



Acquisition
Boulevard Léopold III
B-1110 Brussels, Belgium

NCIA/ACQ/2023/06941
03 June 2023

To: Bidders List and Distribution List

Subject: Invitation For Bid IFB-CO-115791-DEMETER Amendment 7
Provision of a Land Command and Control (C2) Application Software (DEMETER)

References:

- A. AC/4-D/2261(1996 Edition), Procedures for International Competitive Bidding
- B. AC/4-D(2008)0002-REV2, International Competitive Bidding Using Best Value Evaluation Methodology, dated 15 July 2015
- C. NCI Agency NOI NCIA/ACQ/2022/07326, dated 19 December 2022
- D. NCI Agency IFB-CO-115791-DEMETER; NCIA/ACQ/2023/ 06536 dated 03 March 2023
- E. NCI Agency IFB Amendment 1; NCIA/ACQ/2023/06695 dated 17 March 2023
- F. NCI Agency IFB Amendment 2; NCIA/ACQ/2023/06756 dated 31 March 2023
- G. NCI Agency IFB Amendment 3; NCIA/ACQ/2023/06786 dated 14 April 2023
- H. NCI Agency IFB Amendment 4; NCIA/ACQ/2023/06845 dated 03 May 2023
- I. NCI Agency IFB Amendment 5; NCIA/ACQ/2023/06854 dated 05 May 2023
- J. NCI Agency IFB Amendment 6; NCIA/ACQ/2023/06905 dated 24 May 2023

Dear Prospective Bidders,

1. The purpose of this Amendment 7 is to:
 - a. Publish Release 5 of IFB Bidders' questions and NCI Agency responses.
 - b. Issue revised IFB documents: Book I- Bidding Sheets
2. Book II, Part II, Special Provisions, Clause 6.11, is hereby revised as follows:

FROM:

"Exercised optional Sub- CLINs 7.1 - 7.10 will be paid in four quarterly payments of 25% of the Sub-CLIN amount upon approval of a quarterly status report."

TO:

"Exercised optional Sub- CLINs 4.1 - 4.10 will be paid in four quarterly payments of 25% of the Sub-CLIN amount upon approval of a quarterly status report."



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3. NCI Agency responses to Bidders' questions are hereby published with this IFB Amendment 7.
4. The Contracting Officer responsible for this solicitation is Mr. Radu Munteanu, and all correspondence regarding this IFB should be sent via email to CO115791DEMETER@ncia.nato.int.

FOR THE CHIEF OF ACQUISITION:

//Original Signed//
Radu Munteanu
Contracting Officer

Distribution List for IFB-CO-115791-DEMETER Amendment 7

All Nominated Prospective Bidders

NATO Delegations (Attn: Infrastructure Adviser):

- ALBANIA
- BELGIUM
- BULGARIA
- CANADA
- CROATIA
- CZECH REPUBLIC
- DENMARK
- ESTONIA
- FRANCE
- GERMANY
- GREECE
- HUNGARY
- ICELAND
- ITALY
- LATVIA
- LITHUANIA
- LUXEMBOURG
- MONTENEGRO
- THE NETHERLANDS
- NORTH MACEDONIA
- NORWAY
- POLAND
- PORTUGAL
- ROMANIA
- SLOVAKIA
- SLOVENIA
- SPAIN
- TÜRKIYE
- UNITED KINGDOM
- UNITED STATES

NATO HQ

NATO Office of Resources (NOR)

- CIS and Cyber Capabilities Branch (CCC) Branch Head
- NOR Secretariat Section (RPPB, IC, BC)

