

INVITATION FOR BID

IFB-CO-12870-NEDS

**NATO Enterprise Directory Service (NEDS)
Phase 2**

***AUTHORISATION/SERIAL NOS.
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BOOK I

INSTRUCTIONS TO BIDDERS

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SECTION 1: INTRODUCTION

1.1. PURPOSE

- 1.1.1. The purpose of this Invitation For Bid (IFB) is to award a fixed price contract to implement and support the NATO Enterprise Directory Service (NEDS) Phase 2 project. This contract will provide supplies and services for design, integration, tests, implementation, training and support for the NEDS system.

1.2. GOVERNING RULES, SECURITY, ELIGIBILITY, AND EXCLUSION PROVISIONS

- 1.2.1. This solicitation is an International Invitation For Bid (IFB) and is issued in accordance with the procedures for International Competitive Bidding (ICB) set forth in the NATO document AC/4-D/2261 (1996 Edition). Pursuant to these procedures, bidding is restricted to companies from participating NATO members nations which have been certified by their respective Governments as eligible to receive contract award.
- 1.2.2. The security classification of this Invitation for Bid is "NATO UNCLASSIFIED", but a separately issued Bidders' Library is "NATO RESTRICTED".
- 1.2.3. Contractor will be required to handle and store classified material to the level of "NATO SECRET" and the Contractor shall have the appropriate facility and personnel clearances. Should a Contractor be unable to perform the contract due to the fact that the facility clearance has not been provided by their respective national security agency, this lack of clearance can not be the basis for a claim of adjustment or an extension of schedule, nor the lack of clearance be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination For Default by the Purchaser.
- 1.2.4. Contractor's personnel working at NATO sites are required to possess a security clearance of "NATO SECRET". Contractor personnel without such a clearance, confirmed by the appropriate national security authority and transmitted to the cognisant NATO security officer at least fourteen (14) days prior to a site visit, will be denied access to the site. Denial of such access by the Purchaser may not be used by the Contractor as the basis for a claim of adjustment or an extension of schedule nor can the denial of access be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination For Default by the Purchaser.
- 1.2.5. Bidders are advised that contract signature will not be delayed in order to allow the processing of security clearances for personnel or facilities and, should the otherwise successful Bidder not be in a position to accept the offered Contract within a reasonable period of time, due to the fact that its personnel or facilities

do not possess the appropriate security clearance(s), the Purchaser may determine the Bidder's offer to be non-compliant and award the Contract to the next ranking Bidder. In such a case, the Bidder who would not sign the Contract shall be liable for forfeiture of the Bid Guarantee.

- 1.2.6. This IFB will not be the subject of a public Bid opening.
- 1.2.7. Award of this contract will be made on a Firm Fixed Price basis.
- 1.2.8. The solicitation, evaluation and award processes will be conducted in accordance with the terms and conditions contained herein.
- 1.2.9. The evaluation procedure conducted under this IFB will be the one step, one envelope Procedure set forth in AC/4-D2261 (1996 Edition).
- 1.2.10. The Bidder shall refer to the Purchaser all queries for resolution of any conflicts found in information contained in this document in accordance with the procedures set forth in sub-section 2.6 "REQUEST FOR IFB CLARIFICATIONS~~REQUEST FOR IFB CLARIFICATIONS~~".
- 1.2.11. Prospective Bidders must note the obligations established in section 7 of the Special Contract Provisions of the prospective Contract regarding the disclosure of real or apparent conflicts of interests.
- 1.2.12. Prospective Bidders shall note that the Purchaser reserves the right to exclude the successful Bidder and its prospective Sub-Contractors from the award of this Contract if the successful Bidder or its prospective Sub-Contractors may be in a position to unfairly influence this Contract as a result of being selected for the work performed or to be performed under the Bi-SC AIS Programme Management and Integration Capability (Bi-SC AIS PMIC) Contract PMIC. This applies also to the Contractor's/Sub-Contractor's parent companies or subsidiaries unless the parent company or its subsidiaries will provide proof that they operate as a separate legal entity in a completely distinguishable and different business domain from that of the PMIC. Such evidence shall be presented in accordance with the prescriptions of paragraph 3.5.1.15 and shall be subject to the administrative evaluation detailed in paragraph 4.3.
- 1.2.13. The target date for contract award is April 2010.

1.3. BIDDERS' LIBRARY

- 1.3.1. Prospective Bidders are informed that a Bidders Library, consisting of applicable reference documents, is provided herewith to prospective bidders to support the elaboration of their tender. The Bidders Library is composed of two CDs (one NU CD and one NR CD) which both contain the different documents that may be useful to understand and meet the requirements developed in the Bidding documents.

- 1.3.2. The Bidders are requested to complete, sign and return to the IFB Senior Contracting Officer (gael.craver@nc3a.nato.int or +32-(0)2-707-8271 (fax)) the form at Annex F regarding the delivery of the NATO RESTRICTED Library. Bidders are informed that they shall return the NR Library to the IFB Contracting Officer at the end of the bidding period. If a firm decides not to make a bid in response to this IFB, the firm shall return the NR Library disc to the Purchaser at the time of this decision. Bidders shall also submit a statement from their corporate security officer stating that either no copies or excerpts from the NR Library have been made, or that all copies of the disc or any paper copies or excerpts derived from the NR Library have been destroyed. In the latter case, a Certificate of Destruction shall be provided.

