

**B-2. Acknowledgement of Receipt of IFB Amendments and Responses to Clarification Requests**

I confirm that the following Amendments and responses to Clarification Requests to Invitation for Bid CO-115791-DEMETER have been received and the Bid, as submitted, reflects the content as such.

<b>Amendment no./Responses to CR release no.</b>	<b>Date of Issued</b>	<b>Date of receipt</b>	<b>Initials</b>

Signature of authorised Representative:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Company:

\_\_\_\_\_

**B-3. Certificate of Independent Determination**

It is hereby stated that:

- a. We have read and understand all documentation issued as part of CO-115791-DEMETER. 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;
- c. 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
- d. 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.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

Bid Reference \_\_\_\_\_

**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 months from the Bid Closing Date of this IFB.

Signature of authorised Representative:

\_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

**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.

Signature of authorised Representative:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Company:

\_\_\_\_\_

**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 NCI Agency General Provisions set forth in the Prospective Contract, Book II of this IFB. The Bidder hereby provides its 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 IFB.

Signature of authorised Representative:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Company:

\_\_\_\_\_

**B-7. Disclosure of Requirements for NCI Agency 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 NCI Agency, or its legal successors, as a condition of my firm’s performance of the Contract, have been identified, as part of the Bid.

These supplemental agreements are listed as follows:

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 NCI Agency, or its legal successors, 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.

Signature of authorised Representative: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

**B-8. Certificate of Compliance AQAP 2110 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 documentation<sup>1</sup>.

Signature of authorised Representative:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Company:

\_\_\_\_\_

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<sup>1</sup> Bidders must attach copies of any relevant quality certification.

**B-9. List of Prospective Subcontractors**

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

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

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<sup>2</sup> Data Universal Numbering System (DUNS). Bidders are requested to provide this data in order to help NCI AGENCY to correctly identify SubContractors. If a SubContractor's DUNS is not known this field may be left blank.



**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 Contract.

ITEM	DESCRIPTION

- 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 32 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified in the prospective Contract, and more particularly, in accordance with Clause 32 of the Special Contract Provisions and Clause 30 of the NCIA General Contract Provisions.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

Bid Reference \_\_\_\_\_

**B-11. List of Subcontractor and Third Party IPR**

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

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

ITEM	DESCRIPTION

B. 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.

C. The SubContractor IPR stated above complies with the terms specified in Clause 32 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified in the prospective Contract, and more particularly, in accordance with Clause 32 of the Special Contract Provisions and Clause 30 of the NCIA General Contract Provisions.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

Bid Reference \_\_\_\_\_

**B-12. 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.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

Bid Reference \_\_\_\_\_

**B-13. Certificate of Price Ceilings**

I hereby certify that the total price offered in the Price Volume of this Bid does not exceed the price ceilings provided in paragraph 3.4.1.1 of Book I - Bidding Instructions.

If any one or more of the prices proposed by the Bidders are above the ceilings provided in paragraph 3.4.1.1, then the Bid will be declared non-compliant.

Note: All prices, or supporting pricing information, shall be included in the Price Volume only. There shall be no pricing information disclosed in either the Bid Administration Volume or the Technical Volume..

Signature of authorised Representative:

\_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company: \_\_\_\_\_

**B-14. 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:

- 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-15 of this IFB):

Employee Name	Former NCIA 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 : .....

Name & Title : .....

Company : .....

**B-15. 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.
7. The post-employment measures set out in this Directive shall be reflected in the NCI Agency procurement documents, such as IFBs, and contract provisions.

## ANNEX C: BID GUARANTEE – STANDBY LETTER OF CREDIT

Standby Letter of Credit Number:

Issue Date: \_\_\_\_\_

Beneficiary: NATO CI Agency,  
Financial Management Resource Centre,  
Boulevard Leopold III,  
B-1110 Brussels, Belgium

Expiry Date: \_\_\_\_\_

- A. 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 € 300,000.00 (Three Hundred Thousand Euro). We are advised this Guarantee fulfils a requirement under Invitation for Bid IFB CO-115791-DEMETER dated \_\_\_\_\_.
- B. 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:
- 1) (NAME OF BIDDER) has submitted a Bid and, after Bid Closing Date (including extensions thereto) and prior to the selection of the lowest priced, technically compliant Bid, has withdrawn its Bid, or stated that he does not consider its Bid valid or agree to be bound by its Bid, or
  - 2) (NAME OF BIDDER) has submitted a Bid determined by the Agency to be the lowest priced, technically 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
  - 3) 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
  - 4) 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.
- C. 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.
- D. 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 NCI 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.

- E. 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.
- F. 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
- G. "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)."
- H. 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.
- I. 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.
- J. Multiple drawings are allowed.
- K. Drafts drawn hereunder must be marked, "Drawn under {issuing bank} Letter of Credit No. {number}" and indicate the date hereof.
- L. 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.
- M. 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.
- N. This Letter of Credit is subject to The International Standby Practices-ISP98 (1998 Publication) International Chamber of Commerce Publication No.590.



## **ANNEX D: TECHNICAL VOLUME CROSS REFERENCE MATRIX (TVCRM)**

1. Volume III shall contain a Technical Volume Cross Reference Matrix (TVCRM), indicating where in the Bid the Bidder addresses each of the Evaluation criteria.
2. Pre-populated TVCRM template is provided as Excel sheet (“Book I Annex D: Technical Volume Cross Reference Matrix (TVCRM)”) to the Bidder.
3. Bidders shall populate the TVCRM in Excel format according to the provided template.
4. The TVCRM shall be completed as per the instructions provided within the *Guidance* sheet of the template.
5. One copy of the duly completed TVCRM shall be included in the Technical Bid Package (Volume III).

See separate Excel Workbook attached

“IFB-CO-115791-DEMETER – Annex D-TVCRM.xls”

## **ANNEX E: EVALUATION CRITERIA TO REQUIREMENTS TRACEABILITY MATRIX**

See separate Excel Workbook attached

*“IFB-CO-115791-DEMETER – Annex E-Eval Criteria to Reqst Matrix.xls”*

## ANNEX F: LIST OF ACCEPTABLE BANKS TO ISSUE BID GUARANTEES

#	Country (Alphabetical Order)	Banking institution
1	BEL	KBC Group
2	CAN	Bank of Montreal
3	CAN	Royal Bank of Canada
4	CAN	Scotiabank
5	DNK	Danske Bank
6	DEU	Commerzbank AG
7	DEU	Deutsche Bank
8	ESP	Banco Santander
9	ESP	BBVA
10	EUR	Citibank Europe
11	FRA	BNP Paribas
12	FRA	Credit Agricole Group
13	FRA	Societe Generale
14	GBR	Barclays PLC
15	GBR	HSBC Holdings
16	GBR	Standard Chartered PLC
17	ITA	Intesa
18	ITA	UniCredit S.p.A.
19	NLD	ING Group
20	NLD	Rabobank Group
21	SWE	SEB Bank
22	SWE	Swedbank AB
23	USA	Bank of America
24	USA	Wells Fargo

## **ANNEX G: CLARIFICATION REQUEST FORM**

INSERT COMPANY NAME HERE  
INSERT SUBMISSION DATE HERE

<b>ADMINISTRATION or CONTRACTING</b>				
<b>Serial Nr</b>	<b>IFB Ref</b>	<b>Questions</b>	<b>Answers</b>	<b>Status</b>
<b>A.1.</b>				
<b>A.2.</b>				
<b>A.3.</b>				

INSERT COMPANY NAME HERE  
INSERT SUBMISSION DATE HERE

<b>PRICE</b>				
<b>Serial Nr</b>	<b>IFB Ref</b>	<b>Questions</b>	<b>Answers</b>	<b>Status</b>
<b>P.1</b>				
<b>P.2</b>				
<b>P.3</b>				

INSERT COMPANY NAME HERE  
INSERT SUBMISSION DATE HERE

<b>TECHNICAL</b>				
<b>Serial Nr</b>	<b>IFB Ref</b>	<b>Questions</b>	<b>Answers</b>	<b>Status</b>
T.1				
T.2				
T.3				

## Bidding Sheets Instructions

INTRODUCTION & IMPORTANT NOTES	
	<p><b>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.</b></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 <b>REQUIRED</b> to complete the following tabs:</p> <ul style="list-style-type: none"> <li>- "Offer Summary",</li> <li>- "CLIN Summary",</li> <li>- "Labour",</li> <li>- "Material",</li> <li>- "Travel",</li> <li>- "ODC",</li> <li>- "Rates".</li> </ul> <p><b>Note that input cells in the "Offer Summary" and the "CLIN Summary" tabs are colour coded YELLOW.</b></p> <p>The instructions for the detailed tabs can be found below, as well as in the green boxes within each detailed tab. G&amp;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.  <b>Note: any information found within GREEN boxes throughout the entire document is provided as an instruction and/or example only.</b></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 discretions, as long as the detailed costs are clear, traceable and accurate as required. Ultimately the bidder is responsible for <b>ALL</b> values, formulas and calculations within the bidding sheets that are submitted to the Agency.</p> <p><b>Bids in MULTIPLE CURRENCIES should follow the following instructions:</b></p> <ul style="list-style-type: none"> <li>- For the "Offer Summary" tab bidders must add "Fixed Price" column to the right of the current table for each additional currency.</li> <li>- For the "CLIN Summary" tab, Bidders have 2 options: A) Two columns "Unit Price" and "Total 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.</li> <li>- 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.</li> </ul>
DETAILED TABs	DESCRIPTION



<p><b>CLIN SUMMARY - CLIN 3</b></p>	<p><b>For CLIN 3 - OPTIONAL EVALUATED Interoperability adaptations WP3</b></p> <p><b>Interfaces:</b> specify costs for each of the interfaces in 3.1 - 3.7. For further information, refer to SOW Annex B. Costs are inclusive of all activities needed, such as project management, design, build, test and any additional cost of deployment. For interfaces that don't need adaptations, specify zero (0) cost and add the explanation in the "Optional comments" column.</p> <p><b>Evaluation criteria:</b> specify costs for each of the evaluation criteria under 3.8 not already covered under "interfaces" that need adaptations in order to be compliant. Costs are inclusive of all activities needed, such as project management, design, build, test and any additional cost of deployment. For evaluation criteria that don't need adaptations or are already covered by costs specified for interfaces in 3.1 - 3.7, specify zero (0) cost and add the explanation in the "Optional comments" column.</p>
<p><b>MATERIAL LABOUR TRAVEL ODCs</b></p>	<p>The detailed tables are to be completed by the bidder with all columns populated, and shall be expanded to include as many rows as necessary to provide the detail requested. The bidder is required to identify for each item the CLIN it is associated with 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&amp;A/Overhead/Material handling/etc.) associated with that category. These indirect rates must be included in the total 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>
<p><b>RATES</b></p>	<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 choose to do so. However, ALL bidders are required to state the G&amp;A/OH/Material handling and any other indirect rates that they have applied to the bid.</p>

CLIN Number	CLIN DESCRIPTION	Fixed Price
Declare Currency =>		

<b>Grand Total Fixed Price - Base Contract</b>	-
<b>Grand Total Fixed Price - Base Contract + Evaluated Options</b>	-
<b>Grand Total Fixed Price - Base Contract + Evaluated Options + Non-Evaluated Options</b>	-

<b>Grand Total Fixed Price - Investment CLIN 1, CLIN 2, CLIN 3 - Not to exceed Investment ceiling amount</b>	-
<b>Grand Total Fixed Price - O&amp;M CLIN 4 - Not to exceed O&amp;M ceiling amount</b>	-

CLIN 1	CLIN 1 - (BASE-EVALUATED) Implement initial sites - WP1	-
CLIN 2	CLIN 2 - (BASE-EVALUATED) Implement remaining sites - WP2	-
<b>Total Fixed Price Base Contract</b>		-
CLIN 3	CLIN 3 - (OPTIONAL-EVALUATED) Interoperability Adaptations - WP3	-
CLIN 4	CLIN 4 - (OPTIONAL-EVALUATED) Maintenance and Support (M&S) - WP4	-
<b>Total Fixed Price Evaluated Options</b>		-
CLIN 5	CLIN 5 - (OPTIONAL-NON-EVALUATED) Hourly support for Interface Adaptations	-
CLIN 6	CLIN 6 - (OPTIONAL-NON-EVALUATED) Additional installations	-
<b>Total Fixed Price Non-Evaluated Options</b>		-