NCI Agency – NATEXs

NCI Agency – Internal Distribution

Attachment 1: Responses to Clarification Questions, Release Number 5

#	RFP Source Document	Offeror's Question	Purchaser Clarification
262	02-IFB-CO-115791-DEMETER-Book I-Annex A-Bidding Sheets	In the evaluated Options in CLIN 3 the purchaser has divided the deliverables, e.g. 3.1 Common Operational Picture (COP) – interfaces into three sub-CLINs, 3.1.1, 3.1.2, 3.1.3. To fulfill these sub-CLINs, some cross-functional functionality needs to be implemented, that might be required to deliver the other sub-CLINs. It is our understanding, that we can put the price for this into the biggest sub-CLIN, e.g. 3.1.1, and keep the other sub-CLINs at zero cost.	In the evaluated Options in CLIN 3 the purchaser has divided the deliverables, e.g. 3.1 Common Operational Picture (COP) – interfaces into three sub-CLINs, 3.1.1, 3.1.2, 3.1.3. To fulfill these sub-CLINs, some cross-functional functionality needs to be implemented, that might be required to deliver the other sub-CLINs. The bidder may indeed insert the price into the biggest sub-CLIN, e.g. 3.1.1, and keep the other sub-CLINs at zero cost, as long as they comment on the zero subCLINs as such.
263	Book I - Annex E - Eval Criteria to Reqt Matrix Book I - Annex D-TVCRM	Book II, Part IV, E31 and E32 items stated in the referenced documents are different from each other. In 04-IFB-CO-115791-DEMETER-Book I - Annex E -Eval Criteria to Reqt Matrix: <ul style="list-style-type: none"> E31 is Interoperability E32 is Synchronization Matrix In 03-IFB-CO-115791-DEMETER-Book I - Annex DTVCRM: <ul style="list-style-type: none"> E31 is ORDERS E32 is Interoperability Could you please clarify the confusion, including the sub-items and SRS assignments related to these items?	Revised IFB-CO-115791-DEMETER-AMDS Book I - Annex D - TVCRM and IFB-CO-115791-DEMETER-AMDS Book I - Annex E - Eval Criteria to Reqt Matrix issued with AMDS
264	Book I - Bidding Sheets	In 'Payment Schedule' tab of IFB AMD4 Bidding sheets: MS14 "Warranty 50% (FSA + 1/2 year)" by CA+33M doesn't seem consistent with MS13 "FSA" CA+26M. Please clarify.	Please refer to revised 02-IFB-CO-115791-DEMETER-Book I-AMD 7 Annex A-Bidding Sheets issued with Amendment 7
265	Book I - Bidding Sheets	In 'Payment Schedule' tab of IFB AMD4 Bidding sheets: MS11 "Validation phase WP2 completed" by CA+25M doesn't seem consistent with MS12 "PSA-WP2" CA+24M which is expected to occur after WP2 validation phase completion. Please clarify.	Please refer to revised 02-IFB-CO-115791-DEMETER-Book I-AMD 7 Annex A-Bidding Sheets issued with Amendment 7
266	Book I - Bidding Sheets	In 'Payment Schedule' tab of IFB AMD4 Bidding sheets : MS15 "Warranty 100% (FSA + 1 year)" by CA+39M doesn't seem consistent with MS13 "FSA" CA+26M. Please clarify.	Please refer to revised 02-IFB-CO-115791-DEMETER-Book I-AMD 7 Annex A-Bidding Sheets issued with Amendment 7
267	Book I - Bidding Sheets	About M&S Milestones 19 to 28 "number of months from CA" in 'Payment Schedule' tab of IFB AMD4 Bidding sheets there is inconsistency with the requirement to start M&S activities at FSA (n=26), please align the M&S milestones.	Please refer to revised 02-IFB-CO-115791-DEMETER-Book I-AMD 7 Annex A-Bidding Sheets issued with Amendment 7
268	Book I - Bidding Sheets Contract Special Provisions	There is a delta between Milestones dates displayed in 'Payment Schedule' tab of IFB AMD4 Bidding sheets and 'IFB-CO-115791-DEMETER-AMDS_Book II-Part II Special Provisions' § 7.7. Please align the milestones "number of months from CA" in these two documents.	These are two different "n" representing different values. In the bidding sheets "n" represents the latest contractual due date, while in the Article 7.7 of the CSP it represents the month at which the index is going to be read (more or less the medium months of the period of performance corresponding to the particular milestone).
269	Book I - Bidding Sheets	Q&A#230 clarified that SIAT is in CLIN 1.4.1 and 1.4.2 both at EDC+6M: It doesn't seem consistent with the sequence of events described in SOW §4.3.4 where SIAT occurs after CRQ & ST and CLIN 1.4.3 "CRQ and Security Testing for Work Package 1" completed by EDC+8M. Same question for WP2 SIAT. Please clarify.	WP1 SIAT to be placed in 1.6.2. WP2 SIAT to be placed in 2.4.2.