1.4. BACKGROUND INFORMATION

- 1.4.1. Within NATO Directory Services are currently offered through a range of various standalone, application-specific, directories (some of which are already fielded and some are in a planning or in procurement stage). These include but are not limited to¹:
- the Core AIS Network Directory (Windows 2003 Active Directory);
 - the Microsoft Exchange Global Address List (GAL);
 - the future NATO Messaging System (NMS) Directory;
 - the future Alliance Replication Hub (ARH), provided by NMS project;
 - Human Resources data repositories;
 - Various application and service directory/data repositories;
 - NATO Headquarters Active Directory (Windows 2008 Active Directory)
 - future directories for the Functional Area Services.
- 1.4.2. There is a sizeable overlap between the information required to be contained in these various directories, and therefore there is a need for synchronisation between these directories to harmonise and rationalise the information.
- 1.4.3. In addition, a subset of this information must be shared with other entities (i.e. NATO Nations, NATO Enclaves, and NATO led deployable assets) through the ARH.
- 1.4.4. As a result, a specific service is required for the filtering and synchronization of information between the various NATO Directories and with the ARH. This is the NATO Enterprise Directory Service (NEDS).
- 1.4.5. The NEDS is based on a two phase approach:

¹ The listed elements are just examples to describe the background

- 1.4.5.1. Project NEDS Phase 1. The goal of NEDS Phase 1 was to plan for the implementation of the future NEDS system through the development of baseline documentation and initial design activities including prototyping. The main results of the NEDS Phase 1 are a documentation package that will be used as an input to NEDS Phase 2, and a NEDS prototype which demonstrates the feasibility and the validity of the NEDS concept.
- 1.4.5.2. Project NEDS Phase 2 is the actual procurement of the NEDS System, based on the results of NEDS Phase 1. This contract covers NEDS Phase 2.

1.5. PERIOD OF PERFORMANCE

- 1.5.1. Subject to other contract provisions, the period of performance under the contract will be from the effective date of contract through the end of the contract duration established in the prospective Contract (clause 10.1 of Book II, Part II).

SECTION 2: GENERAL BIDDING INFORMATION

2.1. DEFINITIONS AND ACRONYMS

- 2.1.1. In addition to the definitions and acronyms set in clause 1.1. of Part II of the prospective contract (Book II attached hereto) and the definitions and acronyms set in the clause entitled "Definitions of Terms and Acronyms" of the NC3O General Contract Provisions, the following terms and acronyms, as used in this ICB shall have the meanings specified below:
- 2.1.1.1. "Bidder": a firm, consortium, or joint venture which submits an offer in response to this solicitation. Bidders are at liberty to constitute themselves into any form of contractual arrangements or legal entity they desire, bearing in mind that in consortium-type arrangements a single judicial personality shall be established to represent that legal entity. A legal entity, such as an individual, Partnership or Corporation, herein referred to as the "Principal Contractor", shall represent all members of the consortium with the NATO C3 AGENCY and/or NATO. The "Principal Contractor" shall be vested with full power and authority to act on behalf of all members of the consortium, within the prescribed powers stated in an irrevocable Power of Attorney issued to the "Principal Contractor" by all members associated with the consortium. Evidence of authority to act on behalf of the consortium by the "Principal Contractor" shall be enclosed and sent with the Bid. Failure to furnish proof of authority shall be a reason for the Bid being declared non compliant.
 - 2.1.1.2. "Compliance": strict conformity to the requirements and standards specified in this IFB and its attachments.
 - 2.1.1.3. "Contractor": the awardee of this solicitation of offers, which shall be responsible for the fulfilment of the requirements established in the prospective contract.
 - 2.1.1.4. "Firm of a Participating Country": a firm legally constituted or chartered under the laws of, and geographically located in, or falling under the jurisdiction of a Participating Country.
 - 2.1.1.5. "ICB": International Competitive Bidding.
 - 2.1.1.6. "IFB": Invitation For Bid.
 - 2.1.1.7. "Participating Country": any of the NATO nations contributing to the project, namely, (in alphabetical order): BELGIUM, BULGARIA, CANADA, CZECH REPUBLIC, DENMARK, ESTONIA, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, THE NETHERLANDS, NORWAY, POLAND, PORTUGAL, ROMANIA,

SLOVAKIA, SLOVENIA, SPAIN, TURKEY, THE UNITED KINGDOM
and THE UNITED STATES

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

2.2. ELIGIBILITY AND ORIGIN OF EQUIPMENT AND SERVICES

- 2.2.1. Only firms which have been nominated by their respective National Delegations are eligible to engage in this competitive bidding process. In addition, all Contractors, sub-Contractors and manufacturers, at any tier, must be from participating countries.
- 2.2.2. None of the work, including project design, labour and services shall be performed other than by firms from and within Participating Countries.
- 2.2.3. No materials or items of equipment down to and including identifiable Sub-assemblies shall be manufactured or assembled by a firm other than from and within a Participating Country.
- 2.2.4. The Intellectual Property Rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fees, or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member community.