IFB-CO-115791-DEMETER CLIN Summary											
BASE CONTRACT											
CLIN	Description	SOW Reference	Required Completion Date	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Fixed Price	Investment or O&M	Optional Comments (Mandatory for zero costs lines)
Declare Currency =>											
<b>1</b>	<b>CLIN 1 - (BASE-EVALUATED) Implement initial sites - WP1</b>										
1.1	<b>Project Management</b>										
1.1	Project Management for Work Package 1	3.7	EDC + 11 months	NCI Agency	PM Service	Lot	1	-	-	Investment	
1.2	<b>Initiation</b>										
1.2	Documentation	4.2.1	EDC + 2 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.2	Site Survey including report	4.2.2	EDC + 2 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
1.3	<b>Training Preparation</b>										
1.3	Training Plan	4.3.2	EDC + 2 months	NCI Agency	Electronic	Each	1	-	-	Investment	
1.3	Training Needs Analysis Report	4.3.2	TDR: EDC + 4 months	NCI Agency	Electronic	Each	1	-	-	Investment	
1.3	Training Materials	4.3.2	TMR: EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.4	<b>Validation</b>										
1.4	System integration testing for Work Package 1	3.8, 4.3.4	EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.4	IVVQ testing for Work Package 1	3.8, 4.3.4	EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.4	CRQ and Security Testing for Work Package 1	3.8, 4.3.4	EDC + 8 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.5	<b>Training Delivery</b>										
1.5	User Training courses	4.3.2.5	EDC + 8 months	Izmir, JFCs	Course	Each	25	-	-	Investment	
1.5	Functional Administrator courses	4.3.2.5	EDC + 8 months	The Hague	Course	Each	5	-	-	Investment	
1.5	System Admin courses	4.3.2.5	EDC + 8 months	The Hague	Course	Each	3	-	-	Investment	
1.5	Train the Trainer courses	4.3.2.5	EDC + 8 months	Izmir, The Hague	Course	Each	1	-	-	Investment	
1.6	<b>Transition</b>										
1.6	Data migration for Work Package 1	4.3.5	EDC + 9 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
1.6	Installation and activation for Work Package 1 / PSA	4.3.5	EDC + 9 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
1.7	<b>Right to use COTS</b>										
1.7	Right to use COTS for training purposes	1.4.1, 4.3.2	EDC + 8 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
1.7	Right to use COTS for test purposes	1.4.1, 4.1.1	EDC + 6 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
1.7	Right to use COTS for up to 300 concurrent users within the NATO Enterprise	1.4.1, 4.1.1	EDC + 11 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
<b>TOTAL PRICE CLIN 1</b>									-	Investment	
<b>2</b>	<b>CLIN 2 - (BASE-EVALUATED) Implement remaining sites - WP2</b>										
2.1	<b>Project Management</b>										
2.1	Project Management for Work Package 2	3.7	EDC + 26 months	NCI Agency	PM Service	Lot	1	-	-	Investment	
2.2	<b>Initiation</b>										
2.2	Documentation	4.2.1	EDC + 13 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.2	Site Surveys including report	4.2.2	EDC + 13 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
2.3	<b>Validation</b>										
2.3	System integration testing for Work Package 2	3.8, 4.3.4	EDC + 23 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.3	IVVQ testing for Work Package 2	3.8, 4.3.4	EDC + 23 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.3	CRQ and Security Testing for Work Package 2	3.8, 4.3.4	EDC + 25 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.4	<b>Transition</b>										
2.4	Data migration for Work Package 2	4.3.5	EDC + 26 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
2.4	Installation and activation for Work Package 2 / PSA WP2	4.3.5	EDC + 26 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
2.5	<b>Right to use COTS</b>										
2.5	Right to use COTS for additional 200 concurrent users within the NATO Enterprise (on top of 300)	1.4.2, 4.1.2	EDC + 26 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
2.6	<b>Maintenance, Support and Warranty</b>										
2.6	Maintenance and Support for training licences	4.3.5.3	PSA WP1 to FSA	Contractor Facilities	Service and Support	Lot	1	-	-	Investment	
2.6	Maintenance and Support for test licences	4.3.5.3	PSA WP1 to FSA	NCI Agency	Service and Support	Lot	1	-	-	Investment	
2.6	Maintenance and Support for 300 concurrent user licences	4.3.5.3	PSA WP1 to FSA	NATO Facilities	Service and Support	Lot	1	-	-	Investment	
2.6	Warranty	6	FSA to FSA + 1 year	NATO Facilities	Service and Support	Lot	1	-	-	Investment	
<b>TOTAL PRICE CLIN 2</b>									-	Investment	
<b>Total Fixed Price - Base Contract</b>									-	-	

EVALUATED OPTIONS											
CLIN	Description	SOW Reference	Required Completion Date	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Fixed Price	Investment or O&M	Optional Comments (Mandatory for zero costs lines)
Declare Currency =>											
<b>3</b>	<b>CLIN 3 - (OPTIONAL-EVALUATED) Interoperability Adaptations - WP3</b>										
<i>For instructions on how to fill in, refer to "Instructions" tab</i>											
3.1	<b>Common Operational Picture (COP) - interfaces</b>										
3.1	1: Recognized Air Picture - NIRIS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.1	2: Recognized Logistics Picture - LOGFAS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.1	3: Recognized Intelligence Picture - INTEL-FS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.2	<b>Plans - interfaces</b>										
3.2	4: Order of Battle - TOPFAS/LOGFAS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.2	5: CONOPS - TOPFAS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.2	6: OPAN - TOPFAS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.3	<b>Course of Action (CoA) - interface</b>										
3.3	7: CoA - NIP/ TOPFAS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.4	<b>Infrastructure - interface</b>										
3.4	8: Identity - IdM	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.5	<b>Cross Domain - interfaces</b>										
3.5	9: Security Labelling - Mail Guard	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.5	10: Security Labelling - IEG	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.6	<b>Service Management and Control - interface</b>										
3.6	11: SMC - ITSM	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.7	<b>Situation and Problem - interfaces</b>										
3.7	12: Red ORBAT - INTEL-FS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.7	13: Red CoA - INTEL-FS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.7	14: ICP - RPI Process - INTEL-FS	4.1.3, 4.3.3, 4.3.4, Annex B	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8	<b>Evaluation criteria</b>										
3.8	E02 Battlespace Management (BM) In case of non-compliance, specify cost to conduct Terrain Management in order to conduct Battlespace Management	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8	E03 Situational Awareness (SA) In case of non-compliance, specify cost to develop and maintain Situation Awareness with NATO applications (e.g. JOCWatch and NCOPI).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8	E04 Interoperability In case of non-compliance, specify cost to be interoperable (Standard supported: MIP, FFT, NVG, ADatP-3, etc.) and with NATO application.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8	E05 NATO Common Operational Picture (NCOPI) In case of non-compliance, specify cost to produce and disseminate the Recognised Ground Picture (RGP) with NATO Situation Awareness applications (e.g. NCOPI).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	

3.8.	E06 Security In case of non-compliance, specify cost to comply with security regulations (e.g. CM(2002)49 (Security within the North Atlantic Treaty Organization [NATO]) and enable cross security domain access.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E07 Collaborative editing: In case of non-compliance, specify cost to simultaneously handle documents with collaborative functionalities. In case of non-compliance, specify cost to simultaneously develop staff product in support of decision making cycle and report assessment to the commander.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E08 NATO Information Portal In case of non-compliance, specify cost to access, receive and import information products MS Office or PDF files originating from NATO portals.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E09 ORDERS In case of non-compliance, specify cost to consume, exchange, collaborate on ORDERS documents (file type of MS Office or PDF). In case of non-compliance, specify cost to produce, approve, disseminate and provide read receipt of ORDERS documents.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E10 Risk analysis In case of non-compliance, specify cost to enable operators to identify, analyse and evaluate operational risks.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E11 Usability In case of non-compliance, specify cost to comply with requirements concerning user friendliness (menu, shortcut, drag and drop, in English, etc.) and easy to learned.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E12 Availability In case of non-compliance, specify cost to work on static or deployed environment and in limited bandwidth environment.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E13 Efficiency In case of non-compliance, specify cost to enable Information Exchange Requirements (IER) of military forces.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E14 Scalability In case of non-compliance, specify cost to comply with requirements concerning scalability (number of users, number of servers with replication/synchronisation, etc.).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E15 Confidentiality In case of non-compliance, specify cost to comply with NATO security regulations (e.g. Information Management, Cyber Defence, security of web application, system security)?	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E16 Integrity In case of non-compliance, specify cost to enable Information Assurance and Information Management to process and display information.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E17 Survivability In case of non-compliance, specify cost to enable data to be secured, stored and archived regularly.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E18 Flexibility In case of non-compliance, specify cost to be adapted to difference environments (static, deployable, remote), configurable (users, roles, etc.).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E19 Training In case of non-compliance, specify cost to comply with requirements concerning Training packages (Train the trainer, CBT, etc.).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E20 Modifiability In case of non-compliance, specify cost to make the solution upgradable (modular, remains operational during upgrade, etc.).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E21 Order of Battle (ORBAT) In case of non-compliance, specify cost to consume, produce, exchange, and collaborate Order of Battle (ORBAT) Information with NATO planning applications (e.g. TOPFAS and LOGFAS). In case of non-compliance, specify cost to export defined attributes of Order of Battle (ORBAT) information with NATO planning applications (e.g. TOPFAS and LOGFAS).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E22 Operation Plan (OPLAN) In case of non-compliance, specify cost to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS). In case of non-compliance, specify cost to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E23 Intelligence products In case of non-compliance, specify cost to make the solution interoperable with NATO Intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E24 Concept of Operations (CONOPS) In case of non-compliance, specify cost to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E25 Course of Action (CoA) In case of non-compliance, specify cost to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E26 Logistics Functional Area Services (LOGFAS) In case of non-compliance, specify cost to receive logistic reports from NATO Logistic applications (e.g., LOGFAS).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E27 Assessment In case of non-compliance, specify cost to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS). In case of non-compliance, specify cost to process input in accordance with Data Collection Plan, process assessment input and produce data analysis of collected data.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E28 NATO Information Portal In case of non-compliance, specify cost to access, receive and import information products MS Office or PDF files originating from NATO portals.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E29 Situational Awareness (SA) In case of non-compliance, specify cost to develop and maintain Situation Awareness with NATO applications (e.g. JOCWatch and NCOP).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E30 Collaborative editing In case of non-compliance, specify cost to simultaneously handle documents with collaborative functionalities. In case of non-compliance, specify cost to simultaneously develop staff product in support of decision making cycle and report assessment to the commander.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E31 ORDERS In case of non-compliance, specify cost to consume, exchange, collaborate on ORDERS documents (file type of MS Office or PDF). In case of non-compliance, specify cost to produce, approve, disseminate and provide read receipt of ORDERS documents.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.	E32 Interoperability In case of non-compliance, specify cost to be interoperable (Standard supported: MIP, FFT, NVG, ADatP-3, etc.) and with NATO application.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment

3.8.	E33 Synchronization Matrix In case of non-compliance, specify cost to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8.	E34 Rehearsal of Concept (ROC) In case of non-compliance, specify cost to adapt the solution to support operators to perform Rehearsal of Concept (RoC).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8.	E35 War gaming In case of non-compliance, specify cost to enable the solution to support operators to conduct war-gaming.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
3.8.	E36 Simulation In case of non-compliance, specify cost to enable the solution to be interoperable with NATO simulation applications, in order to support the operators to consume Courses of Action (CoA) analysis.	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment	
<b>TOTAL PRICE CLIN 3</b>										-	Investment
<b>4</b>	<b>CLIN 4 - (OPTIONAL-EVALUATED) Maintenance and Support (M&amp;S) - WP4</b>										
<b>M&amp;S for Year 1</b>											
4.1.	Maintenance and Support for training licences	7	FSA to FSA + 1 year	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.1.	Maintenance and Support for test licences	7	FSA to FSA + 1 year	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.1.	Maintenance and Support for user licences	7	FSA to FSA + 1 year	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 2</b>											
4.2.	Maintenance and Support for training licences	7	FSA + 1 year to FSA + 2 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.2.	Maintenance and Support for test licences	7	FSA + 1 year to FSA + 2 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.2.	Maintenance and Support for user licences	7	FSA + 1 year to FSA + 2 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 3</b>											
4.3.	Maintenance and Support for training licences	7	FSA + 2 years to FSA + 3 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.3.	Maintenance and Support for test licences	7	FSA + 2 years to FSA + 3 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.3.	Maintenance and Support for user licences	7	FSA + 2 years to FSA + 3 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 4</b>											
4.4.	Maintenance and Support for training licences	7	FSA + 3 years to FSA + 4 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.4.	Maintenance and Support for test licences	7	FSA + 3 years to FSA + 4 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.4.	Maintenance and Support for user licences	7	FSA + 3 years to FSA + 4 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 5</b>											
4.5.	Maintenance and Support for training licences	7	FSA + 4 years to FSA + 5 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.5.	Maintenance and Support for test licences	7	FSA + 4 years to FSA + 5 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.5.	Maintenance and Support for user licences	7	FSA + 4 years to FSA + 5 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 6</b>											
4.6.	Maintenance and Support for training licences	7	FSA + 5 years to FSA + 6 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.6.	Maintenance and Support for test licences	7	FSA + 5 years to FSA + 6 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.6.	Maintenance and Support for user licences	7	FSA + 5 years to FSA + 6 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 7</b>											
4.7.	Maintenance and Support for training licences	7	FSA + 6 years to FSA + 7 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.7.	Maintenance and Support for test licences	7	FSA + 6 years to FSA + 7 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.7.	Maintenance and Support for user licences	7	FSA + 6 years to FSA + 7 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 8</b>											
4.8.	Maintenance and Support for training licences	7	FSA + 7 years to FSA + 8 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.8.	Maintenance and Support for test licences	7	FSA + 7 years to FSA + 8 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.8.	Maintenance and Support for user licences	7	FSA + 7 years to FSA + 8 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 9</b>											
4.9.	Maintenance and Support for training licences	7	FSA + 8 years to FSA + 9 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.9.	Maintenance and Support for test licences	7	FSA + 8 years to FSA + 9 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.9.	Maintenance and Support for user licences	7	FSA + 8 years to FSA + 9 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>M&amp;S for Year 10</b>											
4.10.	Maintenance and Support for training licences	7	FSA + 9 years to FSA + 10 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M	
4.10.	Maintenance and Support for test licences	7	FSA + 9 years to FSA + 10 years	NCI Agency	Service and Support	Lot	1	-	-	O&M	
4.10.	Maintenance and Support for user licences	7	FSA + 9 years to FSA + 10 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M	
<b>TOTAL PRICE CLIN 4</b>										-	O&M
<b>Total Fixed Price - Evaluated Options</b>										-	