Bidding Sheets Instructions

INTRODUCTION & IMPORTANT NOTES

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

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

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

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

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

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

	<p>Note: any information found within GREEN boxes throughout the entire document is provided as an instruction and/or example only.</p> <p>Any formulas provided in these bidding sheets are intended only to assist the bidder. Any changes in formula can be made at the bidder's discretions, as long as the detailed costs are clear, traceable and accurate as required. Ultimately the bidder is responsible for ALL values, formulas and calculations within the bidding sheets that are submitted to the Agency.</p> <p>Bids in MULTIPLE CURRENCIES should follow the following instructions:</p> <ul style="list-style-type: none"> - For the "Offer Summary" tab bidders must add "Fixed Price" column to the right of the current table for each additional currency. - For the "CLIN Summary" tab, Bidders have 2 options: A) Two columns "Unit Price" and "Total Fixed Price" may be added to the right of the current table for each additional currency of the bid; B) Bidders may duplicate the CLIN Summary tab for each currency bid. - For the Detailed tabs Bidders have 2 options: A) Provide all the detailed data for all currencies in the table provided, selecting the individual currencies from the dropdown lists and summing only common currencies together in CLIN Summary/Offer Summary Sheets B) Duplicate the CLIN Summary tab for each currency bid.
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DETAILED TABs	DESCRIPTION
<p>CLIN SUMMARY - CLIN 3</p>	<p>For CLIN 3 - OPTIONAL EVALUATED Interoperability adaptations WP3</p> <p>Interfaces: specify costs for each of the interfaces in 3.1 - 3.7. For futher 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>Evaluation criteria: 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>MATERIAL LABOUR TRAVEL ODCs</p>	<p>The detailed tables are to be completed by the bidder with all columns populated, and shall be expanded to include as many rows as necessary to provide the detail requested. The bidder is required to identify for each item the CLIN it is associated with from the drop down menu. Each column should then be populated using the column- specific instructions in the first row. Bidder may not delete columns within tables, or omit information from columns, but may add columns if necessary, although it's not anticipated this will be needed.</p> <p>Note: CLINs with no costs associated with that item should also be selected within the table, and noted that there is no cost within that table for the CLIN. For example, if there is no labour associated with CLIN X.1, select CLIN X.1 in the first column and then in the second column note "No Labour is associated with this CLIN". This will help to ensure that all the proper detail has been accounted for and properly allocated.</p> <p>Important Note: The Total sum of the "fully burdened" cost column should equal the grand total cost for each category (Labour, Material, etc.) to include profit as well as all indirect rates (G&A/Overhead/Material handling/etc.) associated with that category. These indirect rates must be included in the total 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>RATES</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 chose to do so. However, ALL bidders are required to state the G&A/OH/Material handling and any other indirect rates that they have applied to the bid.</p>

CLIN Number	CLIN DESCRIPTION	Fixed Price
Declare Currency =>		

Grand Total Fixed Price - Base Contract	-
Grand Total Fixed Price - Base Contract + Evaluated Options	-
Grand Total Fixed Price - Base Contract + Evaluated Options + Non-Evaluated Options	-

Grand Total Fixed Price - Investment CLIN 1, CLIN 2, CLIN 3 - Not to exceed Investment ceiling amount	-
Grand Total Fixed Price - O&M CLIN 4 - Not to exceed O&M ceiling amount	-