2.3. BID DELIVERY AND BID CLOSING

- 2.3.1. All Bids shall be in the possession of the Purchaser at the address given below in paragraph 2.3.2 on/or before 1200 hours (Brussels Time) on 6 November 2009, at which time and date Bidding shall be closed.
- 2.3.2. Bids shall be delivered to the following address:
- 2.3.2.1. By Post:
- NATO C3 Agency
DACQ/ASG (ATTN: Mr. Gael Craver)
Boulevard Leopold III
1110 Brussels
Belgium
- 2.3.2.2. Hand Carried Service or courier
- NATO C3 Agency
DACQ/ASG (ATTN: Mr. Gael Craver)
Bâtiment Z

Avenue du Bourget 140
B-1110 Brussels

- 2.3.3. Bids submitted by electronic means are not permitted and will not be considered. Bidders shall note that electronic (CD ROM) copies of their Bid are required to be submitted with their "hard copy".
- 2.3.4. Bids which are delivered to the Purchaser after the specified time and date set forth above for Bid Closing are "Late Bids" and shall not be considered for award. Such Bids will be returned unopened to the Bidder at the Bidder's expense unless the Purchaser can determine that the Bid in question meets the criteria for consideration as specified below.
- 2.3.5. Consideration of Late Bid – The Purchaser considers that it is the responsibility of the Bidder to ensure that the Bid submission arrives by the specified Bid Closing time. Considering number and quality of express delivery services, courier services and special services provided by the national postal systems, a late Bid shall only be considered for award under the following circumstances:
- 2.3.5.1. A contract has not already been awarded pursuant to the IFB, and
- 2.3.5.2. The Bid was sent to the address specified in the IFB by ordinary, registered or certified mail not later than ten (10) calendar days before the Bid closing date and the delay was due solely to the national or international postal system for which the Bidder bears no responsibility (the official postmark for ordinary and Registered Mail or the date of the receipt for Certified Mail will be used to determine the date of mailing), or
- 2.3.5.3. The Bid was hand carried, or delivered by a private courier service and the Bidder can produce a receipt which demonstrates that the delivery was made to the correct address and received by a member of the NATO C3 Agency and the failure to be received by the Contracting Authority was due to mishandling within the Purchaser's organisation.
- 2.3.6. A Late Bid which was hand-carried, or delivered by a private courier, for which a proper receipt cannot be produced, cannot be considered for award under any circumstances nor can late Bids which bear no post marks or for which documentary evidence of mailing date cannot be produced.
- 2.3.7. Bidders are advised that security or other personnel remaining on the premises outside of normal business hours may decline to sign or issue receipts for delivered items.

2.4. REQUESTS FOR EXTENSION OF BID CLOSING DATE

- 2.4.1. Bidders are informed that requests for extension to the closing date for the IFB shall be submitted only via NATO Member National Delegations. Any request

for extension shall be submitted by the Bidder to his National Delegation in sufficient time to allow the delegation to deliver its formal request to the Purchaser no later than fourteen (14) days prior to the established bid closing date.

2.5. PURCHASER'S POINT OF CONTACT

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

Mr. Gael Craver, Senior Contracting Officer
Acquisition Support Group
Tel: +32.2.707.83.87
Fax: +32.2.707.87.70
E-mail: gael.craver@nc3a.nato.int

Alternate:

Mrs. Anna Kapnoula, Contracting Officer
Acquisition Support Group
Tel: +32.2.707.83.06
Fax: +32.2.707.87.70
E-mail: anna.kapnoula@nc3a.nato.int

- 2.5.2. All correspondence related to the IFB will be forwarded to:

NATO C3 Agency
Boulevard Leopold III
1110 Brussels, Belgium
Acquisition Support Resource Centre
Attn: Mr. Gael Craver (contact details stated above)

2.6. REQUEST FOR IFB CLARIFICATIONS

- 2.6.1. Bidders, during the solicitation period, are encouraged to query and seek clarification of any matters of a contractual, administrative and technical nature pertaining to this IFB.
- 2.6.2. All questions and requests for clarification must be submitted in writing by both e-mail and FAX. Such questions shall be forwarded to the point of contact specified in paragraph 2.5.1 above and shall arrive not later than twenty-eight (28) calendar days prior to the stated "Bid Closing Date". The Purchaser is under no obligation to answer questions submitted after this time. Requests for clarification must address the totality of the concerns of the Bidder, as the

Bidder will not be permitted to revisit areas of the IFB for additional clarification except as noted in 2.6.3 below.

- 2.6.3. Additional requests for clarification are limited only to the information provided as answers by the Purchaser to Bidder requests for clarification. Such additional requests shall arrive not later than fourteen (14) calendar days before the established Bid Closing Date.
- 2.6.4. Bidders are advised that subsequent questions and/or requests for clarification included in a Bid shall neither be answered nor considered for evaluation and may even be considered by the Purchaser as grounds for a determination of non-compliance.
- 2.6.5. Except as provided above, all questions will be answered by the Purchaser and the questions and answers (but not the identity of the questioner) will be issued in writing to all prospective Bidders.
- 2.6.6. The published answers issued by the Purchaser shall be regarded as the authoritative interpretation of the IFB. Amendment to the language of the IFB included in the answers shall be incorporated by the Bidder in his offer.

2.7. REQUESTS FOR WAIVERS AND DEVIATIONS

- 2.7.1. Bidders are informed that requests for alteration to, waivers or deviations from the terms and conditions of this IFB and attached Prospective Contract (Book II) will not be considered after the request for clarification process. Requests for alterations to the other requirements, terms or conditions of the IFB or the Prospective Contract may only be considered as part of the clarification process set forth in paragraph 2.6 above. Requests for alterations to the specifications, terms and conditions of the Contract which are included in a Bid as submitted may be regarded by the Purchaser as a qualification or condition of the Bid and may be grounds for a determination of non-compliance.

