by the Bidder.

- 4.2.4.3.4.7 Quality of the approach related to the ITB lab maintenance as provided by the Bidder in the proposed update to the ITB Service Delivery Plan (SDP) and the proposed update to the Integrated Logistics Support Plan (ILS Plan).
- 4.2.4.3.4.8 Quality of the legibility and understandability of the example training materials as provided by the Bidder (noting that the examples provided may not necessarily be related to the ITB).
- 4.2.4.3.5. Management (M) criteria
 - 4.2.4.3.5.1 10% weight, based on the following sub-criteria which are listed in descending order of importance:
 - 4.2.4.3.5.2 Realistic Manpower and Effort Assessment related to the project management activities and the support to the BMD Programme Management activities (including Quality Assurance and Configuration Management) as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS.
 - 4.2.4.3.5.3 Qualifications and experience of the proposed personnel for the Project Management Team (including Quality Assurance and Configuration Management).
 - 4.2.4.3.5.4 Suitability of the project planning as provided by the Bidder in the draft CPMP, the draft PMS and the draft WBS.
 - 4.2.4.3.5.5 Suitability of Configuration Management, Risk Management, Quality Assurance approaches as provided by the Bidder in the draft CPMP, the draft QAP and the draft CMP.
 - 4.2.4.3.5.6 Bidder Qualifications based on corporate experience (including BMD area) and corporate structure and demonstrated capabilities in effective Subcontractor management, including Export Control management, as provided by the Bidder in the draft CPMP.
- 4.2.5. The scores obtained on these criteria shall be aggregated through the formula specified in paragraph 4.2.2 in order to obtain the overall score of each bid.
- 4.2.6. A weighting scheme for sub-criteria values has been developed by Purchaser staff not associated with the Technical Evaluation. This weighting scheme has been sealed and is not known to any of the Purchaser staff beyond the originator and the Chairman of the Contracts Award Board, who are not evaluators within the framework of this IFB or in any manner or form are made privy of evaluation information throughout the course of the evaluation process. The weighting scheme remains sealed until Step 4 of the evaluation process, described in paragraph 4.6.5.1.

- 4.2.7. Transition-in period evaluation
 - 4.2.7.1. The Transition-in Period will not be evaluated under Best Value but instead evaluated for compliancy only (fail or pass) and is thus not part of the Technical Quality Score.
 - 4.2.7.2. The suitability, completeness and realism of the Transition-in Plan (TiP), the draft PWBS, the draft PMS and the unpriced BOE will be evaluated to ensure the business continuity of the BMD Programme.
 - 4.2.7.3. As a compliancy check, the Contractor shall demonstrate its ability:
 - 4.2.7.3.1. To manage the project activities, including configuration management, quality management, lessons learned and export control regulations;
 - 4.2.7.3.2. To monitor transition period and conduct quality assurance & control activities to verify that they are executed in accordance with plans and processes;
 - 4.2.7.3.3. To support the BMD Programme in term of Risk Management, Configuration Management and Quality Management.
 - 4.2.7.3.4. To update Target and Transition Architectures with their corresponding architecture views, system and interface requirements¹ in accordance with the CM process using the available tools;
 - 4.2.7.3.5. To execute impact assessments of changes at Architecture, requirements or interface level and provide recommendations for implementation;
 - 4.2.7.3.6. To verify status of the architecture in the VCRI/VCRM;
 - 4.2.7.3.7. To use the ITB Open Framework Services;
 - 4.2.7.3.8. To set up distributed test architecture;
 - 4.2.7.3.9. To connect National Representations to the ITB;
 - 4.2.7.3.10. To develop test plans and test cases;
 - 4.2.7.3.11. To prepare and conduct verification test events;
 - 4.2.7.3.12. To conduct the existing Observation and Issue Management process;
 - 4.2.7.3.13. To use Data Warehouse and Observation and Issue Data Base.

¹ This is captured in the Architecture Definition Document (ADD), Architecture Requirement Specifications (ARS) per implementation project and the Interface Description Document (IDD) and the corresponding Interface Control Documents (ICD)”

4.3. Evaluation Procedure

4.3.1. The evaluation will be done in a 4 steps process, as described below:

4.3.1.1. Step 1: Administrative Compliance

4.3.1.1.1. Bids received will be reviewed for compliance with the mandatory Administrative requirements specified in paragraph 4.4. Bids not meeting all of the mandatory requirements shall be determined to be non-compliant and not further considered for award.

4.3.1.2. Step 2: Technical Evaluation

4.3.1.2.1. All bids having successfully passed Step 1 will have their Technical Proposal Packages evaluated for responsiveness against predetermined top-level criteria and identified sub-criteria (see paragraph 4.2.4 above), and scored accordingly. This evaluation will result in “raw” or unweighted technical scores against the criteria.

4.3.1.2.2. The pre-determined weighting factors will be applied to the scores for the top-level factors.

4.3.1.2.3. Bidders are advised that any Bid whose Technical Proposal receives a composite score of less than 20% of the maximum score possible in any of the sub-criteria listed under paragraph 4.2.4 may be determined by the Purchaser to be non-compliant and not further considered for award.

4.3.1.2.4. The Transition-in Period will not be evaluated under Best Value but instead evaluated for compliancy only (fail or pass). Bids not meeting all of the mandatory requirements shall be determined to be non-compliant and not further considered for award.

4.3.1.3. Step 3: Price Evaluation

4.3.1.3.1. The Price Quotations of all bids remaining after Step 2 will be opened, evaluated and scored in accordance with paragraph 4.5.5.

4.3.1.4. Step 4: Determination of Best Value Bid

4.3.1.4.1. Upon completion of the Price Evaluation, the Best Value Bid will be determined in accordance with paragraph 4.6.5.1 hereafter.

4.4. Evaluation Step 1 - Administrative Compliance

4.4.1. Bids will be reviewed for compliance with the formal requirements for Bid submission as stated in this IFB and the content of the Administrative Documentation Package. The evaluation of the Administrative Documentation Package will be made on its completeness, conformity and compliance to the requested information. This evaluation will not be

scored in accordance with Best Value procedures but is made to determine if a bid complies with the requirements of the Bidding Instructions and Prospective Contract. Specifically, the following requirements shall be verified:

- 4.4.1.1. The Bid was received by the Bid Closing Date and Time,
- 4.4.1.2. The Bid is marked properly.
- 4.4.1.3. The Bid Administration Package shall include the Bid Guarantee required by paragraph 2.11 of the Bidding Instructions. If the Bid Guarantee is sent to the Purchaser directly from the Bidder's bank, a letter, in lieu of the actual Guarantee, shall be included specifying the details of the transmittal.
- 4.4.1.4. The Bid Guarantee shall be sent by email to the email address specified in paragraph 2.5 above. This email should clearly reference the company name and IFB number.
- 4.4.1.5. The Bid Administration Package contains the documentation listed in paragraph 3.4 above and complies with the formal requirements established in paragraph 3.1 above.
- 4.4.1.6. The Bidder has not taken exception to the Terms and Conditions of the Prospective Contract or has not qualified or otherwise conditioned his offer on a modification or alteration of the Terms and Conditions or the language of the Statement of Work.
- 4.4.1.7. **Receipt of an unreadable electronic bid.** If a bid received at the Purchaser's facility by electronic data interchange is unreadable to the degree that conformance to the essential requirements of the solicitation cannot be ascertained, the Contracting Officer shall immediately notify the Bidder that the bid will be rejected unless the Bidder provides clear and convincing evidence:
 - 4.4.1.7.1. Of the content of the bid as originally submitted; and,
 - 4.4.1.7.2. That the unreadable condition of the bid was caused by Purchaser software or hardware error, malfunction, or other Purchaser mishandling.
- 4.4.1.8. The Bidder disclosed Background and Third Party Intellectual Property and the terms of release or usage of these do not conflict with the stipulations of Clause 22 of the Prospective Contract Special Provisions and Clause 30 of the Prospective Contract General Provisions or any other term or condition of the Prospective Contract.

- 4.4.1.9. The Bidder certified through the Certificate of Price Ceiling in Annex B-15 that the total price offered in the price quotation for CLINs 1 to 15, or its conversion in EURO utilising for the purpose of price comparison the average of the official buying and selling rate(s) of the European Central Bank at close of business on the last working day preceding the signature of the subject certificate, does not exceed the price ceiling as described in paragraph 4.6.1.2, of Book I. The Bidder shall not change the price offered in the bid by submitting this subject certificate. The Bidder shall only provide the certificate to confirm it does not exceed the price ceiling specified in paragraph 4.6.1.2. For quotation submitted in other than EURO currency, it is the Bidder's responsibility to confirm that the certificate provided in the Bid remains valid in the following case:
- 4.4.1.9.1. When the reference exchange rate used by the Purchaser for Price evaluation purposes as described in 4.6.3.1² has been subject to a fluctuation compared to the exchange rate indicated in the Certificate of Price Ceiling in Annex B-15 and
- 4.4.1.9.2. It has an impact on the converted offered price compared to the Price Ceiling.
- 4.4.1.10. Evaluation of Organizational Conflict of Interest (OCI) Avoidance Plan
- 4.4.1.10.1. Should the Purchaser deem that the Bidder's OCI Avoidance Plan adequately addresses the concerns relevant to this conflict of interest as described in , it will make such plan part of any awarded Contract and subject to the stipulation of Clause 24 of the prospective Contract Special Provisions. If not, this could lead to grounds for exclusion or non-compliance of the successful Bidder of this IFB or its subcontractor teammate's bids in current or future NATO procurement actions.
- 4.4.2. Subject to the stipulation of paragraph 4.4.1.1 thru 9, Bids failing to conform to the above requirements may be declared non-compliant and may not undergo through further evaluation. Bids that are determined to be administratively compliant will proceed to Step 2, Technical Evaluation.
- 4.4.3. Notwithstanding paragraph 4.4.2, if it is later discovered in the evaluation of the Technical Proposal or the Price Quotation that the Bidder has taken exception to the Terms and Conditions of the Prospective Contract, or has qualified and/or otherwise conditioned his offer on a modification or alteration of the Terms and Conditions or the language of

² 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 Bid Closing Date.

the Statement of Work, the Bidder may be determined to have submitted a non-compliant bid at the point in time of discovery.

4.5. Evaluation Step 2 - Technical Evaluation

- 4.5.1. The Technical Proposal (except the Transition-in Period, see paragraph 4.5.5) will be evaluated against the criteria and subcriteria set forth in paragraph 4.2 above. For some sub-criteria, there may be additional supporting factors at the next lower level. These lower level factors are not published here but are predetermined and included in the Technical Evaluation Weighting Scheme sealed before Bid Opening. The following paragraphs identify the aspects to be examined in the Technical Proposal evaluation and rating.
- 4.5.2. Engineering
 - 4.5.2.1.1. Proposed Update to the PMTP
 - 4.5.2.1.2. The Purchaser will evaluate the quality and appropriateness of the proposed updates to the PMTP, in particular with regards to the proposed approach and tool use for Verification, Validation & Service Transition and alignment with PVS and tranche-related testing.
 - 4.5.2.1.3. The Purchaser will evaluate the ability to successfully plan and execute test events and analyse test results.
 - 4.5.2.1.4. The Purchaser will evaluate Bidder's understanding of the technical aspects of the integration and tests activities, and the flexibility and innovative aspects of its approach.
 - 4.5.2.1.5. Draft OIMP
 - 4.5.2.1.6. The Purchaser will evaluate the quality and appropriateness of the draft OIMP, in particular with regards to understanding and application of the OIDB.
 - 4.5.2.1.7. Draft PWBS
 - 4.5.2.1.8. The Purchaser will evaluate the completeness and the feasibility of the work packages of the draft PWBS with regards to the verification, validation and transition approach and OIDB related activities, the appropriateness of the work packages description and decomposition.
 - 4.5.2.1.9. Draft PMS
 - 4.5.2.1.10. The Purchaser will evaluate the completeness and the feasibility of the various the verification, validation and transition tasks, events and milestones, in particular with respect to the consistency of tasks duration and sequence.

- 4.5.2.1.11. The draft PMS shall indicate coherent and effective sequencing of tasks and milestones with the tranche delivery milestones.
- 4.5.2.1.12. Individual Qualifications and Experience
- 4.5.2.1.13. The Purchaser will evaluate the Individual Qualifications and Experience based on the expertise and competencies of the proposed personnel for the Engineering Lead, Senior System Architect and two Senior System Engineer positions referenced in SOW section 8.3.
- 4.5.2.1.14. BOE (unpriced)
- 4.5.2.1.15. The Purchaser will evaluate the realism and appropriateness of the BOE with regards to the scope identified under the SOW, in particular Validation, Verification & Service Transition and OIDB related activities. The BOE indicates appropriate and sufficient support for activities and demonstrates that the Bidder has a realistic knowledge of the level of effort and labour mix associated with the different tasks necessary to complete the activities under this Contract.
- 4.5.3. Supportability
 - 4.5.3.1.1. Proposed Update to the PMTP
 - 4.5.3.1.2. The Purchaser will consider the suitability of the methodology and processes for ITB lab test event support, the utility of the proposed support tools and their integration in the global SE approach.
 - 4.5.3.1.3. Draft OIMP
 - 4.5.3.1.4. The Purchaser will evaluate the quality and appropriateness of the draft OIMP, in particular with regards to understanding and application of the BMD Observation and Issue Management Process, the relevant stakeholders, traceability of issues to capability requirements and the quality of the proposed example of reports.
 - 4.5.3.1.5. Draft PWBS
 - 4.5.3.1.6. The Purchaser will evaluate the completeness and the feasibility of the work packages of the draft PWBS with regards to Test Bed operations and maintenance, integration of remote and local systems and Observation and Issue Management, the appropriateness of the associated work packages description and decomposition.
 - 4.5.3.1.7. Draft PMS
 - 4.5.3.1.8. The Purchaser will evaluate the completeness and the feasibility of the Test Bed operations and maintenance, integration of remote and local systems and Observation and Issue Management tasks, events and

milestones, in particular with respect to the consistency of tasks duration and sequence.