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

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 =>											
1	CLIN 1 - (BASE-EVALUATED) Implement initial sites - WP1										
	1.1 Project Management										
1.1.1	Project Management for Work Package 1	3.7	EDC + 11 months	NCI Agency	PM Service	Lot	1	-	-	Investment	
	1.2 Initiation										
1.2.1	Documentation	4.2.1	EDC + 2 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.2.2	Site Survey including report	4.2.2	EDC + 2 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
	1.3 Training Preparation										
1.3.1	Training Plan	4.3.2	EDC + 2 months	NCI Agency	Electronic	Each	1	-	-	Investment	
1.3.2	Training Needs Analysis Report	4.3.2	TDR: EDC + 4 months	NCI Agency	Electronic	Each	1	-	-	Investment	
1.3.3	Training Materials	4.3.2	TMR: EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
	1.4 Validation										
1.4.1	System integration testing for Work Package 1	3.8, 4.3.4	EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.4.2	IVVQ testing for Work Package 1	3.8, 4.3.4	EDC + 6 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
1.4.3	CRQ and Security Testing for Work Package 1	3.8, 4.3.4	EDC + 8 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
	1.5 Training Delivery										
1.5.1	User Training courses	4.3.2.5	EDC + 8 months	Izmir, JFCs	Course	Each	25	-	-	Investment	
1.5.2	Functional Administrator courses	4.3.2.5	EDC + 8 months	The Hague	Course	Each	5	-	-	Investment	
1.5.3	System Admin courses	4.3.2.5	EDC + 8 months	The Hague	Course	Each	3	-	-	Investment	
1.5.4	Train the Trainer courses	4.3.2.5	EDC + 8 months	Izmir, The Hague	Course	Each	1	-	-	Investment	
	1.6 Transition										
1.6.1	Data migration for Work Package 1	4.3.5	EDC + 9 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
1.6.2	Installation and activation for Work Package 1 / PSA	4.3.5	EDC + 9 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
	1.7 Right to use COTS										
1.7.1	Right to use COTS for training purposes	1.4.1, 4.3.2	EDC + 8 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
1.7.2	Right to use COTS for test purposes	1.4.1, 4.1.1	EDC + 6 months	NATO Facilities	Software and Licences	Lot	1	-	-	Investment	
1.7.3	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	
TOTAL PRICE CLIN 1											
2	CLIN 2 - (BASE-EVALUATED) Implement remaining sites - WP2										
	2.1 Project Management										
2.1.1	Project Management for Work Package 2	3.7	EDC + 26 months	NCI Agency	PM Service	Lot	1	-	-	Investment	
	2.2 Initiation										
2.2.1	Documentation	4.2.1	EDC + 13 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.2.2	Site Surveys including report	4.2.2	EDC + 13 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
	2.3 Validation										
2.3.1	System integration testing for Work Package 2	3.8, 4.3.4	EDC + 23 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.3.2	IVVQ testing for Work Package 2	3.8, 4.3.4	EDC + 23 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
2.3.3	CRQ and Security Testing for Work Package 2	3.8, 4.3.4	EDC + 25 months	NCI Agency	Electronic	Lot	1	-	-	Investment	
	2.4 Transition										
2.4.1	Data migration for Work Package 2	4.3.5	EDC + 26 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
2.4.2	Installation and activation for Work Package 2 / PSA WP2	4.3.5	EDC + 26 months	NATO Facilities	Electronic	Lot	1	-	-	Investment	
	2.5 Right to use COTS										
2.5.1	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 Maintenance, Support and Warranty										
2.6.1	Maintenance and Support for training licences	4.3.5.3	PSA WP1 to FSA	Contractor Facilities	Service and Support	Lot	1	-	-	Investment	
2.6.2	Maintenance and Support for test licences	4.3.5.3	PSA WP1 to FSA	NCI Agency	Service and Support	Lot	1	-	-	Investment	
2.6.3	Maintenance and Support for 300 concurrent user licences	4.3.5.3	PSA WP1 to FSA	NATO Facilities	Service and Support	Lot	1	-	-	Investment	
2.6.4	Warranty	6	FSA to FSA + 1 year	NATO Facilities	Service and Support	Lot	1	-	-	Investment	
TOTAL PRICE CLIN 2											
Total Fixed Price - Base Contract											
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 =>											
3	CLIN 3 - (OPTIONAL-EVALUATED) Interoperability Adaptations - WP3										
	<i>For instructions on how to fill in, refer to "Instructions" tab</i>										
	3.1 Common Operational Picture (COP) - Interfaces										
3.1.1	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	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	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 Plans - Interfaces										
3.2.1	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	
3.2.2	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	
3.2.3	6: OPLAN - 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 Course of Action (CoA) - interface										
3.3.1	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 Infrastructure - interface										
3.4.1	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 Cross Domain - interfaces										
3.5.1	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	
3.5.2	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 Service Management and Control - interface										
3.6.1	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 Situation and Problem - interfaces										
3.7.1	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	
3.7.2	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	