2.8. AMENDMENT OF THE INVITATION FOR BID

- 2.8.1. The Purchaser may revise, amend or correct the terms, conditions and/or specifications and provisions of the IFB at any time prior to the date set for the Bid Closing. Any and all modifications will be transmitted to all Bidders by an official amendment designated as such and signed by the Contracting Authority. Such amendment will be accompanied by an acknowledgement of receipt which the Bidder shall complete and enclose as part of its Bid. This process may be part of the clarification procedures set forth in paragraph 2.6 above or may be an independent action on the part of the Purchaser.
- 2.8.2. The Purchaser will consider the potential impact of amendments on the ability of prospective Bidders to prepare a proper Bid within the allotted time. The

Purchaser may extend the "Bid Closing Date" at its discretion and such extension will be set forth in the amendment document. In no case, however, will the closing date for receipt of bids be less than twenty-eight (28) days from the date of issuance of any amendment to the IFB.

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

2.9. MODIFICATION AND WITHDRAWAL OF BIDS

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

2.10. BID VALIDITY

- 2.10.1. Bidders shall be bound by the term of their Bids for a period of nine (9) months starting from the Bid Closing Date specified in paragraph 2.3.1 above.
- 2.10.2. In order to comply with this requirement, the Bidder shall complete the Certificate of Bid Validity set forth in Annex B-4. Bids offering less than the

period of time referred to above for acceptance by the Purchaser may be determined to be non-compliant.

- 2.10.3. The Purchaser will endeavour to complete the evaluation and make an award within the period referred to above. However, should that period of time prove insufficient to render an award, the Purchaser reserves the right to request an extension of the period of validity of all Bids which remain under consideration for award.
- 2.10.4. Upon notification by the Purchaser of such a request for a time extension, the Bidders shall have the right to:
- 2.10.4.1. accept this extension of time in which case Bidders shall be bound by the terms of their offer for the extended period of time and the Bid Guarantee and Certificate of Bid Validity extended accordingly; or
 - 2.10.4.2. refuse this extension of time and withdraw the Bid, in which case the Purchaser will return to the Bidder its Bid Guarantee in the full amount without penalty.
- 2.10.5. Bidders shall not have the right to modify their Bids due to a Purchaser request for extension of the Bid validity unless expressly stated in such request.

2.11. BID GUARANTEE

- 2.11.1. The Bidder shall furnish with his Bid a guarantee in an amount equal to € 100,000 (one hundred thousand EUR). The Bid Guarantee shall be in the form of an irrevocable, unqualified and unconditional Standby Letter of Credit (SLC) issued by a Belgian banking institution fully governed by Belgian legislation or issued by a non-Belgian financial institution and confirmed by a Belgian banking institution fully governed by Belgian legislation. In the latter case signed original letters from both the issuing institution and the confirming institution must be provided. The confirming Belgian bank shall clearly state that it will guarantee the funds, the drawing against can be made by the NC3A at its premises in Belgium. Bid Guarantees shall be made payable to the Treasurer, NATO C3 Agency.
- 2.11.2. Alternatively, a Bidder may elect to post the required Guarantee in cash or by certified cheque. If the latter method is selected, Bidders are informed that the Purchaser will cash the cheque on the Bid Closing Date.
- 2.11.3. If the Bid Closing Date is extended after a Bidder's financial institution has issued a Bid Guarantee, it is the obligation of the Bidder to have such Bid Guarantee (and confirmation, as applicable) extended to reflect the revised Bid Validity date occasioned by such extension.

- 2.11.4. Failure to furnish the required Bid Guarantee in the proper amount, and in the proper form and for the appropriate duration by the Bid Closing Date may be cause for the Bid to be determined non-compliant.
- 2.11.5. The Agency will make a drawing against the SLC as Bid Guarantee under the following conditions:
- 2.11.5.1. The 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, withdraws its Bid, or states that it does not consider its Bid valid or agree to be bound by its Bid.
 - 2.11.5.2. The Bidder has submitted a Bid determined by the Agency to be the lowest priced, technically compliant Bid, but the Bidder declines to execute the contract offered by the Agency, such contract being consistent with the terms of the Invitation For Bid.
 - 2.11.5.3. The Purchaser has offered the Bidder the contract for execution but the Bidder has been unable to demonstrate compliance with the security requirements of the contract within a reasonable time,
 - 2.11.5.4. The Purchaser has entered into the contract with the Bidder but the Bidder has been unable or unwilling to provide the Performance Guarantee required under the terms of the contract within the time frame required.
- 2.11.6. Bid Guarantees will be returned to Bidders as follows:
- 2.11.6.1. to non-compliant Bidders forty-five (45) days after notification by the Purchaser of a non-compliant Bid (except where such determination is challenged by the Bidder; in which case the Bid Guarantee will be returned forty-five (45) days after a final determination of non-compliance);
 - 2.11.6.2. to all other unsuccessful Bidders within thirty (30) days following the award of the contract to the successful Bidder;
 - 2.11.6.3. to the successful Bidder upon submission of the Performance Guarantee required by the Contract or, if there is no requirement for such a Performance Guarantee, upon contract execution by both parties.
 - 2.11.6.4. pursuant to paragraph 2.10.4.2 above.
- 2.11.7. "Standby Letter of Credit" or "SLC" as used herein, means a written commitment by a Belgian financial institution either on its own behalf or as a confirmation of the Standby Letter of Credit issued by a non-Belgian bank to pay all or part of a stated amount of money, until the expiration date of the letter, upon presentation by the Purchaser of a written demand therefore. Neither the financial institution nor the Contractor can revoke or condition the Standby

Letter of Credit. The term “Belgian financial institution” includes non-Belgian financial institutions licensed to operate in Belgium,

- 2.11.8. A format substantially similar to the one set in Annex B-13 to this IFB shall be used by the issuing financial institution to create a Standby Letter of Credit acceptable to the Purchaser.