- 4.5.3.1.9. Proposed Update to the ITB Service Delivery Plan
- 4.5.3.1.10. The Purchaser will evaluate the effectiveness and completeness of the proposed updates to the ITB Service Delivery Plan.
- 4.5.3.1.11. The Purchaser will evaluate the adequacy of the Bidder's approach, method, and resources proposed to ensure continued availability of the ITB services in accordance with the requested service availability level.
- 4.5.3.1.12. Proposed Update to the Integrated Logistics Support Plan
- 4.5.3.1.13. The Purchaser will evaluate the effectiveness and completeness of the updates to the ILSP.
- 4.5.3.1.14. The Purchaser will evaluate the adequacy of the Bidder's support processes, tools and resources proposed to ensure continued availability of the ITB services. In particular, the proposed updates to the ILSP will be evaluated regarding the effectiveness and feasibility with respect to business continuity and disaster recovery.
- 4.5.3.1.15. Sample of Training Materials
- 4.5.3.1.15.1 The Purchaser will evaluate the quality of the legibility and understandability of the example training materials (noting that the examples provided may not necessarily be related to the BMD Integrated Test Bed).
- 4.5.3.1.16. Individual Qualifications and Experience
- 4.5.3.1.17. The Purchaser will evaluate the Individual Qualifications and Experience based on the expertise and competencies of the proposed personnel for the ITB Lab Manager and V&V Issue Manager positions referenced in SOW section 8.3.
- 4.5.3.1.18. BOE (unpriced)
- 4.5.3.1.19. The Purchaser will evaluate the realism and appropriateness of the BOE with regards to the Test Bed operations and maintenance, integration of remote and local systems and Observation and Issue Management scope identified under the SOW. The BOE indicates appropriate and sufficient support for activities and demonstrates that the Bidder has a realistic knowledge of the level of effort and labour mix associated with the different tasks necessary to complete the activities under this Contract.
- 4.5.4. Management

- 4.5.4.1. Draft CPMP
 - 4.5.4.1.1. The Purchaser will evaluate the quality, adequacy and effectiveness of the draft CPMP with respect to the Bidder's ability to plan and execute the entire project in conformance with the requirements as specified in the SOW.
 - 4.5.4.1.2. The Purchaser will consider the suitability of the project management methodology and processes, in particular regarding Risk Management, Configuration Management and Quality Assurance approaches.
 - 4.5.4.1.3. The Bidder shall demonstrate its ability in terms of subcontractor management, and its understanding of the export control regulations and management.
- 4.5.4.2. Draft PWBS
 - 4.5.4.2.1. The Purchaser will evaluate the completeness and the feasibility of the work packages of the draft PWBS with regards to Management activities (including Quality Assurance and Configuration Management), the appropriateness of the associated work packages decomposition, and the level of understanding of the individual Management work packages description.
- 4.5.4.3. Draft PMS
 - 4.5.4.3.1. The Purchaser will evaluate the completeness and the feasibility of the various Management (including Quality Assurance and Configuration Management) tasks, events and milestones, in particular with respect to the consistency of tasks duration and sequence.
 - 4.5.4.3.2. The draft PMS shall indicate coherent and effective sequencing of Management tasks and milestones.
 - 4.5.4.3.3. The draft PMS shall demonstrate that the Bidder has a realistic knowledge of the level of effort and labour mix associated with the different tasks necessary to complete timely the development and implementation activities under this Contract.
- 4.5.4.4. Draft CMP
 - 4.5.4.4.1. The Purchaser will evaluate the quality and adequacy of the draft CMP regarding overall Project Configuration Management aspect.
- 4.5.4.5. Draft QAP

- 4.5.4.5.1. The Purchaser will evaluate the quality and adequacy of the draft QA plan with respect to its ability to ensure Quality Assurance throughout the period of performance of the Contract.
- 4.5.4.5.2. The draft QAP shall be consistent and in line with other contractual plans (CPMP, CMP, PMTP, etc.) and documents (like PWBS) which are related to assurance of process and product conformance.
- 4.5.4.6. Individual Qualifications and Experience
 - 4.5.4.6.1. The Purchaser will evaluate the Individual Qualifications and Experience based on the completeness and appropriateness of the proposed team members with regards to the Management requirements expressed in the SOW section 8.2.
 - 4.5.4.6.2. The Contractor Management Team shall provide a breadth and depth of expertise in Project Management (PRINCE 2 or similar), Configuration Management and Quality Management.
- 4.5.4.7. BOE (unpriced)
 - 4.5.4.7.1. The Purchaser will evaluate the realism and appropriateness of the BOE with regards to the Management scope identified in section 3 of the SOW.
 - 4.5.4.7.2. The BOE shall indicate appropriate and sufficient support for Management activities, including Configuration Management, Quality Management and risk management.
 - 4.5.4.7.3. The BOE shall demonstrate that the Bidder has a realistic knowledge of the level of effort and labour mix associated with the different tasks necessary to complete the activities under this Contract.
- 4.5.4.8. Bidder Qualifications
 - 4.5.4.8.1. The Purchaser will evaluate the Bidder qualifications based on an assessment of corporate experience and the corporate structure and capabilities with regards to requirements described in the SOW.
 - 4.5.4.8.2. The Bid shall provide evidence of relevant and recent experience of the Bidder in the management and execution of similar procurement.
 - 4.5.4.8.3. The Bid shall provide evidence of relevant experience in BMD area.
 - 4.5.4.8.4. The Bid shall provide evidence of appropriate corporate capabilities of the Bidder, including:
 - 4.5.4.8.4.1 Adequate and appropriate corporate structure to administer the Project and corporate resources available to support the Project;

4.5.4.8.4.2 Adequate and appropriate corporate items/assets, services and expertise available to support the Project;

4.5.4.8.4.3 Relevant and successful experience and expertise in export control.

4.5.5. Transition-in Period Activities

The Transition-in Period will not be evaluated under Best Value but instead evaluated for compliancy only (fail or pass).

4.5.5.1. The Purchaser will evaluate the compliancy for quality, completeness and realism of the TiP with respect to the requirements described in section 6 of the SOW.

4.5.5.2. The Purchaser will evaluate the compliancy for completeness of the work packages and the level of understanding of the individual work packages description of the draft PWBS with regards to Transition-in activities.

4.5.5.3. The Purchaser will evaluate the compliancy for completeness and the realism of the PMS related to the various Transition-in tasks, events and milestones, in particular with respect to the consistency of tasks duration and sequence.

4.5.5.4. The Purchaser will evaluate the compliancy for realism and appropriateness of the unpriced BOE with regards to the Transition-in scope. The BOE shall indicate appropriate and sufficient support for Transition activities as described in section 6 of the SOW. The BOE shall demonstrate that the Bidder has a realistic knowledge of the level of effort and labour mix associated with the different tasks necessary to complete the activities under this Contract.

4.6. Evaluation Step 3 - Price Evaluation

4.6.1. The Bidder's Price Quotation will initially be assessed for compliance against the following criteria:

4.6.1.1. The bid price complies with the requirement relevant to the Bid Ceiling Price set forth in Annex A-2.

4.6.1.2. In particular, the Bidders shall note that the total cumulative amount of the below listed CLINs SHALL NOT exceed € 73,931,321.25:

CLINs 1 to 5, 14 and 15: Basic Contract
CLINs 6 to 13 : Contract Options

CLIN 16 constitutes unevaluated Contract Options and is therefore not part of the Bid Ceiling Price.

- 4.6.1.3. The Price Quotation meets the pricing prescriptions as well as the requirements for preparation and submission of the Price Quotation set forth in the Bid Preparation Section and the Instructions for Preparation of the Bidding Sheets in Annex A-1.
- 4.6.1.4. Detailed pricing information has been provided and is adequate, accurate, traceable, and complete.
- 4.6.1.5. The Price Quotation meets requirements for price realism and balance as described below in paragraph 4.6.5.
- 4.6.2. A bid 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.
- 4.6.3. Basis of Price Comparison
- 4.6.3.1. For quotation submitted in other than EURO currency, for the purposes of price comparison, the Purchaser will proceed as follows: 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 Bid Closing Date. Purchaser's inserted Not to Exceed (NTE) CLIN amounts (pre-set in Euros – See Annex A-1 paragraph 5.3.2) will be added to the converted Bid Price to obtain the Total Bid Price
- 4.6.3.2. The Bid Price to be inserted into the formula specified at paragraph 4.2.4.1 will be the Grand Total of the Schedule of Supplies and Services calculated as follows:
- Total cumulative amount derived from the sum of the Total Prices offered for CLINs 1 to 5, 14 and 15
 - Total cumulative amount derived from the sum of Prices offered for the Total Price of the predetermined optional CLINs 6 to 13
- 4.6.4. Bidding Sheets Accuracy – Order of Precedence
- 4.6.4.1. Bidders are responsible for the accuracy of the price quotation provided. In case of inconsistencies between different parts of the bidding sheets and notwithstanding the possibility for the Purchaser, at its sole discretion, to resort to the clarification procedure described at paragraph 4.1.5, for the purpose of determining the bid price subject to evaluation as per paragraph 4.6.3.2 hence computable in the Best Value bid via the application of the formula at paragraph 4.2.4.1 the following descending order of precedence will be applied:

- 4.6.4.2. - Totals and Grand Total for CLINs 1 through 15 as shown in the Bidding Sheet CLINs Summary Page.
- Calculated Totals and Grand Total of CLINs 1 through 15 deriving from the total indicated on each CLIN Bidding Sheet.
- 4.6.5. Price Balance and Realism
- 4.6.5.1. In those cases in which the prices quoted in relation with this Invitation for Bid appear to be unreasonably low in relation to the performance required under the prospective Contract and/or the level of effort associated with the tasks, the Purchaser will reserve the right to request the Bidder clarifications aimed to demonstrate the rationale for such circumstances.
- 4.6.5.2. Indicators of an unrealistically low Bid may be the following, amongst others:
- 4.6.5.2.1. Labour Costs that, when amortised over the expected or proposed direct labour hours, indicate average labour rates far below those prevailing in the Bidder's locality for the types of labour proposed.
- 4.6.5.2.2. 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.
- 4.6.5.2.3. Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.
- 4.6.5.2.4. Bid price is less than two-thirds of the average of the remaining compliant bids.
- 4.6.5.3. If the Purchaser has reason to suspect that a Bidder has artificially debased its prices in order to secure Contract award, the Purchaser will request clarification of the Bid in this regard and the Bidder shall provide explanation on one of the following bases:
- 4.6.5.3.1. An error was made in the preparation of the price quotation. In such a case, the Bidder 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 Bidder. In such a case, the Bidder shall petition the Purchaser to either remain in the competition and accept the Contract at the offered price, or to withdraw from the competition.
- 4.6.5.3.2. The Bidder has a competitive advantage due to prior experience or industrial/technological processes that demonstrably reduce the costs of Bidder 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.

- 4.6.5.3.3. The Bidder recognises that the submitted price quotation is unrealistically low compared to its cost of performance and, for business reasons, the Bidder is willing to absorb such a loss. Such a statement shall be signed and made by the head of the business unit submitting the Bid and will normally be confirmed at the level of Chief Operating Officer or Chief Executive Officer. In such a case, the Bidder shall estimate the potential loss and show that the financial resources of the Bidder are adequate to withstand such reduction in revenue.
- 4.6.5.4. If a Bidder fails to submit a comprehensive and compelling response on one of the bases above, the Purchaser may determine the Bid submitted as non-compliant. If the Bidder responds on the basis of 4.6.5.3.1 above and requests to withdraw from the competition, the Purchaser may, depending on the nature and gravity of the mistake, allow the Bidder to withdraw.
- 4.6.5.5. If the Purchaser accepts the Bidder's explanation of mistake in paragraph 4.6.5.3.1 and allows the Bidder to accept the Contract at the offered price, or the Purchaser accepts the Bidder's explanation pursuant to paragraph 4.6.5.3.3 above, the Bidder shall agree that the supporting pricing data submitted with his Bid will be incorporated by reference in the resultant Contract. The Bidder 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.
- 4.6.5.6. If the Bidder presents a convincing rationale pursuant to paragraph 4.6.5.3.2 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 Bid may be determined to be non-compliant.
- 4.6.5.7. The Agency reserves the right to request Contractors, or the subcontractor to separately identify each of the direct/indirect costs, advise why each is required, and provide supporting documentation to substantiate each charge, such as: 1) catalogue price lists and any applicable discounts, 2) copies of the subcontractor's orders from others for the same or similar items, including explanations for cost variations, 3) subcontractor's internal cost estimate, or documentation of whatever means the subcontractor used to arrive at the charge.

- 4.6.6. Once the offered prices have been calculated and checked, the formula set forth in paragraph 4.2.4.1 above will be applied to derive the Price Score of each bid.

4.7. Evaluation Step 4 – Calculation of Best Value Scores

- 4.7.1. Upon conclusion and approval of the Price Evaluation results, the pre-determined weighting scheme for the Technical Evaluation will be unsealed and the scores for the Engineering, Management and Supportability factors will be calculated for each compliant bid. Then all partial scores will be fed into the formula stated in paragraph 4.2.2 in order to obtain the Best Value Score of each bid.
- 4.7.2. The highest scored bid will be recommended as the Successful Bid.
- 4.7.3. A statistical tie is deemed to exist when the final scores of the highest scoring bids are within one point of each other. In the unlikely event in which the calculation referred in paragraph 4.7.1 results in a statistical tie, the Purchaser will award the contract to the bid with the highest weighted technical score.

Annex A Bidding Sheets Package

Bidding Sheets

See separate file Book I Annexes

Annex A-1. Instructions for the Preparation of Bidding Sheets

See separate file Book I Annexes

Annex B Prescribed Administrative Forms and Certificates

Annex B-1. Certificate of Legal Name of Bidder

See separate file Book I Annexes

Annex B-2. Acknowledgement of Receipt of IFB Amendments

See separate file Book I Annexes

Annex B-3. Certificate of Independent Determination

See separate file Book I Annexes

Annex B-4. Certificate of Bid Validity

See separate file Book I Annexes

Annex B-5. Certificate of Exclusion of Taxes, Duties and Charges

See separate file Book I Annexes

Annex B-6. Comprehension and Acceptance of Contract Special and General Provisions

See separate file Book I Annexes

Annex B-7. Disclosure of Requirements for NCIA Execution of Supplemental Agreements

See separate file Book I Annexes

Annex B-8. Certificate of Compliance AQAP or ISO 9001:2015 or Equivalent

See separate file Book I Annexes

Annex B-9. List of Prospective SubContractors

See separate file Book I Annexes

Annex B-10. Bidder Background IPR

See separate file Book I Annexes

Annex B-11. List of SubContractor IPR

See separate file Book I Annexes

Annex B-12. List of Third Party IPR

See separate file Book I Annexes

Annex B-13. Certificate of Origin of Equipment, Services, and Intellectual Property

See separate file Book I Annexes

Annex B-14. List of Proposed Key Personnel

See separate file Book I Annexes

Annex B-15. Price Ceiling

See separate file Book I Annexes

Annex B-16. Supply Chain Security Self-Attestation Statement

See separate file Book I Annexes

**Annex B-16.bis Vendor Specific Requirements for
Supply Chain Security**
See separate file Book I Annexes

**Annex B-17. Annex B-17 Disclosure of Involvement of
Former NCI Agency Employment**
See separate file Book I Annexes

Annex B-17.Bis NCI Agency AD. 05.00, Code of Conduct: Post Employment Measures

See separate file Book I Annexes

Annex C Bid Guarantee - Standby Letter of Credit

See separate file Book I Annexes

Annex D IFB-CO-15575-BMD Non-Disclosure Undertaking
See separate file Book I Annexes

Annex E Clarification Requests Form
See separate file Book I Annexes

Annex F IFB-CO-15575-BMD CV Template

See separate file Book I Annexes

Annex G Cross Reference - Traceability Matrix

See separate file Book I Annexes

Annex A- 1. Instructions for the Preparation of Bidding Sheets

1.0 Introduction

- 1.1 Bid pricing requirements as addressed in this Annex are mandatory. Failure to abide to the prescriptions of bid submission referred in this section may lead to the bid being declared non-compliant and not being taken into consideration for award.

2.0 Bidding Sheets Structure

- 2.1 The Bidding Sheets, provided in native MS Excel® format are organized in accordance with the following structure:

Instructions
Offer Summary
CLIN Summary
Labour
Material
ODC
Rates
SW Data Sheet

- 2.2 A description of each section is provided at paragraph 5.0 along with the relevant assumptions and instruction for correctly compiling a price quotation.
- 2.3 Pricing requirements associated with these sections as expressed in the present Annexes are to be regarded as mandatory. All information provided in Bidding Sheets Sections 3 to 8 will NOT contribute to the calculation of the total price score of the bid, however it determines the adequate, traceable, and completeness of the bid price.

