

To: All Prospective Bidders

Subject: Request For Quotations (RFQ) – RFQ-CO-115725-PAM - ITM Recovery Increment 1 WP02 Cyber Security, Privileged Access Management (PAM)

References: A. AC/4-D/2261 (1996 Edition), NSIP Procedures for International Competitive Bidding
B. AC/4-D(2019)0004 (INV), Procedure Governing the Use of Basic Ordering Agreements, dated 4 July 2019
C. C-M(2002)49 – NATO Security Policy
D. NATO Investment Committee Decision Sheet, AC/4-DS(2022)0010; AC/4-DS(2022)0031 (INV); AC/4-DS(2023)0003 (INV)
E. AC/4(PP)D/27263-REV2-ADD27-REV1
F. NCIA/ACQ/2022/06823 NOI, dated 09 June 2022
G. NCIA/ACQ/2022/07088 NOI Amendment 1, dated 17 August 2022
H. NCIA/ACQ/2023/07029 NOI Amendment 2, dated 18 July 2023
I. NCIA/ACQ/2025/06461 NOI Amendment 3, dated 21 February 2025

Dear Prospective Bidders,

1. The NATO Communications and Information Agency (NCIA) hereby invites your firm to participate in a Request For Quotations (RFQ), for the provision of: Privileged Access Management in support of ITM Recovery Increment 1 WP02 Cyber Security.
2. The award will be based on the RFQ being evaluated using lowest price technically compliant methodology in accordance with the selection criteria set forth in Book I: Bidding Instructions.
3. This solicitation represents an opportunity for your company to contribute its expertise and capabilities in support of NATO's critical mission. By participating, you will be part of a competitive process that values excellence and innovation.
4. The bid closing date and time for this RFQ is on or before **Tuesday, 22 April 2025 at 12:00 hours Central European Time (CET)**. Please ensure that your submission reaches us before this date and time, late submissions may not be considered.
5. The solicitation package includes:
 - 5.1. Book I: - Bidding Instructions
 - 5.2. Book II: - Prospective Contract:
 - a. Part I: Contract Signature Page
 - b. Part I: Schedule of Supply and Services
 - c. Part II: Contract Special Provisions
 - d. Part III: Contract General Provisions
 - e. Part IV: Statement of Work with Annexes
 - 5.3. NR Package received per request (see Book I – Bidding Instructions, para. 1.5.1). The deadline for sending your request to receive the NR Package is no later than Tuesday 25 March 2025 at 08.00 hours CET.

6. The security classification of this RFQ is NATO UNCLASSIFIED. This Request For Quotations remains the property of the NCI Agency and shall be protected in accordance with the applicable national security regulations.
7. You are requested to complete and return the enclosed acknowledgement of receipt within five (5) calendar days from the date of this RFQ, informing the NCI Agency of your firm's intention to bid. Your firm is not bound by its initial decision and if you decide to reverse your stated intention at a later date, you are requested to advise the point of contact listed below via email.
8. We encourage you to carefully review the solicitation package and its associated documents to ensure compliance with our requirements.
9. If you have any questions or require clarifications regarding this solicitation, we have provided a dedicated Questions and Answer Form in Book I for your convenience. Please submit your inquiries in accordance with the specified guidelines.
10. Your participation in this solicitation is highly valued, and we look forward to receiving your proposal. By joining forces with NATO, you contribute to the security and stability of our alliance.
11. Should you decide to participate, please submit your bid in accordance with the instructions provided in Book I by the specified bid closing date.
12. Prospective Bidders are advised that the NCI Agency reserves the right to cancel, withdraw, or suspend this RFQ at any time in its entirety without incurring any repercussions, or liabilities.
13. The NCI Agency bears no liability for solicitation preparation costs incurred by firms or any other collateral bid preparation costs.
14. The reference for the Request For Quotations is RFQ-CO-115725-PAM, and all correspondence concerning this Request For Quotations should reference this number.
15. Your Point of Contact for all information concerning this RFQ is Natalia Wojciak, NCI Agency Contracting Officer who may be reached at:

RFQCO115725PAM@ncia.nato.int
16. In accordance with the NATO Management of Non-Classified NATO Information policy (C-M(2002)60), this RFQ-CO-115725-PAM shall not be published on the internet.
17. Thank you for your attention to this important opportunity. We anticipate your active involvement in this process and your commitment to upholding the highest standards of excellence.