NATO UNCLASSIFIED

CLIN	Origin/Destination	Year	Currency	Nr of trips	Nr of people	Nr of Days per trip	Cost per roundtrip	Per Diem	Extended cost	Profit	Total Cost
Example. CLIN 1.1.1	Rome/The Hague	2023	Euro (EUR)	4	3	5	600.00	150.00	16,200.00	810.00	17,010.00
CLIN 1.1.1	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
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CLIN	Item Name	Item Description	Year	Currency	Unit Type	Quantity	Unit cost	Extended cost	Profit	Total Cost
Example. CLIN 1.1.1	Shipping	Shipping USA to BRU	2023	Euro (EUR)	Lot	2	3,000.00	6,000.00	300.00	6,300.00
CLIN 1.1.1	Insert Other Direct Cost item							0.00	0.00	0.00
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NATO UNCLASSIFIED

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<b>Total</b>			<b>0.00</b>

Rate Name	Rate description*	Percentage
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[Insert Rate Name]		0%

Engineering					Populated by the Bidder			
Order	Lvl	No	Traceability	Evaluation Criteria Description	Bidding Instructions Reference	SOW Reference	Bid Reference	Bidder's comment
		E01		NATO exercise/operation proven Your software already been proven in NATO exercise and/or operation.	3.5.6	N/A	N/A	N/A
1	3	E01.01		DEMETER has been used in NATO or National military operations, exercises or experimentations		N/A		
2	4	E02		Battlespace Management (BM) How well is the solution able to conduct Terrain Management in order to conduct Battlespace Management?	3.5.6	N/A	N/A	N/A
2	3	E02.01	E.1.4.1	DEMETER shall conduct Battle Space Management (BSM) within the land domain.		N/A		
2	4	E03		Situational Awareness (SA) How well is the solution able to develop and maintain Situation Awareness with NATO applications (e.g. JOCWatch and NCOP)?	3.5.6	N/A	N/A	N/A
3	3	E03.01	P.1.1.3	DEMETER shall contribute Situational Awareness (SA) by provision of planning information.		N/A		
3	4	E03.02	P.1.6.7	DEMETER shall update Situational Awareness (SA)		N/A		
3	4	E03.03	E.1.1.1	DEMETER shall build situational awareness (SA) within the land domain.		N/A		
3	4	E03.04	E.1.1.3	DEMETER shall monitor execution of land operations in accordance with the Operation Plan (OPLAN) and ORDERS.		N/A		
3	4	E03.05	E.2.1.1	DEMETER shall monitor situational awareness (SA).		N/A		
		E04		Interoperability How well is the solution interoperable (Standard supported:MIP, FFT, NVG, ADatP-3, etc.) in accordance with Federated Mission Networking Spiral 4 (from 2025 to 2027), Spiral 5 (from 2028 to 2029) and with NATO application?	3.5.6	N/A	N/A	N/A
4	3	E04.01	A.2.2.2	DEMETER shall share Situational Awareness (SA) and assessment products, across domains and functional areas.		N/A		
4	4	E04.02	A.2.2.3	DEMETER shall share assessment products to flanking formations.		N/A		
4	4	E04.03	A.2.2.4	DEMETER shall share assessment products with subordinate commands.		N/A		
4	4	E04.04	A.2.2.5	DEMETER shall share assessment products with external actors.		N/A		
4	4	E04.05	A.2.2.6	DEMETER shall share assessment products with partners.		N/A		
4	4	E04.06	NFR 1.13.1	DEMETER shall be interoperable between the NCS (NATO Command Structure) and their forces.		N/A		
4	4	E04.07	NFR 1.13.2	DEMETER shall be interoperable between the NCS (NATO Command Structure) and the NFS (NATO Force Structure) HQs.		N/A		
4	4	E04.08	NFR 1.13.3	DEMETER shall be interoperable between NCS (NATO Command Structure) and the non-NATO military entities.		N/A		
4	4	E04.09	NFR 1.13.4	DEMETER shall provide interoperability both with internal and external stakeholders, and for multinational units and Troop Contributing Nations (TCNs).		N/A		
4	4	E04.10	NFR 1.13.5	DEMETER shall provide interoperability with critical joint NATO FS (Functional Services), and national systems.		N/A		
4	4	E04.11	NFR 1.13.6	DEMETER shall be interoperable with the NATO C2 CIS and the Community of Interest (CoI) Services within the NATO C2 architecture, IAW NATO Security Policy (Security within the North Atlantic Treaty Organization), C-M(2002)49; & C3B -Consultation Command &		N/A		
4	4	E04.12	NFR 1.13.7	DEMETER shall be compliant with the NATO C3, and the NATO Interoperability Standards and Profiles (NISP).		N/A		
4	4	E04.13	NFR 1.13.8	DEMETER shall be compliant with the Alliance interoperability requirements as documented in the current and emerging Federated Mission Networking (FMN) Spiral Specifications to achieve federated interoperability.		N/A		
4	4	E04.14	NFR 1.13.9	DEMETER shall be compliant with NATO Vector Graphics ADatP 4733 standard. NVG 2.0.2		N/A		
4	4	E04.15	NFR 1.13.9	DEMETER shall be compliant with the Allied Data Processing (ADatP)-36, a Friendly Force Tracking Interoperability standard.		N/A		
4	4	E04.16	NFR 1.13.9	DEMETER shall be compliant with ADatP-3 baseline standards.		N/A		
		E05		NATO Common Operational Picture (NCOP): How well is the solution able to produce and disseminate the Recognised Ground Picture (RGP) with NATO Situation Awareness applications (e.g. NCOP)?	3.5.6	N/A	N/A	N/A
5	3	E05.01	E.1.1.2	DEMETER shall contribute to joint Situational Awareness (SA) by exposing Recognized Ground Picture (RGP) to NATO Common Operational Picture (NCOP)		N/A		
5	4	E05.02	E.1.4.2	DEMETER shall contribute to Joint Battle Management (JBM) feeding NATO Common Operational Picture (NCOP).		N/A		
		E06		Security How well is the solution compliant with security regulations (e.g. CM(2002)49 (Security within the North Atlantic Treaty Organization (NATO)) and enable cross security domain access?	3.5.6	N/A	N/A	N/A
6	3	E06.01	NFR 1.1.1	DEMETER shall be compliant with NATO Security Policy (Security within the North Atlantic Treaty Organization), C-M(2002)49		N/A		
6	4	E07		Collaborative editing How well is the solution able to simultaneously handle documents with collaborative functionalities and able to simultaneously develop staff product in support of decision making cycle and report assessment to the commander?	3.5.6	N/A	N/A	N/A
7	3	E07.01	P.2.2.5	DEMETER shall provide the ability to prepare the mission analysis briefing.		N/A		
7	4	E07.02	P.2.2.6	DEMETER shall provide the ability to present the mission analysis briefing.		N/A		
7	4	E07.03	P.2.2.7	DEMETER shall develop additional commander's planning guidance.		N/A		
7	4	E07.04	P.2.2.8	DEMETER shall issue additional commander's planning guidance.		N/A		
7	4	E07.05	P.2.2.9	DEMETER shall develop and issue a Warning Order (WNGO).		N/A		
7	4	E07.06	P.2.2.10	DEMETER shall deliver an initial commander's back brief.		N/A		
7	4	E07.07	P.1.6.1	DEMETER shall support the decision making cycle in a collaborative workspace.		N/A		
7	4	E07.08	E.1.4.3	DEMETER shall produce Operational Staff Work (OSW).		N/A		
7	4	E07.09	E.2.3.1	DEMETER shall perform a rapid Planning Process for unpredicted occurrences.		N/A		
7	4	E07.10	E.2.4.1	DEMETER shall produce rapid Orders for unpredicted occurrences.		N/A		
		E08		NATO Information Portal How well is the solution able to access, receive and import information products MS Office or PDF files originating from NATO portals?	3.5.6	N/A	N/A	N/A
8	3	E08.01	P.1.1.1	DEMETER shall access planning information in the NATO's Information Portal (NIP).		N/A		
8	4	E08.02	P.1.1.2	DEMETER shall receive planning information from the NATO's Information Portal (NIP).		N/A		
8	4	E08.03	P.1.1.5	DEMETER shall distribute processed planning data.		N/A		
8	4	E08.04	P.1.3.2	DEMETER shall import data from NATO's Information Portal (NIP) from staff products, for the Concept of Operations (CONOPS).		N/A		
8	4	E08.05	P.1.4.2	DEMETER shall import staff products data from NATO's Information Portal (NIP), for the Operation Plan (OPLAN).		N/A		
8	4	E08.06	P.1.5.2	DEMETER shall import staff products data from the NATO's Information Portal (NIP), for the ORDERS.		N/A		