3.0 General Pricing Requirements

- 3.1 The Bidders must follow all instructions as stated in the “Instructions” tab, and instructions within the subsequent tabs, in the bidding sheets.
- 3.2 All due dates as referred in the Bidding Sheets are to be considered as the basis of which the price quotation shall be compiled. To this extent Bidders shall note that the relative durations of the tasks as indicated in the IFB are to be construed as relative to an hypothetical Performance Start Date (PSD) of the Basic Contract to occur not later than 30 June of 2022, excluding the Transition-in Period. Bidders shall take this indication in due account when factoring inflation and general increase of costs during the period of performance of the different CLINs for the purpose of their price quotation. As not the entirety of the award process is within the influence of the Purchaser, it is not possible at this stage to clearly indicate a precise time of contract award and consequently a precise time for CLIN performance. For the purpose of the quotation Bidders shall assume the risk deriving from any reasonable delay in award with respect to inflation.

Consequently, in quoting for the various contract stages the Bidders may refer to this indicated time and consider the application of rates that are deemed appropriate in light of the programmed contract schedule and the various stages lengths. The occurrence of any reasonable delay in award shall not however constitute ground for the bidders to claim a revision of the prices offered before contract award. Similarly the anticipation of the Contract award date will not constitute ground for any Purchaser's request for decrease in price.

4.0 Ceiling Price

Notwithstanding the prescriptions at paragraph 3.0, **the total cumulative amount of CLINs 1 to 15 SHALL NOT exceed € 73,931,321.25.**

5.0 Bidding Sheets Compilation Instructions

5.1 Pricing Requirements

Subject to the stipulations in paragraph 5.1, the following requirements are applicable to the pricing of all CLINs.

a. All CLINs (5, 9, 13 and 14.6) marked as Not To Exceed (NTE) and for which the Purchaser has elected to reserve a determined amount shall be left unchanged. All indicated NTE amounts are in EURO. **Bidders quoting in other than EURO currency shall exclude all NTE amounts from the overall price of the Work Package (i.e. modify relevant formula to exclude the CLINs in concern from the calculation) and insert a clearly visible note at the end of the relevant CLIN sheet to confirm that the NTE amount has been excluded from the calculation.** For the purpose of price comparison, the Purchaser will then convert the prices provided by the bidder in EURO in accordance with Book I paragraph 4.6.3 and add the pre-indicated NTE amounts in order to obtain the total price of the bid in EURO currency. **Particular caution shall be employed in the compilation of the offer by appropriately factoring the conversion of currency into EURO as compliance with the requirement relevant to the Bid Price Ceiling as indicated in paragraph 4.0 of this Annex shall remain the responsibility of the bidder.**

b. CLIN 2 : For this CLIN the Bidder shall submit the total Price of all proposed System Engineering FTEs (taking into consideration as a minimum the FTE indicated in para 4.2 of the SOW), by multiplying the Labour rates of the proposed Labour categories, with the number of FTE and the number of mandays (220 working days per calendar year, 8 hours per day).

Please note, the FTE's proposed by the Bidder will exclusively work on a Level of Effort basis for CLIN 2 and are not allowed to work on other CLINs.

- c. Besides Purchaser Directed travel, which are covered by CLINs 5, 9, 13 and 14.6, all travel and per-diem costs associated with the performance of CLIN tasks shall be included in CLINs prices.
- d. All costs associated with the performance of the CLINs including but not limited to those associated to COTS ,Third Party or Background Intellectual Property Hardware and Software (including license acquisition costs and recurrent fees regardless of the nature for the entire cumulative duration of all contracting tasks included in the Bidding Sheets Section of the IFB) necessary to successfully perform the scope of the CLIN in accordance with the technical proposal shall be included in the bid prices quoted. In this light, bidders are required to quote by taking into consideration the following:
- e. All COTS (including but not limited to Hardware) Background Intellectual Property and/or Third Party software licence costs (both acquisition costs and recurrent license costs) shall be included in the pricing proposal submitted to cover for the entire cumulative duration of all contracting tasks as depicted in the in the Bidding Sheets Section of the IFB. License costs (i.e. cost of license acquisition, recurrent maintenance or other recurrent license fees) shall also be indicated in Material sheet by CLIN of the bidding sheets.

5.2 Bidding Sheets – Section 8 (Price summary breakdown)

All bidders are required to submit pricing details to demonstrate the Purchaser's Pricing Principles are being applied as part of their bids (in the absence of a pre-approved National Format). All data completed in these sheets shall be complete, verifiable, accurate, factual and include the required details and traceability to the Bid Price. Any exclusions may render your bid as non compliant thus removing yourself from the bidding process.

Input cells are colour coded YELLOW. Modify other cells as required and in accordance with the instructions below.

Please use the CLIN PRICING sheets to provide the required pricing details FOR EACH CLIN. However replicate sheets as required. Please see Bidding Instructions in Bidding Sheets for further details.

Bidding Sheets Instructions

INTRODUCTION & IMPORTANT NOTES	
	<p>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.</p> <p>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.</p> <p>Bidders are REQUIRED to complete the following tabs:</p> <ul style="list-style-type: none"> - "Offer Summary", - "CLIN Summary", - "Labour", - "Material", - "ODC", - "Rates". <p>Note that input cells in the "Offer Summary" and the "CLIN Summary" tabs are colour coded YELLOW.</p> <p>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.</p> <p>Note: any information found within GREEN boxes throughout the entire document is provided as an instruction and/or example only.</p> <p>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.</p> <p>Bids in MULTIPLE CURRENCIES should follow the following instructions:</p> <ul style="list-style-type: none"> - 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. Bidders shall quote in other than their own national currency provided that proof can be provided to the extent that the Bidder is expected to incur in costs in those currencies (i.e. sub-contracts stipulated with firms from NATO countries other than the bidder's). In such cases Bidders may quote in multiple currencies as applicable. <p>Bidders are not to change the NTE prices for the Purchaser Directed Travel CLINS</p>

Bidding Sheets Instructions

DETAILED TABs	DESCRIPTION
MATERIAL LABOUR TRAVEL ODCs	<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. Any unnecessary rows should be deleted (no blank entries). The bidder is required to identify for each item the CLIN it is associated with from the drop down menu. 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	<p>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. All Bidders are expected to provide fully burdened froward pricing rates for all labour categories on and off site.</p>
COTS SW Data Sheet	<p>Bidders shall complete and submit a COTS Data Sheet per COTS Software product to be provided under the Contract. There must be as many Data Sheets as software products are listed in Section 5 of the Bidding Sheets.</p> <p>In order to fill these sheets, Bidders shall follow the instructions provided at the end of the COTS Data Sheet standard form provided in Section 7 of the Bidding Sheets ("COTS Data Sheet" tab).</p> <p>Bidder's attention is drawn to the fact that the Purchaser reserves the right to provide Commercial-Off-The-Shelf (COTS) hardware and software products as Purchaser Furnished Equipment, should it be possible for the Purchaser to get better prices through existing Enterprise Agreements or Basic Ordering Agreements. This right would be exercised by the Purchaser before contract award or during the course of the performance of the contract and after verification of prices through the stated arrangements.</p>

CLIN Number	CLIN DESCRIPTION	Firm Fixed Price
Declare Currency =>		Euro (EUR)
Grand Total Firm fixed Price - Base Contract		€ 447.500
Grand Total Firm fixed Price - Base Contract + Evaluated Options		€ 807.500
Grand Total Firm fixed Price - Base Contract + Evaluated Options + Unevaluated Option		€ 807.500
CLIN 1	Management - 4 YEARS (Years 1 to 4)	
CLIN 2	Systems Engineering Augmentation- 4 YEARS (Years 1 to 4)	
CLIN 3	Integration, Tests and Transition- 4 YEARS (Years 1 to 4)	
CLIN 4	Test Events under TASK ORDERS - (Years 1 to 4) - NOT TO EXCEED	
CLIN 5	Purchaser directed Travel Costs - 4 YEARS (Not To Exceed)	€ 400.000
CLIN 14	Transition-In Period	€ 47.500
CLIN 15	Transition-out	
Total Firm Fixed Price Base Contract		€ 447.500
CLIN 6	Management - OPTION 1 - 2 YEARS (Years 5 to 6)	
CLIN 7	Integration, Tests and Transition- OPTION 1 - 2 YEARS (Years 5 to 6)	
CLIN 8	Test Events under TASK ORDERS - OPTION 1 - (Years 5 to 6) NOT TO EXCEED	
CLIN 9	Purchaser directed Travel Costs - OPTION 1 - 2 YEARS (Years 5 to 6) (Not To Exceed)	€ 180.000
CLIN 10	Management - OPTION 2 - 2 YEARS (Years 7 to 8)	
CLIN 11	Integration, Tests (I&T) and Transition- OPTION 2 - 2 YEARS (Years 7 to 8)	
CLIN 12	Test Events under TASK ORDERS - OPTION 2 - (Years 7 to 8) NOT TO EXCEED	
CLIN 13	Purchaser directed Travel Costs - 2 YEARS (Years 7 to 8) (Not To Exceed)	€ 180.000
Total Firm Fixed Price Evaluated Options		€ 360.000
CLIN 16	Optional Test Events	
Total Firm Fixed Price Unevaluated Option		-

For multiple currencies, duplicate the "Firm Fixed Price" column for each currency

Offer Summary Instructions:

Bidders are to populate all **yellow cells**. Firm fixed prices need to be provided for every CLIN, with no omissions.

Note that any formulas existing in the cells are provided only to assist the bidder, and ultimately all calculations are the bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

Important Note: The Total sum firm fixed price column in this "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.

Example for multiple currencies:

CLIN		For multiple currencies, duplicate the "firm fixed price" colum for each currency		
Number	CLIN DESCRIPTION	Firm Fixed Price	Firm Fixed Price	Firm Fixed Price
Currency		Euro (EUR)	US Dollar (USD)	UK Pound sterling (GBP)
CLIN 1	Insert Base Contract CLIN Description here			
CLIN 2	Insert Base Contract CLIN Description here			
CLIN 3	Insert Base Contract CLIN Description here			
CLIN 4	Insert Base Contract CLIN Description here			
CLIN 5	Insert Base Contract CLIN Description here			
CLIN 6	Insert Base Contract CLIN Description here			
CLIN 7	Insert Base Contract CLIN Description here			
CLIN 8	Insert Base Contract CLIN Description here			

PERFORMANCE START DATE (PSD): planned tentatively for 1 Jan 2022 : EDC + Transition-in period Duration									
CLIN	DESCRIPTION	FORM	DELIVERY DATE	DESTINATION (Incoterm 2010 DDP at location specified below, unless otherwise stated herein or in Part II of the contract)	SOW REFERENCE	UNIT OF MEASURE	QUANTITY	UNIT PRICE	TOTAL PRICE (Indicate Currency Here)
1	Management - 4 YEARS (Years 1 to 4)	See below	See below	See below	See below	See below	See below	See below	
1.1	Project Planning								
1.1.1	Contractor Project Management Plan (CPMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3	Ea	1	NSP	NSP
1.1.2	Quality Assurance Plan (QAP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.4 3.6.7.3	Ea	1	NSP	NSP
1.1.3	Configuration Management Plan (CMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.7.5 3.6.8.2	Ea	1	NSP	NSP
1.1.4	Project Work Breakdown Structure (PWBS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.7 3.6.4	Ea	1	NSP	NSP
1.1.5	Project Master Schedule (PMS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.5	Ea	1	NSP	NSP
1.2	Monitoring and Control								
1.2.1	Lesson Learned Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.5.2	Lot	1	NSP	NSP
1.2.2	Project Risk Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
1.2.3	Project Issue Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
1.2.4	Project Quality Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.1.4	Lot	1	NSP	NSP
1.2.5	Project Highlight Reports	Electronic	3rd business day of each month	BMD Portal	3.8	Lot	1	NSP	NSP
1.3	Project Meetings								
1.3.1	Project Management Review (PMR)	N/A	PSD + 2 weeks	NCI Agency	3.9.1 3.9.3	Lot	1	NSP	NSP
1.3.2	Project Management Review (PMR) Presentation	Electronic	2 working days before PMR	BMD Portal	3.9.1 3.9.3	Lot	1	NSP	NSP
1.3.3	Project Management Review (PMR) Minute	Electronic	3 working days after PMR	BMD Portal	3.9.1 3.9.3	Lot	1	NSP	NSP
1.3.4	Project Checkpoint Review (PCR)	N/A	Monthly	NCI Agency	3.9.1 3.9.4	Lot	1	NSP	NSP
1.3.5	Project Checkpoint Review (PCR) Presentation	Electronic	Monthly (2 working days before each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
1.3.6	Project Checkpoint Review (PCR) Minutes	Electronic	Monthly (3 working days after each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
1.3.7	Project Progress Reviews (PPR)	N/A	Quarterly	NCI Agency	3.9.1 3.9.5	Lot	1	NSP	NSP
1.3.8	Project Progress Reviews (PPR) Presentation	Electronic	Quarterly (2 working days before each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
1.3.9	Project Progress Reviews (PPR) Minutes	Electronic	Quarterly (3 working days after each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
1.3.10	Project Information Materials	Electronic	As required	BMD Portal	3.9.7	Lot	1	NSP	NSP
1.4	Programme Management support								
1.4.1	BMD Programme Support - Configuration Management - Year 1	N/A	PSD	NCI Agency	3.7.2	Ea	1	NSP	NSP
1.4.2	BMD Programme Support - Configuration Management - Year 2	N/A	PSD + 12Ms	NCI Agency	3.7.2	Ea	1	NSP	NSP
1.4.3	BMD Programme Support - Configuration Management - Year 3	N/A	PSD + 24Ms	NCI Agency	3.7.2	Ea	1	NSP	NSP
1.4.4	BMD Programme Support - Configuration Management - Year 4	N/A	PSD + 36Ms	NCI Agency	3.7.2	Ea	1	NSP	NSP

PERFORMANCE START DATE (PSD): planned tentatively for 1 Jan 2022 : EDC + Transition-in period Duration