FOR THE CHIEF OF ACQUISITION:

Natalia
Wojciak

Digitally signed
by Natalia
Wojciak
Date: 2025.03.17
18:29:11 +01'00'

Natalia Wojciak
Contracting Officer
NATO Communications and
Information Agency (NCI Agency)

Attachments: (7)

Attachment A to RFQ-CO-115725-PAM: Acknowledgement of Receipt of Request For Quotations

Attachment B to RFQ-CO-115725-PAM: Security Aspects Letter (SAL)

Attachment C to RFQ-CO-115725-PAM: Comprehension and Acceptance of the Security Aspect Letter (SAL)

Attachment D to RFQ-CO-115725-PAM: Distribution List

Attachment E to RFQ-CO-115725-PAM: Bidders List

Attachment F to RFQ-CO-115725-PAM: Book I Bidding Instructions (separate file)

Attachment G to RFQ-CO-115725-PAM: Book II Prospective Contract (separate file)

ATTACHMENT A.
ACKNOWLEDGEMENT OF RECEIPT OF REQUEST FOR QUOTATIONS

RFQ-CO-115725-PAM

Please complete, sign and return by email (scanned to PDF) within **five (5) calendar days**
to: RFQCO115725PAM@ncia.nato.int

We hereby advise that we have received Request For Quotations RFQ-CO-115725-PAM on
Monday, 17 March 2025, together with all enclosures.

PLEASE CHECK ONE:

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

Signature: _____

Printed Name: _____

Title: _____

Company: _____

**ATTACHMENT B.
SECURITY ASPECTS LETTER (SAL)**

1. In the performance of this contract, the prime Contractor and any Sub-contractor(s) are required to comply with NATO security regulations as implemented by the NSA/DSA of the nation in which the work is performed or in the contracts involving NR information only as established in the contract's Statement of Work (SOW) requirement entitled, "Safeguarding of NATO Restricted Information".
2. All classified information and material shall be protected in accordance with the requirements established by the NSA/DSA of the nation in which the work is performed or in the case of NR information as may also be established in the Safeguarding of NATO Restricted Information Requirement.
3. In particular, the Contractor shall:
 - (a) appoint an officer to be responsible for supervising and directing security measures in relation to the solicitation, contract or sub- contract;
 - (b) submit in due time to the NSA/DSA the personal particulars of the person the contractor wishes to employ on the project with a view to obtaining PSCs at the required level where NC and above is involved;
 - (c) maintain, preferably through this officer responsible for security measures, a continuing relationship with the NSA/DSA and / or the Contracting Authority in order to ensure that all NATO classified information involved in the bid, contract or sub-contract is properly safeguarded;
 - (d) limit the copying of any classified materiel (including documents) to the absolute minimum to perform the contract;
 - (e) supply the NSA/DSA, when so requested by the latter, with any information on the persons who will be required to have access to NATO classified information;
 - (f) maintain a record of his employees taking part in the project and who have been cleared for access to NATO classified information. This record must show the period of validity and the level of the clearances;
 - (g) deny access to NATO classified information to any persons other than those authorised to have access by the NSA/DSA or in the case of NR information as determined by the need-to-know;
 - (h) limit the dissemination of NATO classified information to the smallest number of persons as is consistent with the proper execution of the contract or sub-contract;