2.12. CANCELLATION OF INVITATION FOR BID

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

2.13. ELECTRONIC TRANSMISSION OF INFORMATION AND DATA

- 2.13.1. The Purchaser will endeavour to communicate answers to requests for clarification and amendments to this IFB to the prospective Bidders as soon as practicable.
- 2.13.2. Bidders are cautioned that the Purchaser will rely exclusively on electronic mail communication to manage any correspondence related to this IFB such as IFB amendments and clarifications.
- 2.13.3. Notwithstanding paragraph 2.13.2 above, prospective Bidders may request to be notified also by fax when IFB correspondence is released to them. Such requests shall be submitted the points of contact specified in paragraph 2.5.1 above.

2.14. MANDATORY QUALITY ASSURANCE AND QUALITY CONTROL STANDARDS

- 2.14.1. Bidders are requested to note that, in accordance with Certificate at Annex B-8 to these Instructions to Bidders, Bidders shall provide documentary evidence that the Bidders possesses a current certification that it is compliant with the requirements of Allied Quality Assurance Publication 2110, ISO 9001:2000 or an equivalent QA/QC regime.
- 2.14.2. Bidders shall further demonstrate that such regime is applied within the Bidder’s internal organisation as well as extended to its relationships with subcontractors.
- 2.14.3. If the Bidder is offering a QA/QC regime that is claimed to be equivalent to AQAP 2110 or ISO 9001:2000, the burden of proof of such equivalency shall be submitted with the Certificate in the Administrative Package.

2.14.4. Failure to execute this Certificate or to provide documentary evidence of compliance with this requirement may result in a determination of non-compliance for the submitted bid.

2.15. BIDDERS CONFERENCE

2.15.1. In light of the nature of the project and the extent of the tasks to be quoted in this IFB and accomplished within the boundaries of the resulting contract, the Purchaser envisions the convocation of a Bidders Conference on 8 September 2009.

2.15.2. The participation to the Conference is limited to a maximum of two (2) persons per Company. No exception to this number of attendees will be made by NC3A because of space restrictions.

2.15.3. Those companies that wish to participate in the Bidders Conference shall indicate their intention to attend not later than five (5) working days prior to the Bidders Conference date to the Point of Contact stated hereafter. The Company responsible of the interested firms shall mail a fax to the NC3A PoC stating the following relevant data of each of the two company members attending:

- The name of their staff member
- Passport number / ID
- Place and date of birth

All attendee nominations shall be addressed to:

- The IFB PoC, Mr. Gael Craver with copy to
- Mrs. Anna Kapnoula, Fax: +32 2 707 8770, E-mail: anna.kapnoula@nc3a.nato.int

2.15.4. Any questions which the potential Bidders would like to have answered at the Bidders Conference must be submitted in writing not later than five (5) working days prior to the established date of the Conference to the IFB PoC.

2.15.5. The Purchaser will respond to these questions at the Bidders Conference. If any additional questions are asked by the potential Bidders at the Conference, the Purchaser may attempt to answer them at that time. However, any answer that may appear to amend terms, conditions and/or specifications of the Contract shall be considered to be formally included in the Invitation for Bid only at the time of issuance of a written amendment to the IFB.

2.15.6. In any case, a written summary of the Bidders Conference will be issued by the Purchaser to all potential Bidders within two weeks after the Bidders Conference.

SECTION 3: BID PREPARATION INSTRUCTIONS

3.1. GENERAL

- 3.1.1. A Bid shall contain all the documentation and meet all the formal requirements specified in this section to be eligible for award.
- 3.1.2. Bidders shall not simply restate the IFB requirements. A Bid shall demonstrate that a Bidder understands the terms, conditions and requirements of the IFB and its ability to provide all the services and deliverables listed in the Schedules of the prospective Contract.
- 3.1.3. Partial Bids will be declared non-compliant.
- 3.1.4. Bidders are advised that the Purchaser will incorporate the Bidder's proposal in the resulting Contract in accordance with the prescription contained in the "Order of Precedence" clause of the prospective Contract.
- 3.1.5. To be complete a Bid shall consist of three separate sealed envelopes or packages each one containing two hardcopies and one softcopy (in CD-ROM format) of the documentation specified for each package in paragraphs 3.2 through 3.5 below.
- 3.1.6. Any documentation that requires the signature of a Bidder's representative must be signed by a duly authorised representative with enough legal capacity to enter, on behalf of the Bidder, into the obligations that would derive from acceptance of the terms and conditions of the prospective Contract.
- 3.1.7. If supplemental agreements, such as End- User Certificates or Technical Assistance Agreements, are required by national regulations, these must be submitted with the Contractor's bid by the Bid Closing Date indicated in the IFB. Supplemental agreements submitted after the Bid Closing Date shall not be considered. Supplemental agreements submitted after contract award shall not be considered.
- 3.1.8. The terms of supplemental agreements, if necessary, are the Contractor's responsibility and shall be totally consistent with the terms of the contract, and shall not duplicate, negate or further interpret any provisions of this contract. The terms of the contract shall take precedence over the supplemental agreement.
- 3.1.9. A problem with the supplemental agreement in any of the areas mentioned previously in this provision may result in a determination that the bid is not compliant with the terms of the IFB and rejection of the bid or Termination for default of the contract, if the supplemental agreement is submitted after contract award.