CLIN	DESCRIPTION	FORM	DELIVERY DATE	DESTINATION (Incoterm 2010 DDP at location specified below, unless otherwise stated herein or in Part II of the contract)	SOW REFERENCE	UNIT OF MEASURE	QUANTITY	UNIT PRICE	TOTAL PRICE (Indicate Currency Here)
1.4.5	BMD Configuration Functional Configuration Audit (FCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
1.4.6	BMD Configuration Physical Configuration Audit (PCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
1.4.7	CM Training Delivery	Electronic	As required (At least Annually)	BMD Portal	3.7.2.1.5	Lot	1	NSP	NSP
1.4.8	BMD Programme Support - Quality Management - Year 1	N/A	PSD	NCI Agency	3.7.4	Ea	1	NSP	NSP
1.4.9	BMD Programme Support - Quality Management - Year 2	N/A	PSD + 12Ms	NCI Agency	3.7.4	Ea	1	NSP	NSP
1.4.10	BMD Programme Support - Quality Management - Year 3	N/A	PSD + 24Ms	NCI Agency	3.7.4	Ea	1	NSP	NSP
1.4.11	BMD Programme Support - Quality Management - Year 4	N/A	PSD + 36Ms	NCI Agency	3.7.4	Ea	1	NSP	NSP
1.4.12	BMD Programme Support - Risk Management - Year 1	N/A	PSD	NCI Agency	3.7.3	Ea	1	NSP	NSP
1.4.13	BMD Programme Support - Risk Management - Year 2	N/A	PSD + 12Ms	NCI Agency	3.7.3	Ea	1	NSP	NSP
1.4.14	BMD Programme Support - Risk Management - Year 3	N/A	PSD + 24Ms	NCI Agency	3.7.3	Ea	1	NSP	NSP
1.4.15	BMD Programme Support - Risk Management - Year 4	N/A	PSD + 36Ms	NCI Agency	3.7.3	Ea	1	NSP	NSP
2	Systems Engineering Augmentation- 4 YEARS (Years 1 to 4)	See below	See below	See below	See below	See below	See below	See below	
2.1	Systems Engineering support - 4 years - (Not To Exceed)								
2.1.1	Systems Engineering effort - Year 1	N/A	PSD	NCI Agency	4	Ea	1		
2.1.2	Systems Engineering effort - Year 2	N/A	PSD + 12Ms	NCI Agency	4	Ea	1		
2.1.3	Systems Engineering effort - Year 3	N/A	PSD + 24Ms	NCI Agency	4	Ea	1		
2.1.4	Systems Engineering effort - Year 4	N/A	PSD + 36Ms	NCI Agency	4	Ea	1		
3	Integration, Tests and Transition- 4 YEARS (Years 1 to 4)	See below	See below	See below	5	See below	See below	See below	
3.1	Management of the Integration, Test and Verification Programme								
3.1.1	Integrated Programme Master Test Plan (PMTP)	Electronic	PSD + 2 weeks (updated as required - at least Quarterly)	BMD Portal	5.2.2	Lot	1		
3.1.2	Verification Cross Reference Matrix (VCRM)	Electronic	As required (at least after every formal test event)	BMD Portal	5.2.4.1.2	Lot	1		
3.1.3	Project Tests Documentation Templates	Electronic	As required	BMD Portal	5.2.5	Lot	1		
3.1.4	Project Specification Documents	Electronic	PSD Review meeting + 1M	BMD Portal	5.2.6.4.3	Lot	1		
3.2	ITB Service								
3.2.1	ITB Service Delivery Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.1.4	Lot	1		
3.3	ITB Maintenance, Logistics and Accreditation								
3.3.1	Integrated Logistics Support (ILS) Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.2.2	Lot	1		
3.3.2	ITB Maintenance - Year 1	N/A	PSD	NCI Agency	5.4.2.2	Ea	1		
3.3.3	ITB Maintenance - Year 2	N/A	PSD + 12 Ms	NCI Agency	5.4.2.2	Ea	1		
3.3.4	ITB Maintenance - Year 3	N/A	PSD + 24 Ms	NCI Agency	5.4.2.2	Ea	1		
3.3.6	ITB Maintenance - Year 4	N/A	PSD + 36 Ms	NCI Agency	5.4.2.2	Ea	1		
3.3.7	ITB Back-up Test	N/A	PSD + 3Ms (updated as required - At least Annually)	NCI Agency	5.4.2.2.2.12	Lot	1		
3.3.8	Problem management - ITB Support Report	Electronic	PSD +1M (updated Monthly)	BMD Portal	5.4.2.2.11.9	Lot	1		
3.3.9	ITB Technical Documentation	Electronic	As required	BMD Portal	5.4.2.3	Lot	1		
3.3.10	ITB Security Maintenance - Year 1	N/A	PSD	NCI Agency	5.4.2.4	Ea	1		
3.3.11	ITB Security Maintenance - Year 2	N/A	PSD + 12 Ms	NCI Agency	5.4.2.4	Ea	1		
3.3.12	ITB Security Maintenance - Year 3	N/A	PSD + 24 Ms	NCI Agency	5.4.2.4	Ea	1		
3.3.13	ITB Security Maintenance - Year 4	N/A	PSD + 36 Ms	NCI Agency	5.4.2.4	Ea	1		
3.3.14	ITB System Specific Security Requirements Statement (SSRS)	Electronic	PSD +12M (updated Annually)	BMD Portal	5.4.2.4.2	Lot	1		
3.4	ITB Operations Support								
3.4.1	ITB Operations Support - Year 1	N/A	PSD	NCI Agency	5.4.3	Ea	1		

PERFORMANCE START DATE (PSD): planned tentatively for 1 Jan 2022 : EDC + Transition-in period Duration									
CLIN	DESCRIPTION	FORM	DELIVERY DATE	DESTINATION (Incoterm 2010 DDP at location specified below, unless otherwise stated herein or in Part II of the contract)	SOW REFERENCE	UNIT OF MEASURE	QUANTITY	UNIT PRICE	TOTAL PRICE (Indicate Currency Here)
3.4.2	ITB Operations Support - Year 2	N/A	PSD + 12 Ms	NCI Agency	5.4.3	Ea	1		
3.4.3	ITB Operations Support - Year 3	N/A	PSD + 24 Ms	NCI Agency	5.4.3	Ea	1		
3.4.4	ITB Operations Support - Year 4	N/A	PSD + 36 Ms	NCI Agency	5.4.3	Ea	1		
3.4.5	Hardware / Software Movement Log	Electronic	As required	BMD Portal	5.4.3.5	Ea	1		
3.4.6	ITB Training Materials	Electronic	1M prior Training session (updated as required)	BMD Portal	5.4.3.6.2	Lot	1		
3.4.8	ITB Full or Refresh Training Sessions	N/A	twice a year	NCI Agency	5.4.3.6.4	Ea	8		
3.5	V&V Event Issue Management								
3.5.1	Observation and Issue Management Plan	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
3.5.2	Observation and Issue Management Process	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
3.5.3	Observation and Issue Status Report (internal)	Electronic	PSD + 2 Weeks (updated Monthly)	BMD Portal	5.5.1.4	Lot	1		
3.5.4	Observation and Issue Status Report (External)	Electronic	PSD + 2 Weeks (updated Quarterly)	BMD Portal	5.5.2	Lot	1		
3.5.5	BMD OUG Issue Status Briefing	Electronic	1M prior each BMD OUG	BMD Portal	5.5.2	Lot	1		
3.5.6	Tranche Issue status Report	Electronic	One for each Outcome and Ability TNR and OPR per Tranche	BMD Portal	5.5.3	Lot	1		
4	Test Events under TASK ORDERS - (Years 1 to 4) - NOT TO EXCEED	See below	See below	See below	5	See below	Indicative Q	See below	
4.1	NATO BMC3I System Test (New Capability)	N/A	As required	NCI Agency	5.3.3	Ea	8		
4.2	NATO BMC3I System Test (Enhanced Capability/Maintenance Release)	N/A	As required	NCI Agency	5.3.3	Ea	20		
4.3	NATO-Nation Integration Test	N/A	As required	NCI Agency	5.3.3	Ea	4		
4.4	Ensemble Test type of event	N/A	As required	NCI Agency	5.3.3				
4.4.1	Ensemble Test - LITE	N/A	As required	NCI Agency	5.3.3	Ea	2		
4.4.2	Ensemble Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
4.4.3	Ensemble Test - MAX	N/A	As required	NCI Agency	5.3.3	Ea	1		
4.5	System-of-Systems Integration Test (SOSIT)	N/A	As required	NCI Agency	5.3.3	Ea	2		
4.6	Communication Test	N/A	As required	NCI Agency	5.3.3	Ea	12		
4.7	Ensemble Opertor Test	N/A	As required	NCI Agency	5.3.3	Ea	2		
4.8	Operational Validation Test	N/A	As required	NCI Agency	5.3.3	Ea	2		
4.9	Ad-Hoc Experiment	N/A	As required	NCI Agency	5.3.3	Ea	16		
5	Purchaser directed Travel Costs - 4 YEARS (Not To Exceed)	See below	See below	See below	N/A	See below	See below	See below	400.000.00
5.1	Travel Costs - 4 years	N/A	PSD	NCI Agency	N/A	Lot	1	NSP	NSP
PERFORMANCE START DATE (PSD): EDC + Transition-in Period + 4 Years									
6	Management - OPTION 1 - 2 YEARS (Years 5 to 6)	See below	See below	See below	3	See below	See below	See below	
6.1	Project Planning								
6.1.1	Contractor Project Management Plan (CPMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3	Lot	1	NSP	NSP
6.1.2	Quality Assurance Plan (QAP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.4 3.6.7.3	Lot	1	NSP	NSP
6.1.3	Configuration Management Plan (CMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.7.5 3.6.8.2	Lot	1	NSP	NSP
6.1.4	Project Work Breakdown Structure (PWBS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.7 3.6.4	Lot	1	NSP	NSP

PERFORMANCE START DATE (PSD): planned tentatively for 1 Jan 2022 : EDC + Transition-in period Duration									
CLIN	DESCRIPTION	FORM	DELIVERY DATE	DESTINATION (Incoterm 2010 DDP at location specified below, unless otherwise stated herein or in Part II of the contract)	SOW REFERENCE	UNIT OF MEASURE	QUANTITY	UNIT PRICE	TOTAL PRICE (Indicate Currency Here)
6.1.5	Project Master Schedule (PMS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.5	Lot	1	NSP	NSP
6.2	Monitoring and Control								
6.2.1	Lesson Learned Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.5.2	Lot	1	NSP	NSP
6.2.2	Project Risk Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
6.2.3	Project Issue Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
6.2.4	Project Quality Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.1.4	Lot	1	NSP	NSP
6.2.5	Project Highlight Reports	Electronic	3rd business day of each month	BMD Portal	3.8	Lot	1	NSP	NSP
6.3	Project Meetings								
6.3.1	Project Checkpoint Review (PCR)	N/A	Monthly	NCI Agency	3.9.1 3.9.4	Lot	1	NSP	NSP
6.3.2	Project Checkpoint Review (PCR) Presentation	Electronic	Monthly (2 working days before each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
6.3.3	Project Checkpoint Review (PCR) Minutes	Electronic	Monthly (3 working days after each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
6.3.4	Project Progress Reviews (PPR)	N/A	Quarterly	NCI Agency	3.9.1 3.9.5	Lot	1	NSP	NSP
6.3.5	Project Progress Reviews (PPR) Presentation	Electronic	Quarterly (2 working days before each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
6.3.6	Project Progress Reviews (PPR) Minutes	Electronic	Quarterly (3 working days after each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
6.3.7	Project Information Materials	Electronic	As required	BMD Portal	3.9.7	Lot	1	NSP	NSP
6.4	Programme Management support								
6.4.1	BMD Programme Support - Configuration Management - Year 5	N/A	PSD	NCI Agency	3.7.2	Ea	1	NSP	NSP
6.4.2	BMD Programme Support - Configuration Management - Year 6	N/A	PSD + 12Ms	NCI Agency	3.7.2	Ea	1	NSP	NSP
6.4.3	BMD Configuration Functional Configuration Audit (FCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
6.4.4	BMD Configuration Physical Configuration Audit (PCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
6.4.5	CM Training Delivery	Electronic	As required (At least Annually)	BMD Portal	3.7.2.1.5	Lot	1	NSP	NSP
6.4.6	BMD Programme Support - Quality Management - Year 5	N/A	PSD	NCI Agency	3.7.4	Ea	1	NSP	NSP
6.4.7	BMD Programme Support - Quality Management - Year 6	N/A	PSD + 12Ms	NCI Agency	3.7.4	Ea	1	NSP	NSP
6.4.8	BMD Programme Support - Risk Management - Year 5	N/A	PSD	NCI Agency	3.7.3	Ea	1	NSP	NSP
6.4.9	BMD Programme Support - Risk Management - Year 6	N/A	PSD + 12Ms	NCI Agency	3.7.3	Ea	1	NSP	NSP
7	Integration, Tests and Transition- OPTION 1 - 2 YEARS (Years 5 to 6)	See below	See below	See below	5	See below	See below	See below	
7.1	Management of the Integration, Test and Verification Programme								-
7.1.1	Integrated Programme Master Test Plan (PMTP)	Electronic	PSD + 2 weeks (updated as required - at least Quarterly)	BMD Portal	5.2.2	Lot	1		
7.1.2	Verification Cross Reference Matrix (VCRM)	Electronic	As required (at least after every formal test event)	BMD Portal	5.2.4.1.2	Lot	1		
7.1.3	Project Tests Documentation Templates	Electronic	As required	BMD Portal	5.2.5	Lot	1		
7.1.4	Project Specification Documents	Electronic	PSD Review meeting + 1M	BMD Portal	5.2.6.4.3	Lot	1		
7.2	ITB Service								

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7.2.1	ITB Service Delivery Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.1.4	Lot	1		
7.3	ITB Maintenance, Logistics and Accreditation								
7.3.1	Integrated Logistics Support (ILS) Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.2.2	Lot	1		
7.3.2	ITB Maintenance - Year 5	N/A	PSD	NCI Agency	5.4.2.2	Ea	1		
7.3.3	ITB Maintenance - Year 6	N/A	PSD + 12 Ms	NCI Agency	5.4.2.2	Ea	1		
7.3.4	ITB Back-up Test	N/A	PSD + 3Ms (updated as required - At least Annually)	NCI Agency	5.4.2.2.2.12	Lot	1		
7.3.5	Problem management - ITB Support Report	Electronic	PSD +1M (updated Monthly)	BMD Portal	5.4.2.2.11.9	Lot	1		
7.3.6	ITB Technical Documentation	Electronic	As required	BMD Portal	5.4.2.3	Lot	1		
7.3.7	ITB Security Maintenance - Year 5	N/A	PSD	NCI Agency	5.4.2.4	Ea	1		
7.3.8	ITB Security Maintenance - Year 6	N/A	PSD + 12 Ms	NCI Agency	5.4.2.4	Ea	1		
7.3.9	ITB System Specific Security Requirements Statement (SSRS)	Electronic	PSD +12M (updated Annually)	BMD Portal	5.4.2.4.2	Lot	1		
7.4	ITB Operations Support								
7.4.1	ITB Operations Support - Year 5	N/A	PSD	NCI Agency	5.4.3	Ea	1		
7.4.2	ITB Operations Support - Year 6	N/A	PSD + 12 Ms	NCI Agency	5.4.3	Ea	1		
7.4.3	Hardware / Software Movement Log	Electronic	As required	BMD Portal	5.4.3.5	Lot	1		
7.4.4	ITB Training Materials	Electronic	1M prior Training session (updated as required)	BMD Portal	5.4.3.6.2	Lot	1		
7.4.5	ITB Full or Refresh Training Sessions	N/A	twice a year	NCI Agency	5.4.3.6.4	Ea	4		
7.5	V&V Event Issue Management								
7.5.1	Observation and Issue Management Plan	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
7.5.2	Observation and Issue Management Process	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
7.5.3	Observation and Issue Status Report (internal)	Electronic	PSD + 2 Weeks (updated Monthly)	BMD Portal	5.5.1.4	Lot	1		
7.5.4	Observation and Issue Status Report (External)	Electronic	PSD + 2 Weeks (updated Quarterly)	BMD Portal	5.5.2	Lot	1		
7.5.5	BMD OUG Issue Status Briefing	Electronic	1M prior each BMD OUG	BMD Portal	5.5.2	Lot	1		
7.5.6	Tranche Issue status Report	Electronic	One for each Outcome and Ability TNR and OPR per Tranche	BMD Portal	5.5.3	Lot	1		
8	Test Events under TASK ORDERS - OPTION 1 -_(Years 5 to 6) NOT TO EXCEED	See below	See below	See below	5	See below	Indicative Q	See below	
8.1	NATO BMC3I System Test (New Capability)	N/A	As required	NCI Agency	5.3.3	Ea	8		
8.2	NATO BMC3I System Test (Enhanced Capability/Maintenance Release)	N/A	As required	NCI Agency	5.3.3	Ea	20		
8.3	NATO-Nation Integration Test	N/A	As required	NCI Agency	5.3.3	Ea	2		
8.4	Ensemble Test type of event	N/A	As required	NCI Agency	5.3.3				
8.4.1	Ensemble Test - LITE	N/A	As required	NCI Agency	5.3.3	Ea	0		
8.4.2	Ensemble Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
8.4.3	Ensemble Test - MAX	N/A	As required	NCI Agency	5.3.3	Ea	1		
8.5	System-of-Systems Integration Test (SOSIT)	N/A	As required	NCI Agency	5.3.3	Ea	1		
8.6	Communication Test	N/A	As required	NCI Agency	5.3.3	Ea	6		
8.7	Ensemble Opertor Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
8.8	Operational Validation Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
8.9	Ad-hoc Test	N/A	As required	NCI Agency	5.3.3	Ea	8		
9	Purchaser directed Travel Costs - OPTION 1 - 2 YEARS (Years 5 to 6) (Not To Exceed)	See below	See below	See below	N/A	See below	See below	See below	180.000.00