3.7.3	14: ICP - RFI 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	Evaluation criteria									
3.8.1	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
3.8.2	E03 Situational Awareness (SA) In case of non-compliance, specify cost to develop and maintain Situation Awareness with NATO applications (e.g. JOCVatch and NCOP).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.3	E04 Interoperability In case of non-compliance, specify cost to be interoperable (Standard supported: MIP, FFT, NVG, ADatP3, 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
3.8.4	E05 NATO Common Operational Picture (NCOP) In case of non-compliance, specify cost to produce and disseminate the Recognised Ground Picture (RGP) with NATO Situation Awareness applications (e.g. NCOP).	4.1.3, 4.3.3, 4.3.4	3 months before start of WP2 Transition	NSF	Electronic	Lot	1	-	-	Investment
3.8.5	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
3.8.6	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
3.8.7	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
3.8.8	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
3.8.9	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.1	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
3.8.2	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
3.8.2	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
3.8.2	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
3.8.2	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
3.8.2	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
3.8.2	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

3.8.2	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 conduct 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
3.8.2	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
3.8.2	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
3.8.2	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
3.8.3	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
3.8.3	E32 Interoperability In case of non-compliance, specify cost to be interoperable (Standard supported: MIP, FFT, NVG, ADaT-P3, 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
3.8.3	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
3.8.3	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
3.8.3	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
3.8.3	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

TOTAL PRICE CLIN 3 - Investment

4	CLIN 4 - (OPTIONAL-EVALUATED) Maintenance and Support (M&S) - WP4									
4.1	M&S for Year 1									
4.1.1	Maintenance and Support for training licences	7	FSA to FSA + 1 year	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.1.2	Maintenance and Support for test licences	7	FSA to FSA + 1 year	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.1.3	Maintenance and Support for user licences	7	FSA to FSA + 1 year	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.2	M&S for Year 2									
4.2.1	Maintenance and Support for training licences	7	FSA + 1 year to FSA + 2 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.2.2	Maintenance and Support for test licences	7	FSA + 1 year to FSA + 2 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.2.3	Maintenance and Support for user licences	7	FSA + 1 year to FSA + 2 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.3	M&S for Year 3									
4.3.1	Maintenance and Support for training licences	7	FSA + 2 years to FSA + 3 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.3.2	Maintenance and Support for test licences	7	FSA + 2 years to FSA + 3 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.3.3	Maintenance and Support for user licences	7	FSA + 2 years to FSA + 3 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.4	M&S for Year 4									
4.4.1	Maintenance and Support for training licences	7	FSA + 3 years to FSA + 4 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.4.2	Maintenance and Support for test licences	7	FSA + 3 years to FSA + 4 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.4.3	Maintenance and Support for user licences	7	FSA + 3 years to FSA + 4 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.5	M&S for Year 5									
4.5.1	Maintenance and Support for training licences	7	FSA + 4 years to FSA + 5 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.5.2	Maintenance and Support for test licences	7	FSA + 4 years to FSA + 5 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.5.3	Maintenance and Support for user licences	7	FSA + 4 years to FSA + 5 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.6	M&S for Year 6									
4.6.1	Maintenance and Support for training licences	7	FSA + 5 years to FSA + 6 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.6.2	Maintenance and Support for test licences	7	FSA + 5 years to FSA + 6 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.6.3	Maintenance and Support for user licences	7	FSA + 5 years to FSA + 6 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.7	M&S for Year 7									
4.7.1	Maintenance and Support for training licences	7	FSA + 6 years to FSA + 7 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.7.2	Maintenance and Support for test licences	7	FSA + 6 years to FSA + 7 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.7.3	Maintenance and Support for user licences	7	FSA + 6 years to FSA + 7 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.8	M&S for Year 8									
4.8.1	Maintenance and Support for training licences	7	FSA + 7 years to FSA + 8 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.8.2	Maintenance and Support for test licences	7	FSA + 7 years to FSA + 8 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.8.3	Maintenance and Support for user licences	7	FSA + 7 years to FSA + 8 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.9	M&S for Year 9									
4.9.1	Maintenance and Support for training licences	7	FSA + 8 years to FSA + 9 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.9.2	Maintenance and Support for test licences	7	FSA + 8 years to FSA + 9 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.9.3	Maintenance and Support for user licences	7	FSA + 8 years to FSA + 9 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M
4.10	M&S for Year 10									
4.10.1	Maintenance and Support for training licences	7	FSA + 9 years to FSA + 10 years	Contractor Facilities	Service and Support	Lot	1	-	-	O&M
4.10.2	Maintenance and Support for test licences	7	FSA + 9 years to FSA + 10 years	NCI Agency	Service and Support	Lot	1	-	-	O&M
4.10.3	Maintenance and Support for user licences	7	FSA + 9 years to FSA + 10 years	NATO Facilities	Service and Support	Lot	1	-	-	O&M