E09		<b>ORDERS</b>	3.5.6	N/A	N/A	N/A
		How well is the solution able to consume, exchange, collaborate on ORDERS documents (file type of MS Office or PDF) and able to produce, approve, disseminate and provide read receipt of ORDERS documents?				
E09.01	P.1.5.1	DEMETER shall enable workflow to produce the ORDERS.		N/A		
E09.02	P.1.5.3	DEMETER shall provide the ORDERS data for Situational Awareness (SA).		N/A		
E09.03	P.1.5.4	DEMETER shall produce the ORDERS in a collaborative workspace.		N/A		
E09.04	P.1.5.5	DEMETER shall archive the ORDERS.		N/A		
E09.05	P.1.5.6	DEMETER shall manage the security classification of the ORDERS.		N/A		
E09.06	P.1.5.7	DEMETER shall provide version control for the ORDERS.		N/A		
E09.07	P.1.5.8	DEMETER shall provide the ability to approve the ORDERS.		N/A		
E09.08	P.1.5.9	DEMETER shall provide the ability to sign off the ORDERS.		N/A		
E09.09	P.1.5.10	DEMETER shall disseminate the approved the ORDERS.		N/A		
E10		<b>Risk analysis</b>	3.5.6	N/A	N/A	N/A
		How well is the solution enable operators to identify, analyse and evaluate operational risks?				
E10.01	A.2.3.1	DEMETER shall identify risks.		N/A		
E10.02	A.2.3.2	DEMETER shall analyse risks.		N/A		
E10.03	A.2.3.3	DEMETER shall evaluate risks.		N/A		
E11		<b>Usability</b>	3.5.6	N/A	N/A	N/A
		How well is the solution user friendly (menu, shortcut, drag and drop, in English, etc.) and easy to learned?				
E11.01	NFR 1.8.1	DEMETER shall be intuitive.		N/A		
E11.02	NFR 1.8.2	DEMETER shall be user friendly.		N/A		
E11.03	NFR 1.8.3	DEMETER shall be easy to learn.		N/A		
E12		<b>Availability</b>	3.5.6	N/A	N/A	N/A
		How well is the solution able to work on static or deployed environment and in limited bandwidth environment?				
E12.01	NFR 1.2.1	DEMETER shall provide continuity of command and control of Land operations 24/7 even with limited network bandwidth environments.		N/A		
E12.02	NFR 1.2.2	DEMETER shall have an availability rate of 99.5% - Key Performance Indicator - Determined by reliability, maintainability, serviceability, performance and security.		N/A		
E13		<b>Efficiency:</b>	3.5.6	N/A	N/A	N/A
		How well does the solution enable Information Exchange Requirements (IER) of military forces?				
E13.01	NFR 1.4.1	DEMETER shall meet the Information Exchange Requirements (IERs) [MC 593/1, MC 0640] of the forces by the transfer of data through network and bandwidth management.		N/A		
E13.02	NFR 1.4.2	DEMETER shall be aligned with NATO Enterprise Communications and Information (C&I) Vision, C-M(2017)0062		N/A		
E14		<b>Scalability</b>	3.5.6	N/A	N/A	N/A
		How well is the solution scalable (number of users, number of servers with replication/synchronisation, etc.) ?				
E14.01	NFR 1.12.1	DEMETER shall adopt the modular concept in accordance with ISO/IEC 25010 System and Software Engineering - System and Software Quality Models.		N/A		
E14.02	NFR 1.12.2	DEMETER shall be scalable as the threat environment evolves.		N/A		
E14.03	NFR 1.12.3	DEMETER shall be upgradeable, to adapt the capability as the threat environment evolves.		N/A		
E14.04	NFR 1.12.4	DEMETER shall be scalable to conduct a wide range of simultaneous, parallel and consecutive operations, at various locations, including deployed sites at multiple classification levels.		N/A		
E15		<b>Confidentiality</b>	3.5.6	N/A	N/A	N/A
		How well is the solution compliant with NATO security regulations (e.g. Information Management, Cyber Defence, security of web application, system security)?				
E15.01	NFR 1.3.1	DEMETER shall be compliant with confidentiality policies in the NATO Information Management Policy (NMP), CM (2007)0118		N/A		
E15.02	NFR 1.3.2	DEMETER shall be compliant with NATO Policy on Cyber Defence, C-M (2011)0042		N/A		
E15.03	NFR 1.3.3	DEMETER shall be compliant with Primary Directive on INFOSEC, AC/35-D/2004-REV3 (NATO Security Policy supporting directive)		N/A		
E16		<b>Integrity</b>	3.5.6	N/A	N/A	N/A
		How well is the solution enables Information Assurance and Information Management to process and display information?				
E16.01	NFR 1.5.1	DEMETER shall be compliant with NATO Information Assurance Policy, C-(2008)0113(INV)		N/A		
E16.02	NFR 1.5.2	DEMETER shall meet integrity expectations to be compliant with NATO Information Management Policy (NMP), C-M(2007)0118.		N/A		
E16.03	NFR 1.5.3	DEMETER shall process information accurately to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E16.04	NFR 1.5.4	DEMETER shall process information reliably to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E16.05	NFR 1.5.5	DEMETER shall process information in a timely manner to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E16.06	NFR 1.5.6	DEMETER shall display information accurately to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E16.07	NFR 1.5.7	DEMETER shall display information reliably to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E16.08	NFR 1.5.8	DEMETER shall display information in a timely manner to enable detailed planning, rapid decision-making, execution, and assessment.		N/A		
E17		<b>Survivability</b>	3.5.6	N/A	N/A	N/A
		How well does the solution enable data to be secured, stored and archived regularly?				
E17.01	NFR 1.7.1	DEMETER shall perform Land Component operations in the Area of Responsibility (AoR), when disconnected		N/A		
E17.02	NFR 1.7.2	DEMETER shall fully recover from communications degradation or failure.		N/A		
E17.03	NFR 1.7.3	DEMETER shall have information survivability given loss of facilities.		N/A		
E17.04	NFR 1.7.4	DEMETER shall be able to archive information for the purposes of backup in case of failure and recovery in accordance with NATO Information Management Policy (NMP), CM(2007)0118.		N/A		
E18		<b>Flexibility</b>	3.5.6	N/A	N/A	N/A
		How well is the solution able to be adapted to difference environments (static, deployable, remote), configurable (users, roles, etc.)?				
E18.01	NFR 1.9.1	DEMETER (across DOTMLFPI) shall be able to adapt to different environments.		N/A		
E18.02	NFR 1.9.2	DEMETER (across DOTMLFPI) shall be able to adapt to different configurations.		N/A		

18	4	E18.03	NFR 1.9.3	DEMETER, (across DOTMLFPI), shall be able to adapt to different user roles.			N/A		
19	3	E19		<b>Training</b>	3.5.6	N/A		N/A	N/A
19	4			<b>How well does the solution come with Training packages (Train the trainer, CBT, etc.)?</b>					
19	4	E19.01	D.1.3.1	DEMETER shall refine both Land C2 Training Needs Analysis, and Land C2 Training Requirements Analysis.			N/A		
19	4	E19.02	D.1.3.2	DEMETER shall include training and certification that is realistic, flexible and tailorable to missions for all collective and individual Land Users operators, aligned with the Joint/Land C2 CONOPS and relevant doctrine.			N/A		
19	4	E19.03	D.1.3.3	DEMETER shall include training that is integrated and coherent with other C2 related training in a joint environment (interoperability must reduce integration timelines and increasing readiness for response).			N/A		
19	4	E19.04	D.1.3.4	DEMETER shall include training that sustains and refreshes Land C2 operators.			N/A		
19	4	E19.05	D.1.3.5	DEMETER shall include training and certification for all administrators of the Future Land C2 capability aligned with the Joint/Land C2 CONOPS and relevant doctrine.			N/A		
19	4	E20		<b>Modifiability</b>	3.5.6	N/A		N/A	N/A
20	3			<b>How well is the solution upgradable (modular, remains operational during upgrade, etc.)?</b>					
20	4	E20.01	NFR 1.11.1	DEMETER shall be modularly upgradable, with non-changing modules remaining operational and supporting the capability.			N/A		
20	4	E20.02	NFR 1.11.2	DEMETER shall be upgradable without affecting interoperability and compatibility.			N/A		
21	3	E21		<b>Order of Battle (ORBAT)</b>	3.5.6	N/A		N/A	N/A
21	4			<b>How well is the solution able to consume, produce, exchange, and collaborate Order of Battle (ORBAT) Information with NATO planning applications (e.g. TOPFAS and LOGFAS) and able to export defined attributes of Order of Battle (ORBAT) Information with NATO planning applications (e.g. TOPFAS and LOGFAS)?</b>				N/A	N/A
21	4	E21.01	P.1.1.7	DEMETER shall consume the Order of Battle (ORBAT) attributes.			N/A		
21	4	E21.02	P.1.1.8	DEMETER shall process the Order of Battle (ORBAT) attributes.			N/A		
21	4	E21.03	P.1.2.1	DEMETER shall import the Battle Space Objects (BSO) attributes.			N/A		
21	4	E21.04	P.1.2.3	DEMETER shall produce the Order of Battle (ORBAT) information for all defined entities.			N/A		
21	4	E21.05	P.1.2.2	DEMETER shall export the Battle Space Objects (BSO) attributes.			N/A		
22	3	E22		<b>Operation Plan (OPLAN)</b>	3.5.6	N/A		N/A	N/A
22	4			<b>How well is the solution able to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS) and able to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents?</b>				N/A	N/A
22	4	E22.01	P.1.4.1	DEMETER shall enable workflow to produce the Operation Plan (OPLAN).			N/A		
22	4	E22.02	P.1.4.3	DEMETER shall provide the Operation Plan (OPLAN) data for Situational Awareness (SA).			N/A		
22	4	E22.03	P.1.4.4	DEMETER shall produce the Operation Plan (OPLAN) in a collaborative workspace.			N/A		
22	4	E22.04	P.1.4.5	DEMETER shall archive the Operation Plan (OPLAN).			N/A		
22	4	E22.05	P.1.4.6	DEMETER shall manage the security classification of the Operation Plan (OPLAN).			N/A		
22	4	E22.06	P.1.4.7	DEMETER shall provide version control for the Operation Plan (OPLAN).			N/A		
22	4	E22.07	P.1.4.8	DEMETER shall provide the ability to approve the Operation Plan (OPLAN).			N/A		
22	4	E22.08	P.1.4.9	DEMETER shall provide the ability to sign off the Operation Plan (OPLAN).			N/A		
22	4	E22.09	P.1.4.10	DEMETER shall disseminate the approved Operation Plan (OPLAN).			N/A		
22	4	E22.10	P.1.4.11	DEMETER shall request a read receipt when disseminating the Operation Plan (OPLAN).			N/A		
26	3	E23		<b>Intelligence products</b>	3.5.6	N/A		N/A	N/A
26	4			<b>How well is the solution interoperable with NATO Intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?</b>				N/A	N/A
26	4	E23.01	P.2.1.1	DEMETER shall develop an initial Intelligence Preparation of the Operational Environment (IPOE).			N/A		
26	4	E23.02	P.2.1.2	DEMETER shall develop initial Commander's Critical Information Requirements (CCIRs).			N/A		
26	4	E23.03	P.2.1.3	DEMETER shall formulate commander's initial intent.			N/A		
26	4	E23.04	P.2.1.4	DEMETER shall provide the ability to brief the commander's initial intent.			N/A		
26	4	E23.05	P.2.2.1	DEMETER shall develop Intelligence Preparation of the Operational Environment (IPOE).			N/A		
26	4	E23.06	P.2.2.2	DEMETER shall develop planning guidance factors.			N/A		
26	4	E23.07	P.2.2.3	DEMETER shall develop Commander's Critical Information Requirements (CCIRs).			N/A		
26	4	E23.08	P.2.2.4	DEMETER shall contribute to the Intelligence Collection Plan (ICP).			N/A		
23	3	E24		<b>Concept of Operations (CONOPS)</b>	3.5.6	N/A		N/A	N/A
23	4			<b>How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?</b>				N/A	N/A
23	4	E24.01	P.1.3.3	DEMETER shall provide the Concept of Operations (CONOPS) data for Situational Awareness (SA).			N/A		
23	4	E24.02	P.1.3.6	DEMETER shall manage the security classification of the Concept of Operations (CONOPS).			N/A		
23	4	E24.03	P.1.3.7	DEMETER shall provide version control for the Concept of Operations (CONOPS).			N/A		
23	4	E24.04	P.1.3.1	DEMETER shall enable workflow to produce the Concept of Operations (CONOPS) document.			N/A		
23	4	E24.05	P.1.3.4	DEMETER shall produce the Concept of Operations (CONOPS) in a collaborative workspace.			N/A		
23	4	E24.06	P.1.3.5	DEMETER shall archive the Concept of Operations (CONOPS).			N/A		
23	4	E24.07	P.1.3.8	DEMETER shall provide the ability to approve the Concept of Operations (CONOPS).			N/A		
23	4	E24.08	P.1.3.9	DEMETER shall provide the ability to sign off the Concept of Operations (CONOPS).			N/A		
23	4	E24.09	P.1.3.10	DEMETER shall disseminate the approved Concept of Operations (CONOPS).			N/A		
23	4	E24.10	P.1.3.11	DEMETER shall request a read receipt when disseminating the Concept of Operations (CONOPS).			N/A		
24	3	E25		<b>Course of Action (CoA)</b>	3.5.6	N/A		N/A	N/A
24	4			<b>How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?</b>				N/A	N/A
24	4	E25.01	P.3.1.1	DEMETER shall assess combat power in the Area of Responsibility (AOR).			N/A		
24	4	E25.02	P.3.1.2	DEMETER shall develop Courses of Action (CoAs).			N/A		
24	4	E25.03	P.3.1.3	DEMETER shall validate Courses of Action (CoAs).			N/A		
24	4	E25.04	P.3.1.4	DEMETER shall provide the ability to brief Courses of Action (CoAs).			N/A		
24	4	E25.05	P.3.2.1	DEMETER shall compare own Courses of Action (CoAs) with adversary/enemy Courses of Action (CoAs).			N/A		
24	4	E25.06	P.3.2.2	DEMETER shall conduct Courses of Action (CoAs) analysis.			N/A		
24	4	E25.07	P.3.2.3	DEMETER shall assess Courses of Action (CoAs) analysis results.			N/A		
24	4	E25.08	P.3.3.1	DEMETER shall compare Courses of Action (CoAs).			N/A		
24	4	E25.09	P.3.3.2	DEMETER shall provide the ability to brief the Course of Action (CoA) decision.			N/A		
25	3	E26		<b>Logistics Functional Area Services (LOGFAS)</b>	3.5.6	N/A		N/A	N/A
25	4			<b>How well is the solution able to receive logistic reports from NATO Logistic applications (e.g. LOGFAS)?</b>				N/A	N/A
25	4	E26.01	A.1.1.1	DEMETER shall assess the logistic situation.			N/A		