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9.1	Travel Costs - 2 years	N/A	EDC	NCI Agency	N/A	Lot	1	NSP	NSP
PERFORMANCE START DATE (PSD): EDC + Transition-in Period + 6 Years									
10	Management - OPTION 2 - 2 YEARS (Years 7 to 8)	See below	See below	See below	3	See below	See below	See below	
10.1	Project Planning								
10.1.1	Contractor Project Management Plan (CPMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3	Lot	1	NSP	NSP
10.1.2	Quality Assurance Plan (QAP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.4 3.6.7.3	Lot	1	NSP	NSP
10.1.3	Configuration Management Plan (CMP)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.7.5 3.6.8.2	Lot	1	NSP	NSP
10.1.4	Project Work Breakdown Structure (PWBS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.3.6.7 3.6.4	Lot	1	NSP	NSP
10.1.5	Project Master Schedule (PMS)	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	3.6.5	Lot	1	NSP	NSP
10.2	Monitoring and Control								
10.2.1	Lesson Learned Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.5.2	Lot	1	NSP	NSP
10.2.2	Project Risk Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
10.2.3	Project Issue Log	Electronic	PSD (updated as required)	BMD Portal	3.6.6	Lot	1	NSP	NSP
10.2.4	Project Quality Log	Electronic	PSD (updated as required)	BMD Portal	3.6.7.1.4	Lot	1	NSP	NSP
10.2.5	Project Highlight Reports	Electronic	3rd business day of each month	BMD Portal	3.8	Lot	1	NSP	NSP
10.3	Project Meetings								
10.3.1	Project Checkpoint Review (PCR)	N/A	Monthly	NCI Agency	3.9.1 3.9.4	Lot	1	NSP	NSP
10.3.2	Project Checkpoint Review (PCR) Presentation	Electronic	Monthly (2 working days before each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
10.3.3	Project Checkpoint Review (PCR) Minutes	Electronic	Monthly (3 working days after each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
10.3.4	Project Progress Reviews (PPR)	N/A	Quarterly	NCI Agency	3.9.1 3.9.5	Lot	1	NSP	NSP
10.3.5	Project Progress Reviews (PPR) Presentation	Electronic	Quarterly (2 working days before each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
10.3.6	Project Progress Reviews (PPR) Minutes	Electronic	Quarterly (3 working days after each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
10.3.7	Project Information Materials	Electronic	As required	BMD Portal	3.9.7	Lot	1	NSP	NSP
10.4	Programme Management support								
10.4.1	BMD Programme Support - Configuration Management - Year 7	N/A	PSD	NCI Agency	3.7.2	Ea	1	NSP	NSP
10.4.2	BMD Programme Support - Configuration Management - Year 8	N/A	PSD + 12Ms	NCI Agency	3.7.2	Ea	1	NSP	NSP
10.4.3	BMD Configuration Functional Configuration Audit (FCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
10.4.4	BMD Configuration Physical Configuration Audit (PCA) report	Electronic	As required (At least Annually)	BMD Portal	3.7.2.5.2	Lot	1	NSP	NSP
10.4.5	CM Training Delivery	Electronic	As required (At least Annually)	BMD Portal	3.7.2.1.5	Lot	1	NSP	NSP
10.4.6	BMD Programme Support - Quality Management - Year 7	N/A	PSD	NCI Agency	3.7.4	Ea	1	NSP	NSP
10.4.7	BMD Programme Support - Quality Management - Year 8	N/A	PSD + 12Ms	NCI Agency	3.7.4	Ea	1	NSP	NSP

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10.4.8	BMD Programme Support - Risk Management - Year 7	N/A	PSD	NCI Agency	3.7.3	Ea	1	NSP	NSP
10.4.9	BMD Programme Support - Risk Management - Year 8	N/A	PSD + 12Ms	NCI Agency	3.7.3	Ea	1	NSP	NSP
11	Integration, Tests (I&T) and Transition- OPTION 2 - 2 YEARS (Years 7 to 8)	See below	See below	See below	5	See below	See below	See below	
11.1	Management of the Integration, Test and Verification Programme								-
11.1.1	Integrated Programme Master Test Plan (PMTP)	Electronic	PSD + 2 weeks (updated as required - at least Quarterly)	BMD Portal	5.2.2	Lot	1		
11.1.2	Verification Cross Reference Matrix (VCRM)	Electronic	As required (at least after every formal test event)	BMD Portal	5.2.4.1.2	Lot	1		
11.1.3	Project Tests Documentation Templates	Electronic	As required	BMD Portal	5.2.5	Lot	1		
11.1.4	Project Specification Documents	Electronic	PSD Review meeting + 1M	BMD Portal	5.2.6.4.3	Lot	1		
11.2	ITB Service								
11.2.1	ITB Service Delivery Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.1.4	Lot	1		
11.3	ITB Maintenance, Logistics and Accreditation								
11.3.1	Integrated Logistics Support (ILS) Plan	Electronic	PSD + 2 Weeks (updated as required - at least Annually)	BMD Portal	5.4.2.2	Lot	1		
11.3.2	ITB Maintenance - Year 7	N/A	PSD	NCI Agency	5.4.2.2	Ea	1		
11.3.3	ITB Maintenance - Year 8	N/A	PSD + 12 Ms	NCI Agency	5.4.2.2	Ea	1		
11.3.4	ITB Back-up Test	N/A	PSD + 3Ms (updated as required - At least Annually)	NCI Agency	5.4.2.2.2.12	Lot	1		
11.3.5	Problem management - ITB Support Report	Electronic	PSD +1M (updated Monthly)	BMD Portal	5.4.2.2.11.9	Lot	1		
11.3.6	ITB Technical Documentation	Electronic	As required	BMD Portal	5.4.2.3	Lot	1		
11.3.7	ITB Security Maintenance - Year 7	N/A	PSD	NCI Agency	5.4.2.4	Ea	1		
11.3.8	ITB Security Maintenance - Year 8	N/A	PSD + 12 Ms	NCI Agency	5.4.2.4	Ea	1		
11.3.9	ITB System Specific Security Requirements Statement (SSRS)	Electronic	PSD +12M (updated Annually)	BMD Portal	5.4.2.4.2	Lot	1		
11.4	ITB Operations Support								
11.4.1	ITB Operations Support - Year 7	N/A	PSD	NCI Agency	5.4.3	Ea	1		
11.4.2	ITB Operations Support - Year 8	N/A	PSD + 12 Ms	NCI Agency	5.4.3	Ea	1		
11.4.3	Hardware / Software Movement Log	Electronic	As required	BMD Portal	5.4.3.5	Lot	1		
11.4.4	ITB Training Materials	Electronic	1M prior Training session (updated as required)	BMD Portal	5.4.3.6.2	Lot	1		
11.4.5	ITB Full or Refresh Training Sessions	N/A	twice a year	NCI Agency	5.4.3.6.4	Ea	4		
11.5	V&V Event Issue Management								
11.5.1	Observation and Issue Management Plan	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
11.5.2	Observation and Issue Management Process	Electronic	PSD + 2 weeks (updated as required - at least Annually)	BMD Portal	5.5.1.2	Lot	1		
11.5.3	Observation and Issue Status Report (internal)	Electronic	PSD + 2 Weeks (updated Monthly)	BMD Portal	5.5.1.4	Lot	1		
11.5.4	Observation and Issue Status Report (External)	Electronic	PSD + 2 Weeks (updated Quarterly)	BMD Portal	5.5.2	Lot	1		
11.5.5	BMD OUG Issue Status Briefing	Electronic	1M prior each BMD OUG	BMD Portal	5.5.2	Lot	1		
11.5.6	Tranche Issue status Report	Electronic	One for each Outcome and Ability TNR and OPR per Tranche	BMD Portal	5.5.3	Lot	1		

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12	Test Events under TASK ORDERS - OPTION 2 - (Years 7 to 8) NOT TO EXCEED	See below	See below	See below	5	See below	Indicative Q	See below	
12.1	NATO BMC3I System Test (New Capability)	N/A	As required	NCI Agency	5.3.3	Ea	8		
12.2	NATO BMC3I System Test (Enhanced Capability/Maintenance Release)	N/A	As required	NCI Agency	5.3.3	Ea	20		
12.3	NATO-Nation Integration Test	N/A	As required	NCI Agency	5.3.3	Ea	2		
12.4	Ensemble Test type of event	N/A	As required	NCI Agency	5.3.3				
12.4.1	Ensemble Test - LITE	N/A	As required	NCI Agency	5.3.3	Ea	0		
12.4.2	Ensemble Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
12.4.3	Ensemble Test - MAX	N/A	As required	NCI Agency	5.3.3	Ea	1		
12.5	System-of-Systems Integration Test (SOSIT)	N/A	As required	NCI Agency	5.3.3	Ea	1		
12.6	Communication Test	N/A	As required	NCI Agency	5.3.3	Ea	6		
12.7	Ensemble Opertor Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
12.8	Operational Validation Test	N/A	As required	NCI Agency	5.3.3	Ea	1		
12.9	Ad-hoc Test	N/A	As required	NCI Agency	5.3.3	Ea	8		
13	Purchaser directed Travel Costs - 2 YEARS (Years 7 to 8) (Not To Exceed)	See below	See below	See below	N/A	See below	See below	See below	180.000.00
13.1	Travel Costs - 2 years	N/A	EDC	NCI Agency	N/A	Lot	1	NSP	NSP
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14	Transition-In Period	See below	See below	See below	6	See below	See below	See below	47.500.00
14.1	Transition-in								
14.1.1	Transition-In Plan	Electronic	EDC+1M	BMD Portal	6.1	Ea	1	NSP	NSP
14.1.2	Transition-In Activities	N/A	EDC	NCI Agency	6.1	Lot	1	NSP	NSP
14.2	Project Planning								
14.2.1	Contractor Project Management Plan (CPMP) (Initial release)	Electronic	EDC+1M	BMD Portal	3.6.3	Ea	1	NSP	NSP
14.2.2	Quality Assurance Plan (QAP) (Initial release)	Electronic	EDC+1M	BMD Portal	3.6.3.6.4 3.6.7.3	Ea	1	NSP	NSP
14.2.3	Configuration Management Plan (CMP) (Initial release)	Electronic	EDC+1M	BMD Portal	3.6.3.7.5 3.6.8.2	Ea	1	NSP	NSP
14.2.4	Project Work Breakdown Structure (PWBS) (Initial release)	Electronic	EDC+1M	BMD Portal	3.6.3.6.7 3.6.4	Ea	1	NSP	NSP
14.2.5	Project Master Schedule (PMS) (Initial release)	Electronic	EDC+1M	BMD Portal	3.6.5	Ea	1	NSP	NSP
14.2.6	Observation and Issue Management Plan (Initial release)	Electronic	EDC+1M	BMD Portal	5.5.1.2	Ea	1	NSP	NSP
14.3	Monitoring and Control								
14.3.1	Lesson Learned Log	Electronic	EDC+1M	BMD Portal	3.6.7.5.2	Ea	1	NSP	NSP
14.3.2	Project Risk Log	Electronic	EDC+1M	BMD Portal	3.6.6	Ea	1	NSP	NSP
14.3.3	Project Issue Log	Electronic	EDC+1M	BMD Portal	3.6.6	Ea	1	NSP	NSP
14.3.4	Project Quality Log	Electronic	EDC+1M	BMD Portal	3.6.7.1.4	Ea	1	NSP	NSP
14.3.5	Project Highlight Reports	Electronic	3rd business day of each month	BMD Portal	3.8	Lot	1	NSP	NSP
14.4	Project Meetings								
14.4.1	Kick-Off (KO)	N/A	EDC+1M	NCI Agency	3.9.1 3.9.2	Ea	1	NSP	NSP
14.4.2	Kick-Off (KO) Presentation	Electronic	2 working days before KO	BMD Portal	3.9.1 3.9.2	Ea	1	NSP	NSP
14.4.3	Kick-Off (KO) Minutes	Electronic	3 working days after KO	BMD Portal	3.9.1 3.9.2	Ea	1	NSP	NSP
14.4.4	Project Checkpoint Review (PCR)	N/A	Monthly	NCI Agency	3.9.1 3.9.4	Lot	1	NSP	NSP
14.4.5	Project Checkpoint Review (PCR) Presentation	Electronic	Monthly (2 working days before each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
14.4.6	Project Checkpoint Review (PCR) Minutes	Electronic	Monthly (3 working days after each PCR)	BMD Portal	3.9.1 3.9.4	Lot	1	NSP	NSP
14.4.7	Project Progress Reviews (PPR)	N/A	Quarterly	NCI Agency	3.9.1 3.9.5	Lot	1	NSP	NSP

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14.4.8	Project Progress Reviews (PPR) Presentation	Electronic	Quarterly (2 working days before each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
14.4.9	Project Progress Reviews (PPR) Minutes	Electronic	Quarterly (3 working days after each PPR)	BMD Portal	3.9.1 3.9.5	Lot	1	NSP	NSP
14.4.10	Project Information Materials	Electronic	As required	BMD Portal	3.9.7	Lot	1	NSP	NSP
14.5	Programme Management support								
14.5.1	Support to BMD Programme Configuration Management	N/A	As required	NCI Agency	3.7.2	Lot	1	NSP	NSP
14.5.2	Support to BMD Programme Quality Management	N/A	As required	NCI Agency	3.7.4	Lot	1	NSP	NSP
14.5.3	Support to BMD Programme Risk Management	N/A	As required	NCI Agency	3.7.3	Lot	1	NSP	NSP
14.6	Purchaser directed Travel Costs - Transition-in Period (Not To Exceed)	See below	See below	See below	N/A	See below	See below	See below	47.500.00
14.6.1	Travel Costs	N/A	EDC	NCI Agency	N/A	Lot	1	NSP	NSP
PERFORMANCE START DATE (PSD): Start Transfer of Activities (and no later than 6 Ms before End of Contract)									
15	Transition-out	See below	See below	See below	See below	See below	See below	See below	
15.1	Transition-out Plan (ToP)	Electronic	EDC+24Ms (Updated Annually)	BMD Portal	6.2.7	Lot	1		
15.2	Transition-out Plan (ToP)	Electronic	6Ms prior PSD	BMD Portal	6.2.7	Ea	1		
15.3	Transition-Out Activities	N/A	PSD	NCI Agency	6.2	Lot	1		
PERFORMANCE START DATE (PSD): EDC + Transition-in period Duration									
16	Optional Test Events	See below	See below	See below	See below	See below	See below	See below	
16.1	Formidable Shield-Type Exercise								
16.1.1	Formidable Shield-Type Exercise in Tranche 2023	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.1.2	Formidable Shield-Type Exercise in Tranche 2025	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.1.3	Formidable Shield-Type Exercise in Tranche 2027	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.1.4	Formidable Shield-Type Exercise in Tranche 2029	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.2	JPOW-Type Exercise								
16.2.1	JPOW-Type Exercise in Tranche 2023	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.2.2	JPOW-Type Exercise in Tranche 2025	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.2.3	JPOW-Type Exercise in Tranche 2027	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		
16.2.4	JPOW-Type Exercise in Tranche 2029	N/A	1 every odd years	NCI Agency	5.3.3	Ea	1		

Enter profit percentage for
labour in yellow cell below:

Profit =>	0%
---------------------	-----------

**IMPORTANT: DELETE THIS EXAMPLE ROW (Row 3)
BEFORE SUBMITTING BID**

Labour table Instructions:
This detailed labour table is to be completed by Bidder with all columns populated and shall be expanded to include as many rows as necessary to provide the detail requested. Any unnecessary rows should be deleted (no blank entries). Bidder is required to identify for each item the CLIN it is associated with from the drop down menu. Each column should then be populated using the column-specific instructions in the first row. Bidder may not delete columns or omit information from columns, but may add columns if necessary although it's not anticipated this will be needed.