3.2. PRICE PROPOSAL PACKAGE

- 3.2.1. This envelope must contain the following documentation and media:
- 3.2.1.1. Annex A-1 “BIDDING SHEETS” and, in annex, the complete set of sheets contained in the electronic file “2-IFB-CO-12870-NEDS-Bidding Sheets.xls” submitted as part of this IFB.
 - 3.2.1.2. A CD-ROM containing an electronic version of the documentation stated in paragraph 3.2.1.1 above.
- 3.2.2. Bidders are advised that ‘auto-calculation’ has been inserted in the electronic copies of the Bidding Sheets. However, Bidders are responsible for ensuring that their figures are correctly calculated and should not rely on the accuracy of the auto-calculation.
- 3.2.3. When completing the Bidding Sheets the Bidder shall insert information in all yellow cells. The prices and quantities entered on the document shall reflect the total items required to meet the contractual requirements. The total price shall be indicated in the appropriate columns and in the currency quoted.
- 3.2.4. In preparing the Bidding Sheets, Bidders shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. The accuracy of the inputs of the Bidding Sheets is the responsibility of the Bidder. The Purchaser in its favour may resolve ambiguous computation of prices.
- 3.2.5. In addition, Bidding sheets shall comply with the following requirements:
- 3.2.5.1. All price and cost data must be accurate.
 - 3.2.5.1.1. All prices submitted will be subject to a full cost assessment, e.g., cost and price analysis to determine the fairness and reasonableness of proposed labour metrics (staff hours, labour categories, and skill sets tasked to meet the requirement), including proposed labour rates.
 - 3.2.5.1.2. If the contractor and/or subcontractor assert their prices have been set by law or regulation, then the Agency needs only obtain a memo from the contractor/subcontractor identifying the regulatory authority and stating that the price quoted is not in excess of that permitted by law or regulation.
 - 3.2.5.2. Unless otherwise specified in the Bidding Sheets, tangible deliverables shall be priced as DDP (INCOTERMS 2000) at the destination specified in the Bidding Sheets.
 - 3.2.5.3. The Bidder shall insert quantities under the Purchaser Furnished Equipment (PFE) CLIN 5 that the proposed technical implementation requires. For quotation and evaluation basis, the prices for the PFE listed under CLIN 5 are determined by the Purchaser. Failure to insert such quantities may result in a

determination that the bid offered fails to materially conform to the requirements of the IFB and may result in a determination of non-compliance. For each category of PFE that the Bidder intends to use for contract implementation, the Bidder shall also state (and justify) when and where each category of PFE equipment shall be made available by the Purchaser to ensure timely delivery. This information can either be inserted in the Bidding Sheets by expanding the related CLIN number or provided in a separate document. The Bidder shall note that the Purchaser will not accept statement such as "All the PFE equipment shall be made available at Contract Signature" if there is no justification for that.

- 3.2.5.4. Bidders shall bid either in their own national currency or in Euros. However, Bidders may bid in multiple currencies if they can demonstrate through the supply chain and subcontracting arrangements proposed for the performance of the contract that they will have to incur expenses in multiple currencies. In this case, the use of multiple currencies shall be coherent with the structure of the intended supply chain and subcontracting arrangements.
- 3.2.5.5. Bidders are informed that the Purchaser, by virtue of his status stipulated in the provisions of the NC3O Charter, Article 67(e)(3), is exempt from all direct and indirect taxes (e.g. VAT), and all customs duties on merchandise imported or exported. The stated provision reads as follows:
- "Each participating nation undertakes to grant to NC3A under the terms of Articles 9 and 10 of the Ottawa Agreement, exemption from all direct taxes (except rates, taxes and dues which are no more than charges for public utility services) from the taxes on the sale of movable and immovable properties, and from customs and excise duties in respect of equipment imported or exported by NC3A or its appointed agents."*
- 3.2.5.6. Bidders shall therefore exclude from their Price Bid all taxes, duties and customs charges from which the Purchaser is exempted by international agreement.
- 3.2.5.7. Total price indicated in the Bidder Pricing Summary Sheets for each CLIN must match the corresponding CLIN price stated in the Schedule of Services and Deliverables.
- 3.2.5.8. Further, Bidder's attention is drawn ~~to-on~~ the fact that the Purchaser reserves the right to provide CLINs ~~4.1 thru 4.11~~ 4.1 thru 4.5, 4.6, 4.8, 4.10 and 4.11 (COTS software products) as Purchaser Furnished Equipment, should it be possible for the Purchaser to get better prices through existing Enterprise Agreements or Basic Ordering Agreements. This right would be exercised by the Purchaser before contract award and after verification of prices through the stated arrangements.
- 3.2.5.9. The nature of prices supplied by each Bidder is expected to be Firm Fixed Prices, and cannot be "conditional" in nature. Any comments supplied in the

Bidding Sheets which are conditional in nature, relative to the offered prices, may render the Bidder as noncompliant.