27	3	E27	Assessment	How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	3.5.6	N/A	N/A	N/A
27	4	E27.01	E.1.2.1	DEMETER shall assess the progress of land operations in accordance with the Operation Plan (OPLAN) and ORDERS.		N/A		
27	4	E27.02	A.1.1.2	DEMETER shall assess own force situation.		N/A		
27	4	E27.03	A.1.2.1	DEMETER shall receive inputs in accordance with the Data Collection Plan in the Operational Operation Plan (OPLAN)		N/A		
27	4	E27.04	A.2.1.4	DEMETER shall conduct recommendations.		N/A		
27	4	E27.05	E.2.2.1	DEMETER shall assess progress for specific unpredicted occurrences.		N/A		
27	4	E27.06	A.1.2.2	DEMETER shall process inputs in accordance with the Data Collection Plan in the Operational Operation Plan (OPLAN)		N/A		
27	4	E27.07	A.1.2.3	DEMETER shall prepare assessment inputs.		N/A		
27	4	E27.08	A.1.2.4	DEMETER shall treat assessment inputs.		N/A		
27	4	E27.09	A.2.1.1	DEMETER shall conduct analysis of collected data.		N/A		
27	4	E27.10	A.2.1.2	DEMETER shall display the available data.		N/A		
27	4	E27.11	A.2.1.3	DEMETER shall assess the achievement of results and activities described in the Operation Plan (OPLAN).		N/A		
28	3	E28	NATO Information Portal	How well is the solution able to access, receive and import information products MS Office or PDF files originating from NATO portals?	3.5.6	N/A	N/A	N/A
28	4	E28.01	P.1.1.4	DEMETER shall process planning information received from the NATO's Information Portal (NIP).		N/A		
29	3	E29	Situational Awareness (SA)	How well is the solution able to develop and maintain Situation Awareness with NATO applications (e.g. JOCWatch and NCOP)?	3.5.6	N/A	N/A	N/A
29	4	E29.01	P.1.1.6	DEMETER shall inform the user on changing datasets impact on plan.		N/A		
30	3	E30	Collaborative editing	How well is the solution able to simultaneously handle documents with collaborative functionalities? How well is the solution able to simultaneously develop staff product in support of decision making cycle and report assessment to the commander?	3.5.6	N/A	N/A	N/A
30	4	E30.01	P.1.6.8	DEMETER shall develop staff products in support of the decision making cycle.		N/A		
30	4	E30.02	A.2.2.1	DEMETER shall report assessments to the commander.		N/A		
31	3	E31	ORDERS	How well is the solution able to consume, exchange, collaborate on ORDERS documents (file type of MS Office or PDF)? How well is the solution able to produce, approve, disseminate and provide read receipt of ORDERS documents?	3.5.6	N/A	N/A	N/A
31	4	E31.01	P.1.5.11	DEMETER shall request a read receipt when disseminating the ORDERS.		N/A		
32	3	E32	Interoperability	How well is the solution interoperable (Standard supported:MIP, FFT, NVG, ADatP-3, etc.) in accordance with Federated Mission Networking Spiral 4 (from 2025 to 2027), Spiral 5 (from 2028 to 2029) and with NATO application?	3.5.6	N/A	N/A	N/A
32	4	E32.01	A.2.2.7	DEMETER shall report both assessment products and data to higher commands, in accordance with the Data Collection Plan from the Operational Operation Plan (OPLAN)		N/A		
32	3	E33	Synchronization Matrix	How well is the solution able to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix?	3.5.6	N/A	N/A	N/A
32	4	E33.01	E.1.3.1	DEMETER shall synchronize effects.		N/A		
32	4	E33.02	E.1.3.2	DEMETER shall coordinate assets.		N/A		
32	4	E33.03	E.1.3.3	DEMETER shall refine synchronization.		N/A		
33	3	E34	Rehearsal of Concept (ROC)	How well is the solution supports operators to perform Rehearsal of Concept (RoC)?	3.5.6	N/A	N/A	N/A
33	4	E34.01	P.1.6.3	DEMETER shall enable performing Rehearsal of Concept (ROC) drills.		N/A		
33	4	E34.02	P.1.6.4	DEMETER shall report Rehearsal of Concept (ROC) drill results.		N/A		
34	3	E35	War gaming	How well is the solution supports operators to conduct war-gaming?	3.5.6	N/A	N/A	N/A
34	4	E35.01	P.1.6.2	DEMETER shall enable war-gaming.		N/A		
35	3	E36	Simulation	How well is the solution interoperable with NATO simulation applications, in order to support the operators to consume Courses of Action (CoA) analysis?	3.5.6	N/A	N/A	N/A
35	4	E36.01	P.1.6.5	DEMETER shall perform simulations.		N/A		
35	4	E36.02	P.1.6.6	DEMETER shall compare simulation Courses of Action (CoAs).		N/A		

### Supportability

No	Traceability	Evaluation Criteria Description	Bidding Instructions	SOW Reference	Bid Reference	Bidder's comment
3	S01	How suitable is the Bidder's organizational maturity, expertise and experience in COTS product maintenance and support?	3.5.7.4	N/A	N/A	N/A
4	S01.01	The Bidder shall describe its expertise and experience in providing software support and maintenance services of a level equivalent to that required for the sustainment of DEMETER capability. This shall include experience in: <ul style="list-style-type: none"> <li>Customer (end user) support services</li> <li>Software technical support and maintenance services</li> </ul>				
4	S01.02	The Bidder shall provide information on its experience and expertise in implementing or applying Information Technology Infrastructure Library (ITIL) framework for Service Management best practises.				
4	S01.03	The Bidder shall provide information on its experience and expertise in creating and executing In-Service and Product Support Plans for large, geographically-dispersed organizations.				

4	S01.04	The Bidder shall describe its expertise and experience in the delivery of classroom training courses of a level equivalent to those required for the training of DEMETER capability. This shall include experience in the preparation of syllabuses, schedules, course prerequisites, student skill prerequisites, course evaluations and instructor materials.				
4	S01.05	The Bidder shall describe its expertise and experience in the development and maintenance of eLearning training courses of a level equivalent to those required for the training of DEMETER capability.				
3	S02	How good is the COTS product roadmap in regards to future functionality, release cycle, end-of-life product version support, etc.?	3.5.7.5	N/A	N/A	N/A
4	S02.01	The Bidder shall provide the Product roadmap of its COTS product(s) in terms of future feature set (i.e. confirmed/ planned/ in assessment), functionalities and planned future release cycle(s) of major and minor versions.				
4	S02.02	The Bidder shall also provide information on historical roadmap of the product, in order to inform how frequently product evolved in the past.				
4	S02.03	The Product Roadmap shall contain clear definitions and support features available in each of the key product lifecycle phases (i.e. General/Full Support Phase, Extended Support, End of Support Life, End of Availability/Distribution, etc.).				
4	S02.04	The Product Roadmap shall include information about the latest product lifecycle dates for the current release of COTS product(s) offered by the Bidder, incl. any required 3rd party software.				
3	S03	How good is the COTS product support package (e.g. helpdesk, on-site, FAQ, etc.)?	3.5.7.6	N/A	N/A	N/A
4	S03.01	The Bidder shall provide the various options for the COTS customer service and technical support currently available such as helpdesk, remote/on-site support, FAQ, Self-Service and Knowledge Base portals, chatbots/virtual agents, community of interest, etc.				
4	S03.02	The Bidder shall describe its proposed multi-tier support service framework as well as standard Service Level Agreements (SLA).				
4	S03.03	Software support services shall include remote and on-site troubleshooting capabilities, installation assistance and basic usability assistance. The may also include new product installation services, installation of product updates, migrations for major releases of software, other types of proactive or reactive on-site services.				
4	S03.04	The Bidder shall indicate which of the offered support services can be delivered directly by the Bidder or a consulting firm or third-party software maintainers.				
3	S04	How good is the COTS product training package (e.g. course description, duration, on site or online, class size, etc.)?	3.5.7.7	4.3.2.3, 4.3.2.4	N/A	N/A
4	S04.01	The Bidder shall indicate its currently available training materials such as: Computer Based Training modules (e.g. Sharable Content Object Reference Model (SCORM)-compliant materials), Instructor-led Training materials, On-the-job Training materials, user manuals, administrator (operation and maintenance) manuals, etc.				
4	S04.02	The Bidder shall provide additional information such as course description, target audience, course duration, on site or online, supported class size, etc.				
4	S04.03	Training materials should cater for different user communities: end users, advanced users (administrators), trainers (train-the-trainers).				
4	S04.04	The Bidder may also provide technical information about its existing Learning Management System (LMS).				

Management						
No	Traceability	Evaluation Criteria Description	Bidding Instructions Reference	SOW Reference	Bid Reference	Bidder's comment
3	M01	How suitable is the Bidder's organizational management experience in similar projects?	3.5.8.5	N/A	N/A	N/A
4	M01.01	The Bidder shall detail relevant and successful corporate experience in at least two recent contracts within the last ten years for which the Bidder integrated IT systems, functional services, with at least one for command and control, intelligence or military customer. For each required experience, the Bidder shall provide a description of the solution deployed/delivered, the expertise/experience highlighting similarities to the bid solution; the purchaser(s) of these systems; the user(s) of these systems; the Contract number(s); the start date and end date of the Contract; a point of contact for verification purposes.				
4	M01.02	The Bidder shall describe the corporate structure of the Contractor and the administration of the prospective Project within the overall corporate structure.				
3	M02	How well does the Project Management Plan (PMP) meet the requirements?	3.5.8.6	3.7.5 8.4	N/A	N/A
4	M02.01	The initial PMP includes a product breakdown structure (PBS) identifying all services and deliverables, with reference to the CLINs for traceability.				
4	M02.02	The initial PMP describes the project organization and identifies key personnel in the project organization, their qualifications, and their responsibilities.				
4	M02.03	The initial PMP identifies all major contractor operating entities and any subcontractors involved in the work and describes the portion of the overall effort and deliverables allocated to them.				
4	M02.04	The initial PMP describes the Bidder's project implementation approach, project management approach, project control processes, used standards, and external relationships necessary to provide the deliverables.				
4	M02.05	The initial PMP shall identify the alternative means and tools proposed by the Purchaser beyond the Azure DevOps tools furnished by the NATO Software Factory in order to meet the configuration management requirements.				
4	M02.06	The initial PMP format and structure aligns with the SOW Section 8.4.				
3	M03	How well does the Project Master Schedule (PMS) meet the requirements?	3.5.8.7	8.4.1	N/A	N/A
4	M03.01	The initial PMS defines all major milestones and major activities, with reference to the element of the product breakdown structure, the durations of each activity, and the Contract end date.				
4	M03.02	The PMS shall include a Gantt chart where the start and finish dates of the WPs and phases are depicted, and it shall from this schedule be possible to identify the timeframe when a specific deliverable is planned to be delivered.				
4	M03.03	The PMS shall depict the sequence, start and finish dates, durations, and relationships among milestones and activities.				
3	M04	How well does the RAID Register meet the requirements?	3.5.8.8	8.5	N/A	N/A
4	M04.01	The initial Risk Register lists at a minimum 10 top risks and for each risk indicates the minimum information required in the SOW Section 8.5.1. The initial Risk Register contains a set of probable risks that demonstrates that the Bidder has a good understanding of the complexities and dependencies inherent in the project.				
4	M04.02	The initial Risk Register format and structure aligns with the SOW Section 8.5.1				