TOTAL PRICE CLIN 4 - O&M

Total Fixed Price - Evaluated Options

-

10 Year Euro Bond Rate **3.21%** Rate will be updated at time of evaluation, per bidding instructions.

Base

Year	Fixed Price	Discount Factor	Present Value	From month:	Till month:
1	-	1.0000	-	0	12
2	-	1.0321	-	12	24
3	-	1.0652	-	24	36
4	-	1.0994	-	36	48
5	-	1.1347	-	48	60
6	-	1.1711	-	60	72
7	-	1.2087	-	72	84
8	-	1.2475	-	84	96
9	-	1.2876	-	96	108
10	-	1.3289	-	108	120
11	-	1.3716	-	120	132
12	-	1.4156	-	132	144
13	-	1.4610	-	144	156
Total	-		-		

Opt

Year	Fixed Price	Discount Factor	Present Value	From month:	Till month:
1	-	1.0000	-	0	12
2	-	1.0321	-	12	24
3	-	1.0652	-	24	36
4	-	1.0994	-	36	48
5	-	1.1347	-	48	60
6	-	1.1711	-	60	72
7	-	1.2087	-	72	84
8	-	1.2475	-	84	96
9	-	1.2876	-	96	108
10	-	1.3289	-	108	120

11	-	1.3716	-	120	132
12	-	1.4156	-	132	144
13	-	1.4610	-	144	156
Total	-		-		

Base+Opt

Year	Fixed Price	Discount Factor	Present Value	From month:	Till month:
1	-	1.0000	-	0	12
2	-	1.0321	-	12	24
3	-	1.0652	-	24	36
4	-	1.0994	-	36	48
5	-	1.1347	-	48	60
6	-	1.1711	-	60	72
7	-	1.2087	-	72	84
8	-	1.2475	-	84	96
9	-	1.2876	-	96	108
10	-	1.3289	-	108	120
11	-	1.3716	-	120	132
12	-	1.4156	-	132	144
13	-	1.4610	-	144	156
Total	-		-		

CLIN	Equipment Name	Item Description	Currency	Quantity 2023	Quantity 2024	Quantity 2025	Quantity 2026	Quantity 2027	Quantity 2028	Quantity 2029	Quantity 2030	Quantity 2031	Quantity 2032	Quantity 2033	Quantity 2034	Quantity 2035	Quantity 2036	Quantity 2037	Unit cost	Extended cost	Profit	Fully burdened cost	Subcontracted/ Name of Subcontractor
Example: CLIN 1.1.1	EXAMPLE: BrandX Server: TS1593	Example: HT800003 (model number)	Euro (EUR)	10	20	25	5	5	10	15	20	10						5	150.00	18,750.00	1,875.00	20,625.00	No
CLIN 1.1.1	Insert Purchased Equipment name	Insert Item Description/Model number																		0.00	0.00	0.00	
	Insert Purchased Equipment name	Insert Item Description/Model number																		0.00	0.00	0.00	
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	Insert Purchased Equipment name	Insert Item Description/Model number																		0.00	0.00	0.00	
Total																				0.00	0.00	0.00	

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
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Insert Origin/destination	-	0.00	0.00
Insert Origin/destination	-	0.00	0.00
Total			0.00

CLIN	Item Name	Item Description	Year	Currency	Unit Type	Quantity	Unit cost	Extended cost	Profit	Total Cost
Example. CLIN 1.1.1	Shipping	Shipping USA to 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
	Insert Other Direct Cost item							0.00	0.00	0.00
	Insert Other Direct Cost item							0.00	0.00	0.00
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	Insert Other Direct Cost item							0.00	0.00	0.00
	Insert Other Direct Cost item							0.00	0.00	0.00
	Insert Other Direct Cost item							0.00	0.00	0.00
	Insert Other Direct Cost item							0.00	0.00	0.00

NATO UNCLASSIFIED

Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Insert Other Direct Cost item	0.00	0.00	0.00
Total			0.00

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