- 3.2.5.10. In respect to labour data e.g., estimated manpower, Bidders must report the estimated labour requirements to complete each CLIN. This data is for informational purposes only and will be used to gauge to overall validity of the Bid specific to cost realism.
- 3.2.5.11. Annex A-2 attached to this Book I, provides additional guidance on how to fill out the documentation stated above.

3.3. TECHNICAL PROPOSAL PACKAGE

3.3.1. This envelope must include the following documentation:

3.3.1.1. Table of Contents.

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

3.3.1.2. Annex C (TECHNICAL PROPOSAL CROSS-REFERENCE MATRIX TECHNICAL PROPOSAL CROSS REFERENCE MATRIX).

3.3.1.2.1. Following the Table of Contents, the Bidder shall include the completed Technical Proposal Cross-Reference Table at Annex C.

3.3.1.2.2. The Bidder shall complete Column 3 of the Table, citing the appropriate section of the Technical Proposal that corresponds to each paragraph of these Instructions for the Preparation of the Technical Proposal. The completed Table serves as an index for the Purchaser's Technical Evaluation Panel and also as an aide memoire to the Bidder to ensure that all the required information has been provided in the Technical Proposal

3.3.1.3. Corporate Structure and Capabilities Documentation.

3.3.1.3.1. Corporate Organisation/Capital Facilities. This section shall describe the Corporate Structure of the Prime Contractor and the administration of the prospective Project within the overall corporate structure. This section should indicate the chain of authority within the Prime Contractor's organisation from the Project Manager to the Chief Executive Officer. The Bidder shall describe the corporate resources which are available to support the Project which are resident in the organisation of the Prime Contractor but not directly under the authority of the Project Manager. The Bidder shall describe the process by which the Project Manager may have access to these "in-house" corporate resources and what level of

authority is required in the Corporation hierarchy to secure the needed resources.

- 3.3.1.3.2. The Bidder shall provide a sub-section which sets forth the current financial condition of the Prime Contractor, demonstrating that the Corporation has sufficient financial resources to undertake the Project. In this sub-section, the Bidder shall state whether or not he is now in receivership or has filed with legal authorities for protection from creditors. Where the Prime Contractor is a publicly held corporation, the Bidder shall provide the latest quarterly or annual financial report which it issues to its shareholders. If the Prime Contractor has issued debt instruments such as corporate bonds or other credit devices, the Bidder shall provide evidence of its current debt rating made by an independent third party assessor. The Purchaser does not ask for submissions containing confidential internal business analyses, projections or strategies, but requires evidence available to the business community which demonstrates that the Prime Contractor maintains a solid financial basis with which it may complete the Contract.
- 3.3.1.3.3. The Bidder shall provide a sub-section which identifies the items (assemblies, sub-assemblies) and services which are to be fabricated and/or performed by the Corporate resources of the Prime Contractor. The Bidder shall identify the location of the production facilities which will be utilized, and/or the source within the corporate organisation of the services and expertise required. For corporate production facilities, the Bidder shall provide analytical evidence that adequate capacity exists in order that the required items may be made within the time schedule of the Prospective Contract. The Bidder shall show existing capital assets and provide a detailed proposal of what additional equipment or facilities will be acquired or constructed in order to meet the Contract schedule. The Bidder shall further provide a description of any retooling efforts required and a time forecast of when these efforts can be completed.
- 3.3.1.3.4. The Bidder shall describe the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of COTS information systems equipment in satisfaction of short-notice or unpredictable customer orders. The description must provide sufficient evidence to confirm that the Bidder will be able to meet the timelines and other shipment and task requirements of the SOW.
- 3.3.1.4. Corporate Experience Documentation.
- 3.3.1.4.1. In this section, the Bidder shall detail the experience of the Prime Contractor in the design and implementation of SW/HW COTS based systems. Specifically, the Bidder shall identify at least three contracts within the last three years for which the Bidder provided COTS workstations, servers, and ancillary equipment and technical support

services to two or more locations of a company or other organisation. The Bidder shall provide a description of the system, the number of systems deployed, the purchaser of the systems, the contract number(s) and a point of contact for verification purposes. The Bidder shall further show the similarities of the system design delivered under previous contract(s) to the system required under the instant procurement.

- 3.3.1.4.2. The Bidder shall provide the same information required above for the major sub-contractors for critical components. The sub-contractors must demonstrate the same level of experience applicable to each of the critical items for which they are proposed to deliver.
- 3.3.1.4.3. The Bidder shall describe its experience and expertise in providing warranty support and repair-and-replacement service for COTS information systems equipment for geographically-dispersed organisations.
- 3.3.1.5. Initial Project Management Plan
 - 3.3.1.5.1. The Bidder shall submit an initial Project Management Plan (PMP) for the project. This document shall meet the requirements detailed below.
 - 3.3.1.5.2. Organisation - Contractor Organisation and Responsibilities
 - 3.3.1.5.2.1 The Bidder shall identify all major Contractor operating units and any Sub-Contractors involved in the implementation of the NEDS and a description of the overall effort or deliverable item for which they are responsible (SOW 3.4.2.1).
 - 3.3.1.5.2.2 The Bidder shall describe the organisation and responsibilities of its NEDS Project Management Office (PMO) and describe the associated staffing and resources (SOW 3.4.2.2). The description of the staffing and resources shall cover everything needed to conduct and support the management and administration of operations in order to meet the objectives of the project, including taking all reasonable steps to ensure continuity of personnel assigned to work on this project. (SOW 3.4.2.3)
 - 3.3.1.5.2.3 The Bidder shall provide certifications that the designated key personnel possess current NATO SECRET clearances. The Bidder shall identify the approximate number of staff who will need to be processed for NATO SECRET clearances to perform the tasks called for under the Contract and consider realistic delays in clearance processing in preparing the draft Project Master Schedule.
 - 3.3.1.5.3. Project planning