Note: Any formulas existing in the cells are provided only to help Bidder and ultimately all calculations are the Bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

Important Note: The total sum of the "Fully burdened cost" column should equal the grand total labour cost to include profit as well as all indirect rates (G&A/Overhead/etc.) associated with labour. These indirect cost rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be broken out separately in the calculations at the bidding stage. However, Bidder is required to include the associated indirect costs in the totals of the detailed tab either:
A) in the base unit costs;
or
B) shown separately by expanding the table columns to show the additional costs due to these indirect rates (similar to the way profit is calculated). Option B is not required at the bidding stage but this detail will be requested from the winning bidder during pre-contract award discussions.

Enter profit percentage for material in yellow cell below:

Profit >=	0%
-----------	----

IMPORTANT: DELETE THIS EXAMPLE ROW (Row 3) BEFORE SUBMITTING BID

Material bid Instruction:

This detailed material bid to be completed by Bidder with all columns populated and shall be expanded to include as many rows as necessary to provide the detail requested. Any unnecessary rows should be deleted (no blank entries). Bidder is required to identify for each item the CLIN it is associated with from the drop down menu. Each column should then be populated using the column-specific instructions in the first row. Bidder may not delete columns or omit information from columns, but may add columns if necessary although it's not anticipated this will be needed.

Note: Any formulas existing in the cells are provided only to help Bidder and ultimately all calculations are the Bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

Important Note: The total sum of the "Fully burdened cost" column should equal the grand total Material cost to include profit as well as all indirect rates (G&A/Overhead/Material handling/etc.) associated with material. The indirect cost rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be broken out separately in the calculations at the bidding stage. However, Bidder is required to include the associated indirect costs in the totals of the detailed tab either:

- A) in the base unit costs; or
- B) shown separately by expanding the table columns to show the additional costs due to these indirect rates (similar to the way profit is calculated). Option B is not required at the bidding stage but this detail will be requested from the winning bidder during pre-contract award discussions.

[illegible]

Enter profit percentage for
travel in yellow cell below:

0%

IMPORTANT: DELETE THIS EXAMPLE ROW (Row 3) BEFORE SUBMITTING BID

Travel table Instructions:
This detailed Travel table is to be completed by Bidder with all columns populated and shall be expanded to include as many rows as necessary to provide the detail requested. Any unnecessary rows should be deleted (no blank entries). Bidder is required to identify for each item the CLIN it is associated with from the drop down menu. Each column should then be populated using the column-specific instructions in the first row. Bidder may not delete columns or omit information from columns, but may add columns if necessary although it's not anticipated this will be needed.

Note: Any formulas existing in the cells are provided only to help Bidder and ultimately all calculations are the Bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

Important Note: The sum of the "Total cost" column on this tab should equal the grand total Travel cost to include any profit as well as all indirect rates (G&A/Overhead/etc.) associated with travel. These indirect cost rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be broken out separately in the calculations at the bidding stage. However, Bidder is required to include the associated indirect costs in the totals of the detailed tab either:

A) in the base unit costs;
or
B) shown separately by expanding the table columns to show the additional costs due to these indirect rates as separate columns. Option B is not required at the bidding stage but this detail will be requested from the winning bidder during pre-contract award discussions.

Populate each line of the table that contains travel with the appropriate CLIN from the drop down menu. Note that all CLINS should be accounted for and if there is no travel associated please include a line for that CLIN and indicate "No travel associated" in column C.

CLIN	Origin/Destination	Year	Currency	Nr of trips	Nr of people	Nr of Days per trip	Cost per roundtrip transportation (Flight, train, etc.).	Per Diem	Extended cost	Profit	Total Cost
	Insert Origin/destination								-	0.00	0.00
	Insert Origin/destination								-	0.00	0.00
	Insert Origin/destination								-	0.00	0.00
	Insert Origin/destination								-	0.00	0.00
	Insert Origin/destination								-	0.00	0.00
	Insert Origin/destination								-	0.00	0.00
Total											0.00

Enter profit percentage for travel in yellow cell below:

Profit =>0%

[illegible]

Enter profit percentage for ODC in yellow cell below:

Profit =>	0%
---------------------	-----------

IMPORTANT: DELETE THIS EXAMPLE ROW (Row 3) BEFORE SUBMITTING BID

ODC table Instructions:

This detailed ODC table is to be completed by Bidder with all columns populated and shall be expanded to include as many rows as necessary to provide the detail requested. Any unnecessary rows should be deleted (no blank entries). **Bidder is required to identify for each item the CLIN it is associated with from the drop down menu.** Each column should then be populated using the column- specific instructions in the first row. Bidder may not delete columns, or omit information from columns, but may add columns if necessary although it's not anticipated this will be needed.

Note: Any formulas existing in the cells are provided only to help Bidder and ultimately all calculations are the Bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

Important Note: The sum of the "Total cost" column on this tab should equal the grand total ODC cost to include any profit as well as all indirect rates (G&A/Overhead/etc.) associated with ODCs. These indirect cost rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be broken out separately in the calculations at the bidding stage. However, Bidder is required to include the associated indirect costs in the totals of the detailed tab either:

- A) in the base unit costs;
- or
- B) shown separately by expanding the table columns to show the additional costs due to these indirect rates as separate columns. Option B is not required at the bidding stage but this detail will be requested from the winning bidder during pre-contract award discussions.

Populate each line of the table that contains ODC with the appropriate CLIN from the drop down menu. Note that all CLINS should be accounted for and if there is no ODC associated please include a line for that CLIN and indicate "No ODC associated" in column C.								Identify the applicable currency. Bidder may choose to enter multiple currencies in one sheet or duplicate the sheet for multiple currencies.		Unit type, (MD's, lot, etc.)		Number of units.		Unit cost.		This colum should only be expressed as a formula.		Profit calculation (if applicable). Note: The formula given in this column is an example only and the bidder should enter the appropriate formula. If the contractor did not apply profit, any or all of these cells can be 0.		Total ODC cost calculation.	
CLIN	Item Name	Item Description	Year	Currency	Unit Type	Quantity	Unit cost	Extended cost		Profit	Total Cost										
	Insert Other Direct Cost item							0.00	0.00	0.00											
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	Insert Other Direct Cost item							0.00	0.00	0.00</											

Enter the name of the Rate here (G&A, Overhead, etc.)	Enter a rate description for non-standard rate categories		Enter the rate percentage
	Rate Name	Rate description*	Percentage
[Insert Rate Name]		0%	
[Insert Rate Name]		0%	
[Insert Rate Name]		0%	

***Note: rate description only needed if this is a rate not included in the list below:**

Overhead

Fringe

General & Administrative

Material Handling

Profit- Labour

Profit- Material

EXAMPLE ONLY:		
Name of Rate	Rate description	
Fringe		2%
Overhead		2%
G&A		2%
ABC rate (cor	In the case of non-standard rates include a description	x%

Instructions:

Although the rates in this tab do not need to be linked to calculations for purposes of the bid, it is required that Bidders list any and all rates included in their bid to include (but not limited to):
Overhead, Labour Fringe, Material handling, General & Administrative, Profit, etc.

Fully Burdened Daily Rates are to include ODC

[illegible]

NCIA INVENTORY OF SOFTWARE ASSETS		
SOFTWARE COSTS DATA:		
SECTION 1: PRODUCT DETAILS-Please enter details on product.		
PRODUCT NAME:		
VERSION:		
VENDOR:		
REFERENCE TO SOFTWARE BREAKDOWN STRUCTURE:		
DEPARTMENT/OWNER:		
LICENSE TYPE:		
EXPIRATION DATE:		
SECTION 2: BREAKDOWN OF SW LICENSE COSTS-Please enter the breakdown of SW costs per licenses.		
	<u>COSTS</u>	Check if the cost is recurrent in nature
COST OF SERVER LICENSE:	€ 0.00	
COST OF USER LICENSE:	€ 0.00	
ANNUAL SUPPORT (Maintenance) FEE:	€ 0.00	
ANNUAL UPGRADE (Maintenance) FEE:	€ 0.00	
NUMBER OF USERS:	0	
ANNUAL COST PER USER (ADDITIONAL):	€ 0.00	
DISCOUNT RATE:	0.0000%	
OTHER FEES/COSTS:	€ 0.00	
GENERAL DESCRIPTION:		
	<u>COSTS</u>	
TOTAL QUOTED COSTS:	€ 0.00	
SECTION 3: FINANCIAL PROFILE		
DISCOUNT PRICE BREAKS:	0.0000%	
Methodology:		
DISCOUNT PRICE BREAKS(Options):	0.0000%	
Methodology:		
SECTION 4: CURRENT ISSUES/GROUNDRULES & ASSUMPTIONS		

NCIA INVENTORY OF SOFTWARE ASSET
INFORMATION SHEET

Bidders must fill all cells in yellow. If a cell is not applicable to this specific product, Bidders must indicate the reasons.

SECTION 1: Product Details

- a. Product Name: Please enter the name of your software product.
- b. Version: Please enter the version current being released or offered.
- c. Vendor: Please enter the name of vendor.

- d. Reference to Software Breakdown Structure: Please reference the Bidding Sheets and Schedule of Supplies & Services, and enter CLIN #.
- e. Department/Owner: (Internal Reference). Please ignore.
- f. License Type: Please enter the type of license, assumed perpetual per user.

SECTION 2: Breakdown of SW License Costs

All Cost should be formulated with a “per user” methodology.

- a. Cost of Server License: Please enter the cost of server license, if applicable.
- b. Cost of User License: Please enter the base cost of the license per user.
- c. Annual Support Fee: Noted as maintenance, this is the per user cost of technical support, if applicable.
- d. Annual Upgrade Fee: Also noted as maintenance, updates and upgrades to software after initial procurement, if applicable.
- e. Numbers of Users: (Internal Reference).
- f. Annual Cost Per User: Please enter any additional costs per year, per license, per user.
- g. Discount Rate: Please enter the discount rate, if applicable.
- h. Other Fees/Costs: Please enter any other costs billed in the per user price.
- i. General Description: Please provide a general description of the software being offered.
- j. Total Quoted Costs: (Internal Reference). Please ignore.

SECTION 3: Financial Profile

- a. Discount Price Breaks: Please enter the discount being offer in %.
- b. Methodology: Please enter the methodology used to develop this discount rate.
- c. Discount Price Breaks (Options): If applicable.
- d. Methodology: If applicable.

SECTION 4: Current Issues/Groundrules & Assumptions

- a. Please enter other issues surrounding the acquisition of the software being offered.

Annex B. Prescribed Administrative Forms and Certificates

Annex B- 1. Certificate of Legal Name of Bidder

This Bid 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: _____

TELEFAX No: _____

POINT OF CONTACT REGARDING THIS BID:

NAME: _____
POSITION: _____
TELEPHONE: _____

ALTERNATIVE POINT OF CONTACT:

NAME: _____
POSITION: _____
TELEPHONE: _____

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

**Annex B- 2. Acknowledgement of Receipt of IFB
Amendments**

I confirm that the following amendments to Invitation for Bid n° IFB-CO-15575-BMD have been received and the Bid, as submitted, reflects the content of such amendments.

Amendment no.	Date Issued	of	Date receipt	of	Initials

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

Annex B- 3. Certificate of Independent Determination

It is hereby stated that:

- a. We have read and understand all documentation issued as part of IFB-CO-15575-BMD. Our Bid submitted in response to the referred solicitation is fully compliant with the provisions of the IFB and the prospective contract.

- b. Our Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Bidder or with any competitor;

- b. The contents of our Bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other Bidder or to any competitor; and

- c. No attempt has been made, or will be made by the Bidder to induce any other person or firm to submit, or not to submit, a Bid for the purpose of restricting competition.

Date :

Signature :

Name & Title :

Company :

Bid Reference :

Annex B- 4. Certificate of Bid Validity

I, the undersigned, as an authorised representative of the firm submitting this Bid, do hereby certify that the pricing and all other aspects of our Bid will remain valid for a period of twelve (12) months from the Bid Closing Date of this Invitation for Bid.

.....
Date

.....
Signature of Authorised Representative

.....
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 Bid exclude all taxes, duties and customs charges from which the Purchaser has been exempted by international agreement.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

Annex B- 6. Comprehension and Acceptance of Contract Special and General Provisions

The Bidder hereby certifies that he has reviewed the Special Contract Provisions and the NCIO General Provisions set forth in the Prospective Contract, Book II of this Invitation for Bid. The Bidder hereby provides his confirmation that he fully comprehends the rights, obligations and responsibilities of the Contractor as set forth in the Articles and Clauses of the Prospective Contract. The Bidder additionally certifies that the offer submitted by the Bidder is without prejudice, qualification or exception to any of the Terms and Conditions and he will accept and abide by the stated Special and General Provisions if awarded the contract as a result of this Invitation for Bid.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

Annex B- 7. Disclosure of Requirements for NCIA Execution of Supplemental Agreements

I, the undersigned, as an authorised representative of _____, certify the following statement:

All supplemental agreements, defined as agreements, documents and/or permissions outside the body of the Contract but are expected to be required by my Government, and the governments of my subcontractors, to be executed by the NCIA as a condition of my firm's performance of the Contract, have been identified, as part of the Bid.

In addition, I confirm to take over from the incumbent all export controlled information, including but not limited to information governed by US (ITAR), French and Italian export control regulations, and take responsibility for further use in line with the requirements of the Contract.

These supplemental agreements are listed as follows and/or are relevant to the following items:

(insert list of supplemental agreements or specify "none")

Examples of the terms and conditions of these agreements have been provided in our Offer. 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. 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.

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).

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 bidder may be cause for the NCIA to determine the submitted bid to be non-compliant with the requirements of the IFB;

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

.....
Title

.....
Company

Annex B- 8. Certificate of Compliance AQAP or ISO 9001:2015 or Equivalent

I hereby certify that _____(name of Company) possesses and applies Quality Assurance Procedures/Plans that are equivalent to the AQAP 2110 or ISO 9001:2015 as evidenced through the attached documentation¹.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

¹ Bidders must attach copies of any relevant quality certification.

Annex B- 9. List of Prospective Subcontractors

Name and Address of Sub-Bidder	DUNS Number ²	Primary Location Work	Items/Services of be Provided	to Estimated % of total Contract Value

Date :

Signature :

Name & Title :

Company :

Bid Reference :

² Data Universal Numbering System (DUNS). Bidders are requested to provide this data in order to help NCIA to correctly identify Subcontractors. If a Subcontractor’s DUNS is not known this field may be left blank.

Annex B- 10. Bidder Background IPR

I, the undersigned, as an authorised representative of Bidder _____, warrant, represent, and undertake that:

- a. The Contractor Background IPR specified in the table below will be used for the purpose of carrying out work pursuant to the prospective Contract¹.

ITEM	DESCRIPTION / IP OWNERSHIP	INDICATE IF COTS

- b. The stated Bidder has and will continue to have, for the duration of the prospective Contract, all necessary rights in and to the Background IPR specified above.
- c. The Background IPR stated above complies with the terms specified in Clause 22 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified therein and in Clause 30 of the NCIO General Contract Provisions.