Level 3 Criteria	Level 3 Criteria2	Level 4 Criteria D	Level 4 Criteria	CPV Feasibility	SRS IDs	SRS Text
E02	Battlepace Management (BM)	E02.01	DEMETER shall conduct Battle Space Management (BSM) within the land domain.	E.1.4.1	SRS 082 SRS 093 SRS 094 SRS 095 SRS 103 SRS 102 SRS 103 SRS 105 SRS 114 SRS 118 SRS 119 SRS 079 SRS 080 SRS 130 SRS 085 SRS 081 SRS 083 SRS 084 SRS 084 SRS 015 SRS 015 SRS 104 SRS 096 SRS 097 SRS 098 SRS 099 SRS 100 SRS 107 SRS 106	DEMETER allows the user to create all of the APP (E02) symbols as BSO/BSCM in map views. DEMETER allows the user editing of BSO/BSCM. DEMETER allows the user to produce overlays where there will be no restrictions on the BSO/BSCM types that can be placed within the individual overlay. DEMETER allows the user to create/update/delete BSO/BSCM entries, including the following type of MIM ES objects: Actions, Features, Materials, and Facility. Actions (tasks and events), Staff products (Overlays, Plan/Orders, Task organizations and Order of Battles). The user is able to create overlays with battle space objects that serve for the operational staff work such as personnel, security, operations, logistics, plans, signals, education/training, finance and CIMC. DEMETER allows the user to copy and paste BSOs and BSOCs and all associated attributes between overlays. DEMETER allows the user to customize the display/hide feature and select content of BSO labels from the BSO attribute data set. DEMETER allows the user to view the BSO attributes in a list view. DEMETER provides the UI for the user to manage the maps, display order, etc. of the individual maps displayed on the geographical view. DEMETER uses TIME and ELEVATION dimensions provided as Map Web Service by CoreGIS or any OGC compliant server. DEMETER displays one or more legends of geospatial information products or a map (based on WMS map service or Open SSI (Geo Services REST (R-ICD-AT-04.14-Maj)). DEMETER allows an administrative user to set default map services for each group of users, which are displayed automatically when that user starts using the application. The standard user is able to select and store as a preference which default map layer they need to display upon login to the map related function, e.g. battle space management application. DEMETER is capable of presenting geographical information e.g. map views in deployments where it is disconnected from infrastructure provided map services. DEMETER allows the user to query/browse multiple overlays for identification of duplicated BSOs. DEMETER provides working spaces for overlay management for individual and group users e.g. a single user can produce a draft product whilst a group of users can produce products collaboratively. DEMETER user can edit overlays those are produced by the user or overlays formed by copying BSOs from overlays those are reports from external systems. Original overlays created from Reports by automatic process cannot be edited. DEMETER allows the user to update location of BSO, enter through drag and drop or passing the location information upon BSO selection. DEMETER allows the user to perform time based filtering of existing or historical BSO information, where user can select to display only those BSOs that have received updates between 1 (begin) and 1 (end). DEMETER allows user to access historical information of any BSO. DEMETER allows the user to add a user defined attribute name and associated information e.g. new attribute called "assessment" and "text" can be entered as information to this new attribute. DEMETER provides a geographical view to support the management of the BSO. The user may use this view to e.g. select a BSO, set the location of the BSO or BSOC vertices. The geographic properties can also be defined and managed using the manual entry. DEMETER supports the conversion of geographic coordinates in multiple map project systems e.g. UTM and LAT/LON, MGRS. DEMETER allows the user to select the preferred map project system in the system setting. DEMETER allows the administrator to fix the map project system to be used by all users. DEMETER allows the user to manage all attributes associated with 2D and 3D objects. DEMETER allows the user to query the content of the list based on the list attributes. DEMETER allows the user to filter the content of the list based on the list attributes.
E03	Situational Awareness (SA)	E03.01	DEMETER shall contribute Situational Awareness (SA) by provision of planning information.	P.1.1.3	SRS 124 SRS 136	DEMETER produces files compliant to FMN Web Hosting mandatory File Format Profile standards i.e. Open Office XML (ODT/OLE, ODF, Office Document Format (ISO/IEC 26300), PDF (ISO10005, ISO3200), etc. DEMETER comply with existing FMN Spiral specific service instructions for information distribution e.g. Picture Distribution, and Overlay Distribution.
E03	Situational Awareness (SA)	E03.02	DEMETER shall update Situational Awareness (SA)	P.1.6.7	SRS 003 SRS 128 SRS 136 SRS 127	DEMETER allows the user read files (Information Products (IP)) from the file system e.g. local/shared or NP workspace. DEMETER provides Order of Battle (OBAT), with the OBAT including hierarchy, holding details, status, and unit attributes. The provided data is automated so that the receiving party does not need to manually import any data e.g. web services compliant to NCCP (R-ICD-NCCP2). DEMETER complies with existing FMN Spiral specific service instructions for information distribution e.g. Picture Distribution, and Overlay Distribution. DEMETER provides one or more NVG services those are consumed as a source and presented as a COP layer from land domain. The interface specifications complies with (R-ICD-NCCP2).
E03	Situational Awareness (SA)	E03.03	DEMETER shall build situational awareness (SA) within the land domain.	E.1.1.1	SRS 077 SRS 078 SRS 082 SRS 086	DEMETER hosts XML Web Services that provide Recognized Ground Picture information products. The services comply with FMN spiral specific procedural instructions (PI) for Situational Awareness Annex A (Recognized Ground Picture (RGP)). DEMETER displays to the user a geographical view of ADR populated with maps, elevation data and vector graphics to be able to visually maintain and display recognized ground picture. DEMETER allows the user to manage access of overlays, such that users can create, edit, and delete authorized overlays e.g. owned by self or group of users, and only view (read-only) some of the authorized overlays e.g. generated by system using FMN IIP feeds or overlays owned by other users. Copy from these read-only overlays is also possible.
E03	Situational Awareness (SA)	E03.04	DEMETER shall monitor execution of land operations in accordance with the Operation Plan (OPLAN) and ORDERS.	E.1.1.3	SRS 088	DEMETER allows the user to generate and publish HGP by fusing information from different sources/reports.
E03	Situational Awareness (SA)	E03.05	DEMETER shall monitor situational awareness (SA)	E.2.1.1	SRS 092 SRS 130 SRS 139 SRS 139 SRS 282 SRS 282	DEMETER allows the user to visualize within the geo map viewer geo-referenced reports and/or export them to MS Word or PDF (provided from external entities) using the APP 11(D) message catalogue messages e.g. Enemy Land Forces Situation Report, NBC Basic Wind Data Report, Own Land Forces Situation Report, etc. DEMETER receives battle space events (incidents) JOCWATCH NVG services described in (R-ICD-JOCWATCH) and displays as an overlay on the geographical view. DEMETER is able to consume the events of NVG Request/Response services provided by JOCWATCH in order to obtain the battle space events (R-ICD-JOCWATCH). DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN) Current and Emerging FMN Spiral Specifications are identified as Spiral 3 and Spiral 4 at the time of the production of this document. The spiral compliance can be re-evaluated based on the time lines of delivery of DEMETER.
E04	Interoperability	E04.01	DEMETER shall share Situational Awareness (SA) and assessment products, across domains and functional areas.	A.2.2.2	SRS 118	DEMETER provides RGP to the COP for it to be used in the Commander's assessment, other functional areas (IS, etc.), military domains (AIR, CBRN, etc.) external stakeholders and partners.
E04	Interoperability	E04.02	DEMETER shall share assessment products to flanking formations.	A.2.2.3	SRS 282	DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN)
E04	Interoperability	E04.03	DEMETER shall share assessment products with subordinate commands.	A.2.2.4	SRS 282	DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN)
E04	Interoperability	E04.04	DEMETER shall share assessment products with external actors.	A.2.2.5	SRS 282	DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN)
E04	Interoperability	E04.05	DEMETER shall share assessment products with partners.	A.2.2.6	SRS 282	DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN)
E04	Interoperability	E04.06	DEMETER shall be interoperable between the NCS (NATO Command Structure) and their forces.	NFR 1.1.1.1 SRS 280 SRS 281	DEMETER consumes reports from subordinates whose protocol and content is stated Service Instructions (SI) for Land C2 Information Exchange specified in Federated Mission Network (FMN) In order to achieve federated interoperability, DEMETER is compliant with the Alliance interoperability requirements as documented in the current and emerging Federated Mission Networking (FMN) Spiral Specifications, details can be found in (R-FMN). Current and Emerging FMN Spiral Specifications are identified as Spiral 3 and Spiral 4 at the time of the production of this document. The spiral compliance can be re-evaluated based on the time lines of delivery of DEMETER.	
E04	Interoperability	E04.07	DEMETER shall be interoperable between the NCS (NATO Command Structure) and the NCS (NATO Force Structure) HQs.	NFR 1.1.1.2 SRS 280 SRS 280 SRS 281	DEMETER is capable of receiving APP11(D) message catalogue messages that are relevant to the land domain. The whole list of messages shall comply with AduP3 B3 XML standards. DEMETER allows the production of similar products using other document templates defined by the HGS and addressing the specific mission or HQ needs. In order to achieve federated interoperability, DEMETER is compliant with the Alliance interoperability requirements as documented in the current and emerging Federated Mission Networking (FMN) Spiral Specifications, details can be found in (R-FMN). Current and Emerging FMN Spiral Specifications are identified as Spiral 3 and Spiral 4 at the time of the production of this document. The spiral compliance can be re-evaluated based on the time lines of delivery of DEMETER.	
E04	Interoperability	E04.08	DEMETER shall be interoperable between NCS (NATO Command Structure) and the non-NATO military entities.	NFR 1.1.1.3 SRS 303	DEMETER provides the user with the capability to export/import information to a file. [DEMETER ICD]	
E04	Interoperability	E04.09	DEMETER shall provide interoperability both with internal and external stakeholders, and for multinational units and Troop Contributing Nations (TCN).	NFR 1.1.1.4 SRS 280 SRS 281	In order to achieve federated interoperability, DEMETER is compliant with the Alliance interoperability requirements as documented in the current and emerging Federated Mission Networking (FMN) Spiral Specifications, details can be found in (R-FMN). Current and Emerging FMN Spiral Specifications are identified as Spiral 3 and Spiral 4 at the time of the production of this document. The spiral compliance can be re-evaluated based on the time lines of delivery of DEMETER.	
E04	Interoperability	E04.10	DEMETER shall provide Interoperability with critical joint NATO PS (Functional Services), and national systems.	NFR 1.1.1.5 SRS 126 SRS 144 SRS 114 SRS 309 SRS 307 SRS 313 SRS 302 SRS 318 SRS 329 SRS 330 SRS 316 SRS 281 SRS 317 SRS 311 SRS 312 SRS 315 SRS 316	DEMETER provides NVG Web Services that defines the set of filtering capabilities in accordance with the NVG specifications, allowing the consumer service to manage the NVG payload in accordance to the specific needs or constraints e.g. bandwidth, details contained in (R-ICD-NVG). DEMETER displays the military operation events from NATO JOCWATCH, by polling the web service with a predefined (stored) polling period with predefined (stored) polling filters (R-ICD-JOCWATCH). DEMETER provides the UI for the user to manage the maps, display order, etc. of the individual maps displayed on the geographical view. DEMETER performs smart import, by which when importing ADR and FPH, if data already exists in DEMETER, the import is only updated (changed) information. The ADR and FPH schemas are provided in (R-ICD-Framework). DEMETER displays as overlay Airbase/Seaport using NVG services provided by Log FAS (VE) systems. (R-ICD-LOGFAS). DEMETER complies with NCI Agency provided NATO SOA-IM services standards for the implementation of SOA related solutions and Identity Management (IM) technical solutions. SOA-IM service interface profiles are provided in (R-ICD-SOA_IM). DEMETER provides Order of Battle (OBAT), with the OBAT including hierarchy, holding details, status, and unit attributes. The provided data is automated so that the receiving party does not need to manually import any data e.g. web services compliant to NCCP (R-ICD-NCCP2). DEMETER consumes specific NATO COP information products from NCCP using its NCCP IPS interface defined in (R-ICD-NCCP2). In order to achieve federated interoperability, DEMETER is compliant with the Alliance interoperability requirements as documented in the current and emerging Federated Mission Networking (FMN) Spiral Specifications, details can be found in (R-FMN). DEMETER should adopt the ICD CoreGIS (R-ICD-AT-06.02.14-Maj) and applicable Agency profiles for WMS and WMTS services. Current and Emerging FMN Spiral Specifications are identified as Spiral 3 and Spiral 4 at the time of the production of this document. The spiral compliance can be re-evaluated based on the time lines of delivery of DEMETER. DEMETER provides one or more NVG services those are consumed as a source and presented as a COP layer from land domain. The interface specifications complies with (R-ICD-NCCP2). DEMETER displays as overlay, KCACCS produced AduP3 11(D)(F) formatted messages respectively or NVG formats (Compliant to FMN). DEMETER displays as overlay, MCSCS/TRITON produced OTHS (Context/Joint/Overlay 2/Overlay 3) messages or NVG content that is compliant with applicable FMN Spiral standards. When for operational reasons different message specific details is to be used DEMETER is able to perform the specific message transformation to the specific mission specific details. Note: Preferable this transformation should be done by a GIS service (e.g. CoreGIS) if available in accordance with NATO Policy (Ref DEFP). DEMETER exposes maximum amount of information by the application interface e.g. Open API services. That allows external systems to set and get enough information from DEMETER. Here "enough" means, being able to fully initiate the DEMETER to operate with usage of provided APIs.	