- (i) comply with any request that persons to be entrusted with NATO classified information sign a statement undertaking to safeguard that information and signifying their understanding of their obligations under national legislation on the safeguarding of classified information, and that they recognise that they may have comparable obligations under the laws of the other NATO nations in which they may have access to classified information;
- (j) report to the Security Officer and to his NSA/DSA any breaches or suspected breaches of security, suspected sabotage or subversive activity, any breach giving rise to doubts as to the trustworthiness of an employee, any changes in the ownership, supervisory or managerial staff of the facility or any changes that affect the security arrangements and security status of the facility, and any other information which may be required by the NSA/DSA, such as reports on holdings of NATO classified information or materiel;
- (k) obtain the approval of (programme/project office and NSA/DSA) before beginning negotiations with a view to sub-contracting any part of the work which would involve the Sub-contractor having possible access to NATO classified information, and to place the Sub-contractor under appropriate security obligations which in no case may be less stringent than those provided for his own contract;
- (l) undertake not to utilise, other than for the specific purpose of the bid, contract or sub-contract, without the written permission of (programme/project office) or the prime Contractor, any NATO classified information supplied to him, and return to (programme/project office) all classified information referred to above, as well as that developed in connection with the contract or sub-contract unless such information has been destroyed, or its retention has been duly authorised by the contracting office or the sub-contracting officer. Such NATO classified information shall be returned at such time as the contracting office may direct; and
- (m) comply with any procedure established with respect to the dissemination of NATO classified information in connection with the contract or sub-contract.
- (n) Any person taking part in the performance of work the classified parts of which are to be safeguarded, must possess the appropriate NATO security clearance issued by his NSA/DSA. The level of this clearance must be at least equal to the security category of the materiel, the related information or specifications where NC or above is involved.
- (o) Unless specifically authorised to do so by (programme/project office), the Contractor may not pass on any NATO classified information to any third party to whom a request to supply goods or services has been submitted.
- (p) No change in level of classification or de-classification of documentation or materiel may be carried out unless written authority in this respect is obtained

from (programme/project office).

- (q) No CIS may be used for processing classified information without prior accreditation by the responsible authorities. At the level of NR, such accreditation can be under delegated authority of the responsible accreditation authority or the contracting authority in accordance with Special Provisions clause entitled, "Safeguarding of NATO Restricted Information.
- (r) Failure to implement these provisions and the security regulations established by the NSA of the nation where the contractual work is being performed may result in termination of this contract without reimbursement to the Contractor or claim against NATO, (programme/project office) or the national government of the said nation.
- (s) The (programme/project office) security classification check list indicates the degree of classification of the data and materiel (equipment, information, technical manuals, specifications) which may be handled in the performance of work under this contract and which must be safeguarded in accordance with the provisions of this letter.
- (t) The contractor shall destroy or return any classified information provided or generated under the contract unless the contracting authority has given written approval to retain such classified information, e.g. for warranty purposes.
- (u) The Contractor shall be required to acknowledge receipt of an accompanying SAL or Program Security Instruction (PSI) that is made part of the applicable contract and confirm that it understands the security aspects defined. With respect to contracts involving only NR information the Contractor shall also be required to confirm that it will comply with the provisions of the Safeguarding of NATO Restricted Information Requirement provided in Book II, Statement of Work and specifically that any company CIS used to handle or process NR classified information has been appropriately security accredited.

[End of SAL]

ATTACHMENT C.
COMPREHENSION AND ACCEPTANCE OF THE SECURITY ASPECT LETTER (SAL)

The Bidder hereby acknowledges receipt of the SAL letter in relation to the NATO Restricted Information provided under solicitation reference number RFQ-CO-115725-PAM and certifies:

1. full comprehension of the security aspects defined in the SAL and compliance with the provisions of the Safeguarding of NATO Restricted Information requirement provided in Book II, Statement of Work ; and,
2. any company CIS used to handle or process NR classified information has been appropriately security accredited.