Date :

Signature :

Name & Title :

Bid Reference :

¹ Indicate solely items the provision of which is necessary for the purpose of installing, maintaining and regularly operating the system (i.e. development environment, testing environment etc. items shall not be included).

I, the undersigned, as an authorised representative of Bidder _____, warrant, represent, and undertake that:

- [illegible]

- Date :
Signature :
Name & Title :
Bid Reference :

NATO UNCLASSIFIED

Annex B- 12. List of Third Party IPR

I, the undersigned, as an authorised representative of Bidder _____, warrant, represent, and undertake that:

- 1. The Third Party IPR specified in the table below will be used for the purpose of carrying out work pursuant to the prospective Contract¹.**

ITEM	DESCRIPTION / IP OWNERSHIP	INDICATE IF COTS

- a. The stated Bidder has and will continue to have, for the duration of the prospective Contract, all necessary rights in and to the IPR specified above necessary to perform the Contractor's obligations under the Contract.
- b. The Background IPR stated above complies with the terms specified in Clause 22 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified therein and in Clause 30 of the NCIO General Contract Provisions.

Date :

Signature :

Name & Title :

Bid Reference :

¹ Indicate solely items the provision of which is necessary for the purpose of installing, maintaining and regularly operating the system (i.e. development environment, testing environment etc. items shall not be included)

Annex B- 13. Certificate of Origin of Equipment, Services, and Intellectual Property

The Bidder hereby certifies that, if awarded the Contract pursuant to this solicitation, he 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 provisioned 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 Bidder to firms, individuals or Governments other than within the NATO member countries.

Date :

Signature :

Name & Title :

Company :

Bid Reference :

Annex B- 14. List of Proposed Key Personnel

Position	SOW Reference	Labour Category	Name	Designation Period
Project Manager	8			EDC thru Contract expiration date
Quality Manager	8			EDC thru Contract expiration date
Configuration Manager	8			EDC thru Contract expiration date
Engineering Lead	8			EDC thru Contract expiration date
ITB Lab Manager	8			EDC thru Contract expiration date
V&V Issue Manager	8			EDC thru Contract expiration date
Senior System Architect	8			EDC thru Contract expiration date
Senior Systems Engineer - BMC3I requirements	8			EDC thru Contract expiration date
Senior Systems Engineer - BMC3I interface and communications	8			EDC thru Contract expiration date
Other (td by Bidder):				

Date :

Signature :

Name & Title :

Company :

Bid Reference :

Annex B- 15. Certificate of Price Ceiling

I hereby certify that the total price offered in the price quotation of this Bid in Section 1 to 3 of the Bidding Sheets for CLINs 1 to 15 do not exceed €73,931,321.25 as described in paragraph 4.6.1.2 of Book I.

For quotation submitted in other than EURO currency:

The Bidder shall establish this certificate within 5 days preceding the Bid Closing Date, and utilise for the purpose of price comparison the average of the official buying and selling rate(s) of the European Central Bank at close of business on the last working day preceding the signature of the present certificate.

The bidder shall indicate in the table below the exchange rate(s) used for the establishment of the present certificate:

Currencies	EUR / Currency Exchange rates

Notes:

- (1) No price information of your Bid should be disclosed in neither the Bid Administration Package nor the Technical Proposal Package.
- (2) The Bidder shall not change the price offered in the bid by submitting this subject certificate. The Bidder shall only provide the certificate to confirm it does not exceed the price ceiling specified in paragraph 4.6.1.2 of Book I.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

Annex B- 16. Supply Chain Security Self-Attestation Statement

[Name Contractor]

I hereby as [Contractor] affirm that the security of the supply chain for Commercial off the Shelf communication and information systems security enforcing products [...] has been assessed and assessed against the requirements attached hereto named 'Vendor Specific Requirements for Supply Chain Security' “

I endorse this supply chain security statement for the product [.....], 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-16bis - Vendor Specific Requirements for Supply Chain Security

1. Supply Chain Security Program Governance

- 1.1. The vendor of Security Enforcing product shall implement a governed supply chain security program.
- 1.2. This area of security governance describes the practices for a CIS product vendor's overall governance for Supply Chain security and compliance. The program shall cover the following issues:
 - 1.2.1. Governance model:
 - 1.2.1.1. Clearly defining Roles and responsibilities
 - 1.2.1.2. Taking into account key third party vendor and their Supply chain security conformance
 - 1.2.2. Security policies, standards and procedures:
 - 1.2.2.1. Include supply chain security issues in their quality baseline, especially dealing with delivery and manufacturing issues;
 - 1.2.2.2. Maintain a supplier management procedure in their quality baseline;
 - 1.2.2.3. Security incident response procedures
 - 1.2.2.4. Define supply chain security self-assessment and internal audit processes.
- 1.3. The vendor, to improve its practices, should:
 - 1.3.1. Develop and implement a Supply Chain security program including roles and responsibilities, with identifying clearly 3rd Party vendor.
 - 1.3.2. Conform with existing standard and practices like Assurance Life Cycle (ALC) assurance requirements of ISO/IEC 15408, Informational technology – Security techniques – Evaluation criteria for IT security
 - 1.3.3. Develop its policies to manage Supply Chain security risks in the following areas:
 - 1.3.3.1. Manufacturing and service operations
 - 1.3.3.2. Implementation control and validation processes
 - 1.3.3.3. Scrap management processes
 - 1.3.3.4. Cyber threat and vulnerability management
 - 1.3.3.5. Anomaly detection and investigation
 - 1.3.3.6. Counterfeit mitigation, integrity and trapping
 - 1.3.3.7. Compliance management to manufacturing specification note
 - 1.3.3.8. Conduct short-periodic assessments by independent third parties against supply chain security leading practices to identify potential gaps

2. Security in Manufacturing and Operations

- 2.1. The governed supply chain security program shall address security in manufacturing and operations.
- 2.2. The area of security in manufacturing and operations describes the practices to protect against Supply Chain security threats and risks in manufacturing operations. It shall address, at least, the following:

- 2.2.1. Security of production platform
- 2.2.2. Security in Inventory Management
- 2.2.3. Segregation of Duties
- 2.2.4. Tracking and Accountability
- 2.2.5. Scrap Management
- 2.2.6. Tampering and Malicious Modification
- 2.2.7. Counterfeit Mitigation

2.3. The CIS product vendor, to improve its practices, should:

- 2.3.1. Implement controls to manage access to material inventory within the production environment.
- 2.3.2. Maintain accounting of inventory throughout the production lifecycle.
- 2.3.3. Maintain inventory tracking documentation and/or information for an appropriate agreed time period.
- 2.3.4. CIS equipment/components should be marked with one or more markers such as company logo, forgery-proof part number to prevent counterfeiting.
- 2.3.5. Implement applicable separation of duties controls to limit opportunities for counterfeiting, malicious modification and tampering.
- 2.3.6. Scrap should be tracked and controlled until destroyed or deemed unusable.

3. Security in Logistics

3.1. The governed supply chain security program shall address security in logistics.

3.2. The area of security in logistics describes the practices to protect against security threats and risks during storage and distribution of software, components and products through the Supply Chain. It shall address, at least, the following:

- 3.2.1. Packaging Security
- 3.2.2. Transportation Security, including tampering detection
- 3.2.3. Secured Warehousing and Storage,

3.3. The CIS product vendor, to improve its practices, should:

- 3.3.1. Ensure anonymity of client by implementing technical mechanism that doesn't require to show human-readable or direct information about client (example given: bar- code...).
- 3.3.2. Implement a control policy for each equipment/component before their packaging.
- 3.3.3. Ensure robust tamper detection by advanced mechanism (seal, secure packaging...).
- 3.3.4. Implement anti-tamper mechanisms
- 3.3.5. Store proprietary material in an access controlled area.
- 3.3.6. Uniquely identify all shipped components using valid identification and tracking techniques (e.g., serial numbers, date codes, license labels).

4. NATO Procurement and Sustainment Information Protection

- 4.1. The governed supply chain security program shall address NATO procurement and sustainment information protection.
- 4.2. This area addresses the protection of all NATO information handled during the operation of the CIS product and all the services linked to its usage. It covers Information related to the support service and the hotline involved in the maintenance of the product during the sustain phase; Information required by an ancillary service, like signature pushing, necessary for the correct operation of the product and any residual information in equipment handled all along the sustain and end-of-life phases and scrap management The vendor shall address these issues by:
 - 4.2.1. Using of cryptographic mechanisms and products to protect sensitive information exchanged ;
 - 4.2.2. Setting up Information access controls
 - 4.2.3. Enforcing a network security policies regarding confidentiality consistent with the sensitivity data handled, which may include parameters for use of third party cloud service providers
- 4.3. The CIS product vendor, to improve its practices, should:
 - 4.3.1. Secure and control NATO and procurement and sustainment information in a manner such that:
 - 4.3.2. it limits the use for intended purpose;
 - 4.3.3. Limits the access to authorized personnel compliancy with need-to-know concept and cleared at the appropriate NATO level;
 - 4.3.4. Ensures segregation from that of other customers (e.g. separate information system customer directories).
 - 4.3.5. Ensure confidentiality of information during storage, scrapping and while in transit, using techniques as permitted by NATO directives.
 - 4.3.6. Implement all procedures and technical measures to prevent leakage of NATO procurement and sustainment information;
 - 4.3.7. Ensure anonymization or confidentiality of shipping and information gathered during the support and maintenance phases;
 - 4.3.8. Periodically have access control procedures, including visitor access, and all technics used to prevent leakage of information audited by independent control office.
 - 4.3.9. Ensure confidentiality of design and development information that could jeopardize product security.

5. Vendor Physical and Personnel Security

- 5.1. The governed supply chain security program shall address vendor physical and personnel security.
 - 5.1.1. This area of personnel security describes the practices to protect NATO's operational or business confidential information when employees and contractors have physical access to such information on Vendor premises. It shall address, at least, the following:
 - 5.1.1.1. Physical Access Controls and Monitoring, in compliance with NATO directive protection of such a confidential information at proper level

- 5.1.1.2. Security training and awareness, in compliance with NATO directive on protection of such a confidential information at proper level
- 5.1.2. The CIS product vendor, to improve its practices, should:
 - 5.1.2.1. Implement applicable physical access controls for entering as well as exiting facilities.
 - 5.1.2.2. Periodically have development and loading premises, including all remote network access point audited by independent control office
 - 5.1.2.3. Periodically review and update physical access entitlement and privilege. This review should be based on employee background, adjusting the roles.
 - 5.1.2.4. Deploy periodic security awareness campaigns and training to all personnel addressing the following areas, as applicable:
 - 5.1.2.4.1. Security and information protection practices against social engineering, phishing, malware etc.
 - 5.1.2.4.2. Information systems access
 - 5.1.2.4.3. Security incident detection and reporting
 - 5.1.2.4.4. Response to burglary, robbery and in-transit theft
 - 5.1.2.4.5. Visitor access and challenging un-identified persons or vehicles
 - 5.1.2.4.6. Management and disposal of scrap
 - 5.1.2.4.7. Detection of counterfeit items and malicious modification

6. Security in Service Management

- 6.1. The governed supply chain security program shall address security in service management.
 - 6.1.1. This area of service management describes the practices to continue to securely deliver support and ancillary services required for the security product to be operated - e.g. online services like signature server - and maintained – e.g. online update server - in an event of a service disruption. It shall address, at least, the following:
 - 6.1.1.1. Security in Business Continuity Planning issues;
 - 6.1.1.2. Business Continuity Plan Testing procedures;
 - 6.1.1.3. Activity Recovery Plan.
 - 6.1.2. The CIS product vendor, to improve its practices, should:
 - 6.1.2.1. Implement security controls as part of business continuity efforts (e.g., processes, location) to ensure confidential information is protected during periods of disruption.
 - 6.1.2.2. Implement vulnerability survey, both from customers and open sources.
 - 6.1.2.3. Post-sale services and configuration support
 - 6.1.2.4. Test business continuity plans for security periodically and update them based on the results of the testing.

7. Security in Incident Management

7.1. The governed supply chain security program shall address security in incident management.

7.1.1. This area of security incident management describes the practices to establish and implement a robust incident management process to identify, document and resolve security incidents. It shall address, at least, the following:

7.1.1.1. Incident handling and response procedures

7.1.2. The CIS product Vendor should:

7.1.2.1. Establish capabilities to identify and respond to security incidents.

7.1.2.2. Assign roles and responsibilities to personnel, including response procedures, to manage security incidents effectively.

7.1.2.3. Review incident response plan periodically and update based on evolving security risks and threats.

7.1.2.4. Vulnerability review and impact analysis on CIS product facilities.

7.1.2.5. Implement analysis of 0-day incidents, including their impact on the supply chain.

8. 3rd Party Supplier Management

8.1. The governed supply chain security program shall address 3rd party supplier management.

8.1.1. This area of 3rd party security describes making multiple tiers of suppliers to a CIS product vendor to NATO aware of all applicable security practices. The prior vendor shall ask to their 1st tier of underlying suppliers/partners for an assessment of the suppliers' supply chain security expressing compliance to this directive. Direct vendors to NATO should make Supply chain security statement of their underlying suppliers available to the contracting authorities.

8.2. Direct vendors to NATO should provide 3rd party suppliers with this directive and make them aware of its content, both requirements and recommended practices.

**Annex B- 17. Disclosure of Involvement of Former NCI
Agency Employment**

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

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

The Bidder hereby certifies that:

- ☐ Its personnel, at any tier, working as part of the company's team preparing the Bid have not held employment with NCI Agency within the last two years.

- ☐ It 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 in Annex B-17 of this IFB):

Employee Name	Former NCI Agency Position	Current Company Position

The Bidder 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

Annex B-17.Bis NCI Agency AD. 05.00, Code of Conduct: Post Employment Measures

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.
2. Former NCI Agency Personnel will not be accepted as consultants or commercial counterparts 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 members, agents or consultants 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 he/she was 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.
3. In addition to paragraph 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 from 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 Agency Supervisory Board (ASB).
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.
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.

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.

Annex C. Bid Guarantee - Standby Letter of Credit

Standby Letter of Credit Number:

Issue Date:

Beneficiary:

NCI Agency, Financial Management Office
Boulevard Leopold III, B-1110, Brussels
Belgium

Expiry Date:

1. We, (issuing bank) hereby establish in your favour our irrevocable standby letter of credit number {number} by order and for the account of (NAME AND ADDRESS OF BIDDER) in the original amount of € 1,000,000 (one Million Euro). We are advised this Guarantee fulfils a requirement under Invitation for Bid CO-15575-BMD dated _____.

2. Funds under this standby letter of credit are available to you upon first demand and without question or delay against presentation of a certificate from the NCI Agency Contracting Officer that:

a) (NAME OF BIDDER) has submitted a Bid and, after Bid Closing Date (including extensions thereto) and prior to the selection of the best value compliant Bid, has withdrawn his Bid, or stated that he does not consider his Bid valid or agree to be bound by his Bid, or

b) (NAME OF BIDDER) has submitted a Bid determined by the Agency to be the best value compliant Bid, but (NAME OF BIDDER) has declined to execute the contract offered by the Agency, such contract being consistent with the terms of the Invitation for Bid, or

c) The NCI Agency has offered (NAME OF BIDDER) the contract for execution but (NAME OF BIDDER) has been unable to demonstrate compliance with the security requirements of the contract within a reasonable time, or

d) The NCI Agency has entered into the contract with (NAME OF BIDDER) but (NAME OF BIDDER) has been unable or unwilling to provide the Performance Guarantee required under the terms of the contract within the time frame required.