E22	Operation Plan (OPLAN) How well is the solution able to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS) and able to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents?	E22.07	DEMETER shall provide the ability to approve the Operation Plan (OPLAN).	P.1.4.8	SBS 030	DEMETER maintains configuration control and release of short term land OPLAN documents e.g. version control, endorsement and sign-off with a workflow.
E22	Operation Plan (OPLAN) How well is the solution able to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS) and able to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents?	E22.08	DEMETER shall provide the ability to sign off the Operation Plan (OPLAN).	P.1.4.9	SBS 030	DEMETER maintains configuration control and release of short term land OPLAN documents e.g. version control, endorsement and sign-off with a workflow.
E22	Operation Plan (OPLAN) How well is the solution able to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS) and able to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents?	E22.09	DEMETER shall disseminate the approved Operation Plan (OPLAN).	P.1.4.10	SBS 030	DEMETER maintains configuration control and release of short term land OPLAN documents e.g. version control, endorsement and sign-off with a workflow.
E22	Operation Plan (OPLAN) How well is the solution able to consume, exchange, collaborate on Operation Plans (OPLAN) documents (file type of MS Office or PDF) with NATO planning applications (e.g. TOPFAS) and able to produce, approve, disseminate and provide read receipt of Operation Plans (OPLAN) documents?	E22.10	DEMETER shall request a read receipt when disseminating the Operation Plan (OPLAN).	P.1.4.11	SBS 030	DEMETER maintains configuration control and release of short term land OPLAN documents e.g. version control, endorsement and sign-off with a workflow.
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.01	DEMETER shall develop an Initial Intelligence Preparation of the Operational Environment (IPOE).	P.2.1.1	SBS 055 SBS 056 SBS 057 SBS 341 SBS 342	DEMETER has the capability to visualize and browse details of the contents of the IPOE (containing Enemy ORBAT and Courses of Action) that is received from NATO intelligence systems. DEMETER allows the user to produce (edit/delete) Enemy ORBAT and Enemy Courses of Action (CoA) within its overlay editing capability, assuming IPOE is formed of basically Enemy ORBAT and Enemy Course of Action. Note: Authoritative Data Source for Enemy ORBAT and Enemy CoA in NATO is INTEL-FS. DEMETER can edit any ORBAT and CoA, such as Enemy ORBAT and Enemy CoA e.g. IPOE, and in some cases it might request that the IPOE can be provided to INTEL-FS for viewing and assessment, in which case DEMETER is able to export enemy ORBAT and enemy CoA overlays in the form that INTEL-FS might use for its IPOE maintenance. Note: Authoritative Data Source for Enemy ORBAT and Enemy CoA in NATO is INTEL-FS. DEMETER both automatically, or manually through user initiation, receives and maps entities from IPOE information product of INTEL-FS. [R-ICD-Intel-FS-DM] DEMETER permits the user to maintain the IPOE, which may be provided to INTEL-FS via the protocols defined in INTEL-FS Interface Control Document [R-ICD-Intel-FS-DM]
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.02	DEMETER shall develop Initial Commander's Critical Information Requirements (CCIRs).	P.2.1.2	SBS 069	DEMETER allows the user to maintain a list of land related CCIRs, its associated definitions which are linked to the land RFI list (also managed within DEMETER), including showing the date and the functional area, submitted RFI and subsequent response and time of response. DEMETER also allows tracking of RFIs submitted to HQ (not just int.) with a capability to track when received the individual who assigned as well as response date.
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.03	DEMETER shall formulate commander's initial intent.	P.2.1.3	SBS 056 SBS 063	DEMETER allows the user to store and update commander's planning guidance information as a version controlled entity. Note that each version of commander's planning guidance can be associated different overlays. DEMETER allows storage of textual additional information e.g. commander's intent, that can be associated to overlays. The commander's intent serves as a driver of planning, not a product. Later in the operations process, the commander's intent focuses subordinates' initiative [REF CCR][RATP32].
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.04	DEMETER shall provide the ability to brief the commander's initial intent.	P.2.1.4	SBS 064 SBS 065	DEMETER provides a briefing capability in which the presenter can provide DEMETER commander's initial intent clearly and use pointing and marking tools to support the presentation. DEMETER provides the capability to deliver snapshots from overlays that can be used in briefing documents e.g. MS PowerPoint or MS Word.
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.05	DEMETER shall develop Intelligence Preparation of the Operational Environment (IPOE).	P.2.1.1	SBS 055 SBS 056 SBS 057 SBS 341 SBS 342	DEMETER has the capability to visualize and browse details of the contents of the IPOE (containing Enemy ORBAT and Courses of Action) that is received from NATO intelligence systems. DEMETER allows the user to produce (edit/delete) Enemy ORBAT and Enemy Courses of Action (CoA) within its overlay editing capability, assuming IPOE is formed of basically Enemy ORBAT and Enemy Course of Action. Note: Authoritative Data Source for Enemy ORBAT and Enemy CoA in NATO is INTEL-FS. DEMETER can edit any ORBAT and CoA, such as Enemy ORBAT and Enemy CoA e.g. IPOE, and in some cases it might request that the IPOE can be provided to INTEL-FS for viewing and assessment, in which case DEMETER is able to export enemy ORBAT and enemy CoA overlays in the form that INTEL-FS might use for its IPOE maintenance. Note: Authoritative Data Source for Enemy ORBAT and Enemy CoA in NATO is INTEL-FS. DEMETER permits the user to maintain the IPOE, which may be provided to INTEL-FS via the protocols defined in INTEL-FS Interface Control Document [R-ICD-Intel-FS-DM]
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.06	DEMETER shall develop planning guidance function.	P.2.2.2		
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.07	DEMETER shall develop Commander's Critical Information Requirements (CCIRs).	P.2.2.3	SBS 069	DEMETER allows the user to maintain a list of land related CCIRs, its associated definitions which are linked to the land RFI list (also managed within DEMETER), including showing the date and the functional area, submitted RFI and subsequent response and time of response. DEMETER also allows tracking of RFIs submitted to HQ (not just int.) with a capability to track when received the individual who assigned as well as response date.
E23	Intelligence products How well is the solution interoperable with NATO intelligence and Joint Targeting applications (e.g. INTEL-FS and JTS) in order to support the Intelligence Preparation of the Operational Environment (IPOE)?	E23.08	DEMETER shall contribute to the Intelligence Collection Plan (ICP).	P.2.2.4	SBS 058 SBS 059 SBS 343	DEMETER supports the RFI process initiated from NATO intelligence system in respect to Intelligence Collection Plan. DEMETER has capability to provide automated RFI updates to NATO intelligence system. The format of the RFI Request and Response are provided in [R-ICD-Intel-FS-DM] The user provides information from DEMETER to support the RFI process. The information provision complies with the associated RFI response services standards provided by INTEL-FS Interface Control Document [R-ICD-Intel-FS-DM].
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.01	DEMETER shall provide the Concept of Operations (CONOPS) data for Situational Awareness (SA).	P.1.3.3	SBS 024 SBS 025	DEMETER allows the user to produce short term land CONOPS. The user is able to use information products from NATO Information Portal e.g. documents, copy relevant data from staff products (locations, initial content, etc.) and is able to paste into DEMETER CONOPS entities/overlays. DEMETER allows the user to disseminate short term land CONOPS, as a document that can be exchanged by email. Note: CONOPS is not a structured APP 110(D) message.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.02	DEMETER shall manage the security classification of the Concept of Operations (CONOPS).	P.1.3.6	SBS 027	DEMETER allows the user to maintain security classification labelling of short term land CONOPS created within DEMETER. Note: security labelling rules are stated in [NREF-DOEL]
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.03	DEMETER shall provide version control for the Concept of Operations (CONOPS).	P.1.3.7	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.04	DEMETER shall enable workflow to produce the Concept of Operations (CONOPS) document.	P.1.3.1	SBS 019 SBS 020 SBS 022	DEMETER allows the user to create land CONOPS using the CONOPS templates provided by HQ. DEMETER allows the user to create CONOPS supporting products (possibly as an overlay). DEMETER allows user groups to develop short term land CONOPS documents using workflows (task assignments and process status).
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.05	DEMETER shall produce the Concept of Operations (CONOPS) in a collaborative workspace.	P.1.3.4	SBS 023 SBS 021	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc. DEMETER allows user groups to develop short term land CONOPS in a collaborative environment.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.06	DEMETER shall archive the Concept of Operations (CONOPS).	P.1.3.5	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.07	DEMETER shall provide the ability to approve the Concept of Operations (CONOPS).	P.1.3.8	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.08	DEMETER shall provide the ability to sign off the Concept of Operations (CONOPS).	P.1.3.9	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.09	DEMETER shall disseminate the approved Concept of Operations (CONOPS).	P.1.3.10	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E24	Concept of Operations (CONOPS) How well is the solution able to consume, exchange, collaborate on Concept of Operations (CONOPS) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E24.10	DEMETER shall request a read receipt when disseminating the Concept of Operations (CONOPS).	P.1.3.11	SBS 023	DEMETER maintains configuration control and release of short term land CONOPS documents e.g. permits endorsement and sign-off process during the workflow process, versioning, etc.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.01	DEMETER shall assess combat power in the Area of Responsibility (AOR).	P.3.1.1	SBS 070	DEMETER shall have many comparison capabilities that allow user to compare different CoAs and situations. These capabilities include being able to obtain a summary of attribute information e.g. number of person, equipment by type, logistics by type, for BSOs within a user defined/drawn geographic area or provision of multiple map displays side by side with separate CoAs e.g. for comparison of CoA, time or space specific searches for comparison.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.02	DEMETER shall develop Courses of Action (CoAs).	P.3.1.2	SBS 071	DEMETER's battle space management capability shall allow users to develop CoAs for own and adversary entities without limitations e.g. all BSO and BSCM types with their attributes.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.03	DEMETER shall validate Courses of Action (CoAs).	P.3.1.3	SBS 072	DEMETER allow validation of CoAs based on such aspects as time and space of participating entities or ensuring a CoA is associated a decision.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.04	DEMETER shall provide the ability to brief Courses of Action (CoAs).	P.3.1.4	SBS 074 SBS 075	DEMETER allow user to support provision of briefing of CoA overlays by presenting the subject overlay in a briefing mode (most convenient to briefing provision, marking, pointing, etc.). DEMETER allow user to support provision of briefing of CoA overlays by disseminating the overlay information in a format which can be utilised by any briefing tool.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.05	DEMETER shall compare own Courses of Action (CoAs) with adversary/enemy Courses of Action (CoAs).	P.3.2.1	SBS 070	DEMETER shall have many comparison capabilities that allow user to compare different CoAs and situations. These capabilities include being able to obtain a summary of attribute information e.g. number of person, equipment by type, logistics by type, for BSOs within a user defined/drawn geographic area or provision of multiple map displays side by side with separate CoAs e.g. for comparison of CoA, time or space specific searches for comparison.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.06	DEMETER shall conduct Courses of Action (CoAs) analysis.	P.3.2.2	SBS 072	DEMETER allows validation of CoAs based on such aspects as time and space of participating entities or ensuring a CoA is associated a decision.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.07	DEMETER shall assess Courses of Action (CoAs) analysis results.	P.3.2.3	SBS 073	DEMETER allow the user to analyze CoAs by providing summary information from the CoA, such as units' locations, capabilities, availabilities ranges of operation, etc.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.08	DEMETER shall compare Courses of Action (CoAs).	P.3.3.1	SBS 070	DEMETER shall have many comparison capabilities that allow user to compare different CoAs and situations. These capabilities include being able to obtain a summary of attribute information e.g. number of person, equipment by type, logistics by type, for BSOs within a user defined/drawn geographic area or provision of multiple map displays side by side with separate CoAs e.g. for comparison of CoA, time or space specific searches for comparison.
E25	Course of Action (CoA) How well is the solution able to consume, exchange, collaborate on Course of Action (CoA) documents (file type of MS Office or PDF) with NATO planning application (e.g. TOPFAS)?	E25.09	DEMETER shall provide the ability to brief the Course of Action (CoA) decision.	P.3.3.2	SBS 074	DEMETER allow user to support provision of briefing of CoA overlays by presenting the subject overlay in a briefing mode (most convenient to briefing provision, marking, pointing, etc.).