.....
Date

.....
Signature of Authorised Representative

.....
Printed Name and Title

.....
Company

**ATTACHMENT D.
DISTRIBUTION LIST - RFQ-CO-115725-PAM**

NATO Delegation (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
- The Republic of Türkiye
- The United Kingdom
- The United States

NATO HQ

- NATO Office of Resources

Strategic Commands

- ACO Registry

**Principle Contracting Officer
Project Manager
CAB Mailbox
All NATEXs**

**ATTACHMENT E.
FINAL BIDDER'S LIST - RFQ-CO-115725-PAM**

Country		Nominated Bidders
Belgium	1	Accenture
Belgium	2	AEROSPACE LAB SA
Belgium	3	Avanade
Belgium	4	Brevco Services
Belgium	5	CISCO SYSTEMS BELGIUM
Belgium	6	COMPUTACENTER NV
Belgium	7	CONTRINITY
Belgium	8	DELOITTE CONSULTING AND ADVISORY BV
Belgium	9	Eviden Belgium
Belgium	10	Fortinet
Belgium	11	FUNKY DUCK BV
Belgium	12	Global Tradecraft Intelligence
Belgium	13	Hewlett-Packard Enterprise Belgium
Belgium	14	IBM Belgium
Belgium	15	Necko Technologies
Belgium	16	PRICEWATERHOUSECOOPER (PWC) ENTERPRISE ADVISORY
Belgium	17	PROXIMUS
Belgium	18	Savaco
Belgium	19	Sopra Steria Benelux
Belgium	20	VERIZON BELGIUM LUXEMBURG
Bulgaria	21	EnduroSat
Bulgaria	22	KONTRAX AD
Bulgaria	23	LIREX BG OOD
Bulgaria	24	TechnoLogica EAD
Bulgaria	25	Telelink Business Services EAD.
Canada	26	COMPUSULT LIMITED
Canada	27	GlobVision Inc.
Canada	28	IT Chapter Inc.
Canada	29	MDA Geospatial Services Inc.
Canada	30	Sabytel Technologies Inc.
Canada	31	SkyWatch Space Applications Inc.
Canada	32	Terida Systems Ltd.
Canada	33	Wyvern Incorporated
Croatia	34	CROATEL d.o.o.
Croatia	35	INsig2 d.o.o.
Croatia	36	KING ICT d.o.o. Zagreb
Croatia	37	Odasiljaci i veze d.o.o.
Croatia	38	SPAN d.d.
Croatia	39	Verso Altima d.o.o.
Czech Republic	40	OPTOKON a.s.
Czech Republic	41	SpaceKnow Inc., odstepny zavod

Denmark	42	Arbit Cyber Defence
Denmark	43	Atea A/S
Denmark	44	Integra Consult A/S
Denmark	45	PROTEAMS ApS
Estonia	46	UAWTA OÜ
France	47	Airbus Defence and Space SAS
France	48	Marlink SAS
France	49	PRELIGENS
France	50	Sopra Steria Group
France	51	Telespazio France
France	52	THALES SIX GTS FRANCE SAS
Germany	53	Airbus Defence and Space GmbH
Germany	54	ACME Portable Computer GMBH
Germany	55	AWARE7 GmbH
Germany	56	CGI Deutschland B.V. & Co. KG
Germany	57	DATAKOM Gesellschaft für
Germany	58	GAF AG
Germany	59	Industrieanlagen-Betriebsgesellschaft mbH (IABG mbH)
Germany	60	INTEC Industrie-Technik
Germany	61	Maltego Technologies GmbH
Greece	62	INTEROPERABILITY SYSTEMS INTERNATIONAL HELLAS S.A. (SCYTALYS SA)
Greece	63	OTE (HELLENIC TELECOMMUNICATIONS ORGANIZATION) S.A.
Greece	64	WHITESTEPS TECHNOLOGIES S.A.
Hungary	65	EURO ONE Szamitastechnikai Zrt.
Hungary	66	Kontron Hungary Kft.
Hungary	67	Sysman Information Technologies Co. Ltd.
Italy	68	e-GEOS S.p.A
Italy	69	Leonardo S.p.A
Italy	70	Moveax S.r.l.
Italy	71	Netgroup SpA
Italy	72	SIPAL Spa
Latvia	73	DATI Group, LLC
Latvia	74	I SIA
Lithuania	75	UAB Elsis TS
The Netherlands	76	Bitsiel B.V.
The Netherlands	77	DXC Technology B.V.
The Netherlands	78	Imagem NL B.V.
The Netherlands	79	Firejob B.V.
The Netherlands	80	Network Innovations B.V.
The Netherlands	81	Science and Technology BV
North Macedonia	82	Elikosoft Rade DOOEL
North Macedonia	83	Kabtel Dooel Skopje
Norway	84	Ambio AS