3. This Letter of Credit is effective the date hereof and shall expire at our office located at (Bank Address) on _____. All demands for payment must be made prior to the expiry date.

4. It is a condition of this letter of credit that the expiry date will be automatically extended without amendment for a period of sixty (60) calendar days from the current or any successive expiry date unless at least thirty (30) calendar days prior to the then current expiry date the N Agency Contracting Officer notifies us that the Letter of Credit is not required to be extended or is required to be extended for a shorter duration.

5. We may terminate this letter of credit at any time upon sixty (60) calendar days notice furnished to both (NAME OF BIDDER) and the NCI Agency by registered mail.

6. In the event we (the issuing bank) notify you that we elect not to extend the expiry date in accordance with paragraph 4 above, or, at any time, to terminate the letter of credit, funds under this credit will be available to you without question or delay against presentation of a certificate signed by the NCI Agency Contracting Officer which states

“The NCI Agency has been notified by {issuing bank} of its election not to automatically extend the expiry date of letter of credit number {number} dated {date} pursuant to the automatic renewal clause (or to terminate the letter of credit). As of the date of this certificate, no suitable replacement letter of credit, or equivalent financial guarantee has been received by the NCI Agency from, or on behalf of (NAME OF BIDDER), and the NCI Agency, as beneficiary, hereby draws on the standby letter of credit number _____ in the amount of € (Amount up to the maximum available under the LOC), such funds to be transferred to the account of the Beneficiary number _____ (to be identified when certificate is presented).”

Such certificate shall be accompanied by the original of this letter of credit and a copy of the letter from the issuing bank that it elects not to automatically extend the standby letter of credit, or terminating the letter of credit.

7. The Beneficiary may not present the certificate described in paragraph 6 above until 20 (twenty) calendar days prior to a) the date of expiration of the letter of credit should {issuing bank} elect not to automatically extend the expiration date of the letter of credit, b) the date of termination of the letter of credit if {issuing bank} notifies the Beneficiary that the letter of credit is to be terminated in accordance with paragraph 6 above.

8. Multiple drawings are allowed.

9. Drafts drawn hereunder must be marked, “Drawn under {issuing bank} Letter of Credit No. {number}” and indicate the date hereof.

10. This letter of credit sets forth in full the terms of our undertaking, and this undertaking shall not in any way be modified, amended, or amplified by reference to any document, instrument, or agreement referred to herein (except the International Standby Practices (ISP 98) hereinafter defined) or in which this letter of credit is referred to or to which this letter of credit relates, and any such reference shall not be deemed to incorporate herein by reference any document, instrument, or agreement.

11. We hereby engage with you that drafts drawn under and in compliance with the terms of this letter of credit will be duly honoured upon presentation of documents to us on or before the expiration date of this letter of credit.

12. This Letter of Credit is subject to The International Standby Practices-ISP98 (1998 Publication) International Chamber of Commerce Publication No.590.

Annex D. IFB-CO-15575-BMD Non-Disclosure Undertaking

1. COMPANY SIGNING THE UNDERTAKING

[Insert name of Company], located in(address)..... (hereinafter referred to as “**Company**”) and its officers, directors and employees (being permanent, temporary, full-time, part-time, or staff that has been hired as consultants by the said company) agree to be bound by the terms of this undertaking (the “**Undertaking**”).

2. BACKGROUND

In order to allow potential bidders to prepare a bid under IFB-CO-15575-BMD, Confidential Information, as defined below, will be released to potential Bidders that have duly executed this Undertaking.

3. CONFIDENTIAL INFORMATION

For the purposes of this Undertaking, Confidential Information shall include the following items, regardless of the classification marked on the documents :

- All Documentation and materials included in BMD IFB Bidders’ library
- All documentation and briefings supporting the BMD bidders conference

4. RIGHT OF USE

4.1 Company is authorised to use the Confidential Information for the sole purpose of preparing a bid for IFB-CO-15575-BMD and for a limited period not to exceed the completion of the bid evaluation period (as notified by the Purchaser) for IFB-CO-15575-BMD. This period shall be extended automatically if Company is determined to be the Successful Bidder until the effective date of Contract CO- IFB-CO-15575-BMD, which shall then govern the terms of use and disclosure of the Confidential Information.

4.2 The Confidential Information will be delivered “as is”. Company acknowledges that the Confidential Information is released without any acceptance of liability for damages of any kind including but not limited to incidental, special or consequential damages sustained by the Company as a result of the usage of the Confidential Information.

4.3 Any cost involved with the use of the Confidential Information is the sole responsibility of the Company.

4.4 On completion of the bidding process in relation to Invitation For Bid IFB-CO-15575-BMD and at the latest five (5) working days after notification that Company is not the successful Bidder, Company shall return to NCI Agency, or destroy, the Confidential Information and provide NCI Agency with a written statement that Company has returned the original Confidential Information and all copies or destroyed the original Confidential Information and all copies.

5. NON-DISCLOSURE

5.1. Company shall not disclose the Confidential Information to any third party and shall limit the disclosure internally to those of its officers, directors, employees (being permanent, temporary, full-time, part-time, or staff that has been hired as consultants by the said company) on a need to know basis and provided that these officers, directors, employees (being permanent, temporary, full-time, part-time, or staff that has been hired as consultants by the said company) are bound by a non-disclosure agreement or an adequate confidentiality clause covering the Confidential Information disclosed on the basis of this Undertaking.

5.2 Should any portion of the Confidential Information falls within any of the following provisions, such portion of the Confidential Information is released from the protection provided under this Undertaking from the date such provision becomes effective:

- Information which is or becomes part of the public domain without breach of this Undertaking;
- Information which is received after the signature of this Undertaking by Company from a third party who did not obtain or disclose it in violation of any rights of the NCI Agency;
- Information which is already known by Company, which is legally allowed to use it, at the time of signature of this Undertaking, which the Company can substantiate by written evidence;
- Information which is publicly disclosed with the prior written approval of the NCI Agency; and Information which is independently developed by an employee of the Company who did not have access to the Confidential Information and independent development is substantiated by sufficient evidence.

6. DISPUTE RESOLUTIONS

All disputes arising as a result of this Undertaking shall be subject to the dispute resolution procedure as detailed below:

6.1. Dispute resolution shall be governed, interpreted and construed in accordance with the private contract law of the Kingdom of Belgium.

6.2. All disputes arising under, or which are related to this Undertaking or with respect to its effectiveness shall be resolved by consultation. If no agreement can be found, either NCI AGENCY or the Company may open arbitration proceedings in accordance with the following arbitration provisions.

6.3. The party instituting the arbitration proceedings shall advise the other party by registered letter, with official notice of delivery, of his desire to have recourse to arbitration. Within a period of thirty (30) days from the date of receipt of this letter, NCI AGENCY and the Company shall jointly appoint an arbitrator. In the event of failing to appoint an arbitrator, the dispute or disputes shall be submitted to an Arbitration Tribunal consisting of three arbitrators, one being appointed by NCI AGENCY, another by the Company and the third, who shall act as President of the Tribunal, by these two arbitrators. Should NCI AGENCY or the Company fail to appoint an arbitrator during the fifteen (15) days following the expiration of the said first period, the appointment shall be made, within twenty-one (21) days, at the request of the party instituting the proceedings, by the Secretary General of the Permanent Court of Arbitration at The Hague.

6.4. Regardless of the procedure concerning the appointment of this Arbitration Tribunal, the third arbitrator will have to be of a nationality different from the nationality of the other two members of the Tribunal. Any arbitrator must be of the nationality of any one of the member states of the NATO and shall be bound by the rules of security in force within NATO.

6.5. Any person appearing before the Arbitration Tribunal in the capacity of an expert witness shall, if he is of the nationality of one of the member states of the NATO, be bound by the rules of security in force within NATO; if he is of another nationality, no NATO classified documents or information shall be communicated to him.

6.6. An arbitrator, who, for any reason whatsoever, ceases to act as an arbitrator, shall be replaced under the procedure laid down in paragraph 7.3. above.

6.7. The Arbitration Tribunal will take its decisions by a majority vote. It shall decide where it will meet and, unless it decides otherwise, shall follow the arbitration procedures of the International Chamber of Commerce in force at the date of signature of the present Undertaking. The awards of the arbitrator or of the Arbitration Tribunal shall be final and there shall be no right of appeal or recourse of any kind. These awards shall determine the appointment of the arbitration expenses.

7. GENERAL PROVISIONS

7.1. Nothing in this Undertaking shall be construed as granting or conferring any proprietary rights to the Company on the Confidential Information.

On behalf of Company

Name:

Title:

Date:

Annex E. Clarification Requests Form

Company Name _____

Submission Date _____

INVITATION FOR BID IFB-CO-15575-BMD

CLARIFICATION REQUESTS FORM

ADMINISTRATION or CONTRACTING				
Serial NR	IFB REF	QUESTION	ANSWER	Status
A.1				
A.2				
A.3				

PRICE				
Serial NR	IFB REF	QUESTION	ANSWER	Status
P.1				
P.2				
P.3				

TECHNICAL				
Serial NR	IFB REF	QUESTION	ANSWER	Status
T.1				
T.2				
T.3				

Annex F. IFB-CO-15575-BMD CV Template

Company name

Proposed Role: [Click here to enter text](#)Key Personnel: ☐

Proposed Team:

Clearance Level:

Please select**Please select**

Employment History		
Company (most recent first)	Position	Dates
Summary of role	Click here to enter text	
Summary of relevance	Click here to enter text	
Company	Position	Dates
Summary of role	Click here to enter text	
Summary of relevance	Click here to enter text	
Company	Position	Dates
Summary of role	Click here to enter text	
Summary of relevance	Click here to enter text	
Summary of other experience		

Click here to enter text

Education, Qualifications and Professional Membership

Year	Qualification	Institution	Grade/Level

Relevant Experience

BMD Domain Experience *(describe experience and specify level of experience as Expert, Extensive, Familiar, or Limited¹)*

Summary of experience with NATO and National BMD systems and capability areas

Role-Specific Skills and Experience *(describe experience and specify level of experience as Expert, Extensive, Familiar, or Limited¹)*

Summary of skills and experience relevant to the proposed role

Tools and Methodologies *(describe experience and specify level of experience as Expert, Extensive, Familiar, or Limited¹)*

Summary of experience with relevant tools and methodologies

International Working Environments

Summary of experience working in NATO or similar international working environments

Language Proficiency *(as defined in STANAG 6001)*

	Listening	Speaking	Reading	Writing
English (working language)	Select Level	Select Level	Select Level	Select Level

- ¹ **Expert** – is recognised by peers as a subject matter expert through experience, published work, and/or qualifications
Extensive – has direct experience accumulated over a number of years, and relevant qualifications where applicable
Familiar – has some direct experience, more extensive experience in a related area, and/or has undertaken relevant training
Limited – has awareness through indirect experience or related work

Annex G. Cross Reference - Traceability Matrix

Company Name _____

INVITATION FOR BID

IFB-CO-15575-BMD

CROSS REFERENCE - TRACEABILITY MATRIX

Bidding Instructions Ref	SOW Reference	EVALUATION CRITERIA	BID REFERENCE
1. Engineering			
3.6 4.2.4.3.3 4.5.2	8.3	Qualifications and experience of proposed personnel for the Engineering Lead, Senior System Architect and two Senior System Engineers referenced in SOW section 8.3	
3.6 4.2.4.3.3 4.5.2	3.6.4 3.6.5	Realistic Manpower and Effort Assessment for the activities related to System Engineering augmentation and to Integration, Testing and Transition of NATO BMC3I Systems to Operation as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS	
3.6 4.2.4.3.3 4.5.2	5.2 3.6.4 3.6.5	Understanding of Validation, Verification & Service Transition as provided by the Bidder in the draft PWBS, the draft PMS and the proposed update to the PMTP	
3.6 4.2.4.3.3 4.5.2	5.2 5.5 3.6.4 3.6.5	Understanding and application of toolset usage as provided by the Bidder in the draft OIMP, the draft PWBS, the draft PMS, and the proposed update to the PMTP	

2. Supportability			
3.6 4.2.4.3.4 4.5.3	5.4.1.2 5.4.2.1	Demonstrated Ability to operate a Test Bed and integrate remote and local systems as provided by the Bidder in the proposed update to the ITB Service Delivery Plan (SDP) and the proposed update to the Integrated Logistics Support Plan (ILS Plan)	
3.6 4.2.4.3.4 4.5.3	8.3	Qualifications and experience of proposed personnel for ITB Lab Manager and V&V Issue Manager as per SOW section 8.3	
3.6 4.2.4.3.4 4.5.3	3.6.4 3.6.5	Realistic Manpower and Effort Assessment for the operation and support of the ITB as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS	
3.6 4.2.4.3.4 4.5.3	5.5	Suitability of the Issue & Observation Management approach as described by the Bidder in the draft OIMP	
3.6 4.2.4.3.4 4.5.3	5.2	Quality of the engineering approach of the proposed update to the Programme Master Test Plan ITB as provided by the Bidder	
3.6 4.2.4.3.4 4.5.3	5.4.1.2 5.4.2.1	Quality of the approach related to the ITB lab maintenance as provided by the Bidder in the proposed update to the ITB Service Delivery Plan (SDP) and the proposed update to the Integrated Logistics Support Plan (ILS Plan).	
3.6 4.2.4.3.4 4.5.3	5.4.3.6	Quality of the legibility and understandability of the example training materials as provided by the Bidder (noting that the examples provided may not necessarily be related to the ITB)	

3. Management			
3.6 4.2.4.3.5 4.5.4	3.6.4 3.6.5	Realistic Manpower and Effort Assessment related to the project management activities and the support to the BMD Programme Management activities (including Quality Assurance and Configuration Management) as provided by the Bidder in the unpriced BOE, the draft PWBS and the draft PMS.	
3.6 4.2.4.3.5 4.5.4	8.2	Qualifications and experience of the proposed personnel for the Project Management Team (including Quality Assurance and Configuration Management).	
3.6 4.2.4.3.5 4.5.4	3.6.3 3.6.4 3.6.5	Suitability of the project planning as provided by the Bidder in the draft CPMP, the draft PMS and the draft WBS	
3.6 4.2.4.3.5 4.5.4	3.6.3 3.6.6 3.6.7.3 3.6.8	Suitability of Configuration Management, Risk Management, Quality Assurance approaches as provided by the Bidder in the draft CPMP, the draft QAP and the draft CMP	
3.6 4.2.4.3.5 4.5.4	3.6.3	Bidder Qualifications based on corporate experience (including BMD area) and corporate structure and demonstrated capabilities in effective Subcontractor management, including Export Control management, as provided by the Bidder in the draft CPMP	

4. Transition-in (pass/fail criteria)			
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to manage the project activities, including configuration management, quality management, lessons learned and export control regulations	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to monitor transition period and conduct quality assurance & control activities to verify that they are executed in accordance with plans and processes	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to support the BMD Programme in term of Risk Management, Configuration Management and Quality Management.	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to update Target and Transition Architectures with their corresponding architecture views, system and interface requirements[1] in accordance with the CM process using the available tools	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to execute impact assessments of changes at Architecture, requirements or interface level and provide recommendations for implementation	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to verify status of the architecture in the VCRI/VCRM	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to use the ITB Open Framework Services	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to set up distributed test architecture	

3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to connect National Representations to the ITB	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to develop test plans and test cases	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to prepare and conduct verification test events	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to conduct the existing Observation and Issue Management process	
3.6 4.2.7 4.5.5	6.1 3.6.4 3.6.5	Contractor's ability to use Data Warehouse and Observation and Issue Data Base	