E26	Logistics Functional Area Services (LOGFAS): How well is the solution able to receive logistic reports from NATO Logistic applications (e.g. LOGFAS)?	E26.01	DEMETER shall assess the logistic situation.	A.1.1.1	SRS 309 SRS 308 SRS 311 SRS 312	DEMETER performs smart import, by which importing ADL and FPH. If data already exists in DEMETER, the import is only updated (changed) information. The ADL and FPH schemas are provided in [R-ICD-Fasinterop]. DEMETER imports files from LOGFAS with the format of ADL and/or FPH schema specified in detail [R-ICD-Fasinterop]. The mapping of the DEMETER model into these schemas shall be defined in design time. The mapping shall ensure minimum information required to build an ORBAT in DEMETER shall be met such as command hierarchy, and equipment holdings. DEMETER provides "LOGUPDATE" to LOGFAS for it to update posture/manoeuvre information of units, with the LOGUPDATE file format complying with FPH schema stated in [R-ICD-Fasinterop]. Note: LOGUPDATE is not the message from the message catalogue APP 11 [D]1.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.01	DEMETER shall assess the progress of land operations in accordance with the Operation Plan (OPLAN) and ORDERS.	E.1.2.1	SRS 089	DEMETER has planning objective BSOs, containing attributes for who, what, where, and when for each OPLAN objective, allowing entity BSOs to then be associated to one more OPLAN Objective BSO as well as the associated ORDER (ref to document), therefore enabling assessment of the progress of the entity to meet the ORDER and OPLAN objectives.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.02	DEMETER shall assess own force situation.	A.1.1.2	SRS 115	DEMETER allows the user to merge tracks and BSOs from various reporting data sources (FFT, MIP) or other authoritative data sources (JOCWATCH) into valid compiled single current update situation overlay visualisation and further assessment.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.03	DEMETER shall receive inputs in accordance with the Data Collection Plan in the Operational Operation Plan (OPLAN)	A.1.2.1	SRS 110	DEMETER allows the user to generate LOGUPDATE from DEMETER overlays, the LOGUPDATE file format complies with FPH schema stated in [R-ICD-Fasinterop]. Mapping of entities from DEMETER model to FPH formatted LOGUPDATE shall be agreed during the design phase.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.04	DEMETER shall conduct recommendations.	A.2.1.4	SRS 117	During the short term execution phases, where G3/G35 (E3/E35) providing assessment of the last executed phase, DEMETER provides Situation Update to TOPFAS for it to perform achievement analysis and provide recommendations.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.05	DEMETER shall assess progress for specific unpredicted occurrences.	E.2.2.1	SRS 110	DEMETER receives information from authoritative data sources to enable timely situational analysis.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.06	DEMETER shall process inputs in accordance with the Data Collection Plan in the Operational Operation Plan (OPLAN)	A.1.2.2	SRS 115	DEMETER allows the user to merge tracks and BSOs from various reporting data sources (FFT, MIP) or other authoritative data sources (JOCWATCH) into valid compiled single current update situation overlay visualisation and further assessment.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.07	DEMETER shall prepare assessment inputs.	A.1.2.3	SRS 115	DEMETER allows the user to merge tracks and BSOs from various reporting data sources (FFT, MIP) or other authoritative data sources (JOCWATCH) into valid compiled single current update situation overlay visualisation and further assessment.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.08	DEMETER shall treat assessment inputs.	A.1.2.4	SRS 115	DEMETER allows the user to merge tracks and BSOs from various reporting data sources (FFT, MIP) or other authoritative data sources (JOCWATCH) into valid compiled single current update situation overlay visualisation and further assessment.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.09	DEMETER shall conduct analysis of collected data.	A.2.1.1	SRS 110 SRS 116	DEMETER allows the user to generate LOGUPDATE from DEMETER overlays, the LOGUPDATE file format complies with FPH schema stated in [R-ICD-Fasinterop]. Mapping of entities from DEMETER model to FPH formatted LOGUPDATE shall be agreed during the design phase. DEMETER provides the capability to display, browse and query information from multiple operational overlays that might help comparing plans with current status of battle field entities.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.10	DEMETER shall display the available data.	A.2.1.2	SRS 111	DEMETER provides "LOGUPDATE" to LOGFAS for it to update posture/manoeuvre information of units, with the LOGUPDATE file format complying with FPH schema stated in [R-ICD-Fasinterop]. Note: LOGUPDATE is not the message from the message catalogue APP 11 [D]1.
E27	Assessment: How well is the solution able to support operators to receive assessment inputs, conduct analysis, display data, assess progress of land operation and conduct recommendations with NATO Planning applications (e.g. TOPFAS) and able to process input in accordance with Data Collection Plan, process assessment input and conduct data analysis of collected data?	E27.11	DEMETER shall assess the achievement of results and activities described in the Operation Plan (OPLAN).	A.2.1.3	SRS 120 SRS 121	DEMETER allows the user to assess current on the ground achievements results with the activities stated in OPLAN e.g. comparison of overlay, current situational results overlay and OPLAN planning overlay. Attribute(s) based comparison and reporting is possible where entity attributes might be selected from ICP and aligned with MOE and MOP. DEMETER allows the user to compare attribute data values between entities in overlays, e.g. current location of a unit and the planned location of that unit.
E28	NATO Information Portal How well is the solution able to access, receive and import information products MS Office or PDF files originating from NATO partners?	E28.01	DEMETER shall process planning information received from the NATO's Information Portal (NIP).	F.1.1.4	SRS 003 SRS 122	DEMETER allows the user read files (Information Products (IP)) from file system e.g. local/shared or NIP workspace. DEMETER reads and processes metadata provided along with any information product provided in NATO Information Portal (NIP).
E29	Situational Awareness (SA) How well is the solution able to develop and maintain Situation Awareness with NATO applications (e.g. JOCWatch and NCDP)?	E29.01	DEMETER shall inform the user on changing datasets impact on plan.	F.1.1.6	SRS 007 SRS 135	DEMETER may identify the changes, and notify the user of the information products on NIP whose hyperlinks are stored in DEMETER. DEMETER receives notification data from NIP for the information products that are linked to the DEMETER information products. [R-SharePoint]
E30	Collaborative editing: How well is the solution able to simultaneously handle documents with collaborative functionalities? How well is the solution able to simultaneously develop staff product in support of decision making cycle and report assessment to the commander?	E30.01	DEMETER shall develop staff products in support of the decision making cycle.	F.1.6.8	SRS 054	DEMETER allows the user to produce staff products for decision-making to support G1 to G9 HQ functional areas. DEMETER has tools to serve for the purpose of production of staff products in each functional area (i.e. G1 Personnel, G2 Intelligence, G3 Operation, G4 Logistics, G5 Planning, G6 Ops, G7 Exercise and Training, G8 Finance, G9 CMIC).
E30	Collaborative editing: How well is the solution able to simultaneously handle documents with collaborative functionalities? How well is the solution able to simultaneously develop staff product in support of decision making cycle and report assessment to the commander?	E30.02	DEMETER shall report assessments to the commander.	A.2.1.1	SRS 118	DEMETER provides ROP for the COP for it to be used in the Commander's assessment, other functional areas (IS, etc.), military domains (AIR, CBRN, etc.), external stakeholders and partners.
E31	Interoperability: How well is the solution interoperable (Standard supported MIP, FFT, NVG, ADA2P 3, etc.) in accordance with Federated Mission Networking Spiral 4 (from 2025 to 2027), Spiral 5 (from 2028 to 2029) and with NATO application?	E31.01	DEMETER shall request a read receipt when disseminating the ORDERS.	F.1.5.11	SRS 043	DEMETER may require maintaining the status of the different organisations to which the ORDER was sent to confirm that all ORDER are received and understood.
E32	Synchronisation Matrix: How well is the solution able to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix?	E32.01	DEMETER shall report both assessment products and data to higher commands, in accordance with the Data Collection Plan from the Operational Operation Plan (OPLAN)	A.2.2.7	SRS 117 SRS 114 SRS 135	During the short term execution phases, where G3/G35 (E3/E35) providing assessment of the last executed phase, DEMETER provides Situation Update to TOPFAS for it to perform achievement analysis and provide recommendations. DEMETER allows the user to import, fill and send the "Plan Collection Sheet" excel of planning tool (TOPFAS) to provide assessment [R-ICD-TOPFAS-Excel]. DEMETER is able to read and ingest planning data from the TOPFAS OData interface, keeping the source links e.g. ingested a planning item, associate to a TOPFAS source URL. [R-ICD-TOPFAS-ICD]
E33	Synchronisation Matrix: How well is the solution able to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix?	E33.01	DEMETER shall synchronize effects.	E.1.1.1	SRS 090	An effect is defined as, "a change in the state of a system (or system element), that results from one or more actions, or other causes". NATO uses effects in the planning for, and conduct of, operations at the military strategic and operational levels. Derived from objectives, effects bridge the gap between objectives and actions by describing what changes in a system are required, including changes in the capabilities, behaviour or opinions (perceptions) of actors within the operations environment and to the strategic environment. Effects play a crucial role because they provide a focus for actions and contribute to the achievement of objectives and the end state. Effects must be measurable and should be limited in number (NBS-4). Therefore subordinates needs to take actions to create effects, effects are derived from objectives. DEMETER provides the capability to produce a sync matrix based on the user selection of entities, time, tasks, effects, etc. based on the ORDERS maintained within the DEMETER information product repository.
E33	Synchronisation Matrix: How well is the solution able to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix?	E33.02	DEMETER shall coordinate assets.	E.1.1.2	SRS 090 SRS 091	DEMETER provides the capability to produce a sync matrix based on the user selection of entities, time, tasks, effects, etc. based on the ORDERS maintained within the DEMETER information product repository. DEMETER provides the capability to refine a sync matrix based on the user selection of entities, time, tasks, effects, etc. based on the ORDERS maintained within the DEMETER information product repository.
E33	Synchronisation Matrix: How well is the solution able to synchronise effects, coordinate assets and refine synchronisation in a Synchronisation Matrix?	E33.03	DEMETER shall refine synchronisation.	E.1.3.3	SRS 136 SRS 091	DEMETER allows the user to export Reports and Results data to TOPFAS for Objective analysis and refinement [R-ICD-TOPFAS-Excel]. DEMETER provides the capability to refine a sync matrix based on the user selection of entities, time, tasks, effects, etc. based on the ORDERS maintained within the DEMETER information product repository.
E34	Rehearsal of Concept (ROC): How well is the solution supports operators to perform Rehearsal of Concept (ROC)?	E34.01	DEMETER shall enable performing Rehearsal of Concept (ROC) drills.	F.1.6.3	SRS 046	DEMETER has tools to perform ROC for the HQ. The tools has capability to provide timed snapshots of entity and own forces status (holding, operational level, etc.). Has capability to allow user to slide time and observe each snapshots for assessment, has capability to update any snapshot regarding addition/removal of units as well as updating of the units status (holding, operational level, etc.).
E34	Rehearsal of Concept (ROC): How well is the solution supports operators to perform Rehearsal of Concept (ROC)?	E34.02	DEMETER shall report Rehearsal of Concept (ROC) drill results.	F.1.6.4	SRS 047	DEMETER user manages results of ROC drills, exports the results via video, document or image. DEMETER support generation of ROC drill results with the ROC drills and plan changes implemented (capable of configuration control)
E35	War gaming: How well is the solution supports operators to conduct war gaming?	E35.01	DEMETER shall enable war-gaming.	F.1.6.2	SRS 045	DEMETER allows the users to perform war gaming. Possible types of war-gaming are attention centre, logistics, asymmetric warfare, perception centre (MODWT type issues). Correlation to campaign/phase objectives is possible and includes include Air, Maritime, SOF actions (EW, PSYOPS, IO etc.).
E36	Simulation: How well is the solution interoperable with NATO simulation applications, in order to support the operators to consume Courses of Action (COA) analysis?	E36.01	DEMETER shall perform simulations.	F.1.6.5	SRS 048 SRS 050 SRS 051 SRS 049 SRS 048 SRS 305 SRS 306	DEMETER supports the usage of artificial/synthetic environment (i.e. ROC or Simulation sand box) in which artificial nations with codes (from standards) can be defined/used in BSOs and control measures (BSCM). DEMETER battle space object nationality code complies with ISO 3166 1 standards. SRS 051 Affiliation is membership or allegiance to an ethnic group, country, functional group, exercise group, or religion. Country typed Affiliation complies with ISO 3166 country code standards. DEMETER allows the user to use other affiliations such as functional group or exercise group (NATO, STFOR), and associate units/entities with these new affiliations. In addition DEMETER is able to publish entities with these new affiliation values, where standards allow e.g. MIM 4 ES or NVG compliant. DEMETER supports exercise-operating mode in order to work in artificial environments. DEMETER is able to initialise its database that be utilised to exercise using ETEE FS provided information using standardized message formats (e.g. APP 11 (C) ADA2P 3 BL 15 Own SHREP and enemy STREP stated in [R-NSP]). ETEE FS initialize DEMETER database, which contain exercise starting conditions including ORBAT, perceived situation of other forces or other parties involved in the operation as well as other relevant conditions such as mobility or infrastructure-related items (e.g. APP 11 (C) ADA2P 3 BL 15 Own SHREP and enemy STREP stated in [R-NSP]). DEMETER initializes database using through a standardized and documented interfaces OWNSTREP, ENSTREP etc. with the format stated in [R-NSP].

E36	Simulation:  How well is the solution interoperable with NATO simulation applications, in order to support the operators to consume Courses of Action (CoA) analysis?	E36.02 DEMETER shall compare simulation Courses of Action (CoAs).	P.1.6.6	SRS-052 SRS-053	DEMETER has capability to receive data from simulations which shall be marked with "exercise", those provide results for courses of actions. DEMETER has tools to permit user comparison of CoA results, including overlay comparison based on some defined criteria e.g. time, casualty, space (geographical related achievements, etc.
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