Norway	85	Fynd Reality AS
Norway	86	T-Kartor Norway AS
Poland	87	DEVTALENTS SP. ZO.O.
Poland	88	EXENCE SA
Poland	89	Integrity Partners sp. Z o.o.
Poland	90	ISCG Sp. z o.o.
Poland	91	Konwerga Sp.z o.o.
Poland	92	TEL DAT Sp.z.o.o. sp.k
Poland	93	Vector Synergy
Portugal	94	BRIDGE351
Portugal	95	ESRI Portugal
Portugal	96	Indra Sistemas Portugal S.A.
Romania	97	ARCTIC STREAM
Romania	98	BETTER QUALITY ASSURANCE SRL
Romania	99	MARCTEL - S.I.T. SRL
Slovakia	100	Aliter Technologies a.s
Slovakia	101	InterWay, a.s.
Slovakia	102	SPOJNET s.r.o
Spain	103	AICOX Soluciones S.A.
Spain	104	FUTURE SPACE, S.A.
Spain	105	GMV AEROSPACE AND DEFENCE S.A.U.
Spain	106	KRC Espanola S.A.
Spain	107	NTT DATA
Spain	108	Soffid IAM S.L.
Spain	109	Sopra Steria Espana SA
Republic of Türkiye	110	ASELSAN ELEKTRONİK SANAYİ VE TİCARET ANONİM ŞİRKETİ
Republic of Türkiye	111	Aydin Yazılım ve Elektronik Sanayi A.S. (AYESAS)
Republic of Türkiye	112	BARİKAT İNTERNET GÜVENLİĞİ A.Ş.
Republic of Türkiye	113	CTech Information Technologies Ltd
Republic of Türkiye	114	E4E Elektronik Mühendislik Yazılım Tasarım A.S.
Republic of Türkiye	115	Forte Information Communication Technologies and Defense Industry A.S.
Republic of Türkiye	116	OBSS Teknoloji A.S.
Republic of Türkiye	117	ONUR Yüksek Teknoloji A.S
Republic of Türkiye	118	TÜBİTAK BİLGEM TÜRKİYE BİLİMSEL VE TEKNOLOJİK ARAŞTIRMA KURUMU BAŞKANLIĞI
The United Kingdom	119	BAE Systems (Operations) Limited
The United Kingdom	120	Boxxe Limited
The United Kingdom	121	HEO Robotics UK Ltd.
The United Kingdom	122	IT Bus Limited
The United Kingdom	123	Metrea Mission Data Ltd.
The United Kingdom	124	NCC Group Security Services Ltd
The United Kingdom	125	Paradigm Communication Systems Limited
The United Kingdom	126	Spektrum Management Group Ltd

The United Kingdom	127	Total IA Ltd.
The United Kingdom	128	Technology Transformation Group
The United States	129	Booz Allen Hamilton, Inc.
The United States	130	Business Integra Technology Solutions, Inc.
The United States	131	CDW Government LLC
The United States	132	Eventcentric, Inc.
The United States	133	Federal Resources Corporation
The United States	134	Geospatial Consulting Group International
The United States	135	GLOBECOMM SYSTEMS INC.
The United States	136	Intelligent Waves LLC
The United States	137	JTEK Data Solutions, LLC
The United States	138	Leidos, Inc.
The United States	139	Maxar Intelligence Inc.
The United States	140	Oracle America, Inc.
The United States	141	Orgro, Inc.
The United States	142	Oxford Computer Group LLC
The United States	143	Raytheon Technologies
The United States	144	Regan Technologies Corporation
The United States	145	Trace Systems Inc.
The United States	146	UltiSat, Inc.