- 3.3.1.5.3.1 The Bidder shall describe its approach for developing a Product Breakdown Structure and a Product Flow Diagram for this project (SOW 3.5.1).
- 3.3.1.5.3.2 The Bidder shall describe its approach to establishing and maintaining a Project Master Schedule (SOW 3.5.2).
- 3.3.1.5.3.3 The Bidder shall provide an initial Product Breakdown Structure (PBS), an initial Product Flow Diagram (PFD), and an initial Project Master Schedule (PMS) with the same breakdown and level of detail as that of the bidding sheets set in Annex A-1. That breakdown shall at minimum distinguish between services, HW equipment, and SW equipment. Moreover, the services shall at a minimum distinguish between the various types of services shown in the list below:
- 3.3.1.5.3.3.1 system engineering and integration,
 - 3.3.1.5.3.3.2 system tests,
 - 3.3.1.5.3.3.3 site surveys,
 - 3.3.1.5.3.3.4 site installation,
 - 3.3.1.5.3.3.5 site activation,
 - 3.3.1.5.3.3.6 on-site training,
 - 3.3.1.5.3.3.7 PCA, PSA, system acceptance,
 - 3.3.1.5.3.3.8 System benchmarking.
- 3.3.1.5.3.4 In the PMS, each of the activities listed above shall be represented as a simple task (not a summary task) loaded with resources and labour profiles selected from those defined in the SOW, so as to be able to ascertain the suitability of the level of effort involved in each task.
- 3.3.1.5.4. Risk Management
- 3.3.1.5.4.1 The Bidder shall describe its approach to each aspect of risk management (SOW 3.6).
- 3.3.1.5.4.2 As part of the Bid the Bidder shall provide an initial Risk assessment for the project, in the form of a Risk Log (SOW 3.6.6). The Risk Log shall not be a list of standard generic risks but shall contain risks specific to this project and reflect a good understanding of the contract requirement by the Bidder. For each risk, the Risk Log shall identify a response among the 5 types of responses listed in the SOW (SOW 3.6), and shall provide details about the implementation of that response.

- 3.3.1.5.5. Configuration management
 - 3.3.1.5.5.1 The Bidder shall describe its approach to Configuration Management (CM) as referred to in STANAG 4159 and ACMP 1-7. The Bidder shall describe the CM functions as necessary (configuration planning and identification and documentation, configuration control, configuration status accounting, configuration verification), and how these functions will be performed for the prime and any Sub-contractors. (SOW 3.7.1 through 3.7.5)
 - 3.3.1.5.5.2 The Bidder shall describe how it shall establish and control the Functional, Developmental, and Product Baselines. (SOW 3.7.6)
 - 3.3.1.5.5.3 The Bidder shall identify and describe the automated tools it shall use to establish and manage the system baselines. (SOW 3.7.7)
- 3.3.1.5.6. Change Control
 - 3.3.1.5.6.1 The Bidder shall describe the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all change requests. (SOW 3.8.1)
 - 3.3.1.5.6.2 The Bidder shall describe the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all off-specifications in the Developmental and Product Baselines. (SOW 3.8.2)
 - 3.3.1.5.6.3 The Bidder shall describe the Bidder's process for identifying, tracking, reviewing, reporting and resolving project issues. (SOW 3.8.3)
- 3.3.1.5.7. Quality
 - 3.3.1.5.7.1 The Bidder shall provide a proposed Quality Plan (QP) and indicate how it will be executed, and maintained (SOW 3.9.3).
 - 3.3.1.5.7.2 The proposed Quality Plan shall meet the requirements of the Allied Quality Assurance Publications (SOW 2.1.1).
 - 3.3.1.5.7.3 The proposed Quality Plan shall show how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract. (SOW 3.9.3)
 - 3.3.1.5.7.4 The proposed Quality Plan shall identify any existing corporate processes that the Bidder intends to rely on for Quality (SOW 3.9.3).

- 3.3.1.5.7.5 The proposed Quality Plan shall clearly indicate the Quality-related activities, responsibilities, and controls for the prime and any Sub-contractors. (SOW 3.9.3)
- 3.3.1.5.7.6 The proposed Quality Plan shall describe the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).
- 3.3.1.5.7.7 The proposed Quality Plan shall describe the Bidder's internal process for the quality review of the deliverables before their release to the Purchaser. The proposed Quality Plan shall show this process ensures all deliverables meet Contractor quality and Project contract standards. (SOW 3.9.1 and 3.9.2)
- 3.3.1.5.7.8 The proposed Quality Plan shall describe how all necessary assistance shall be provided to the Quality Assurance Representative or his delegated National QAR, and how quality records for the prime and any Sub-contractors or consortium members shall be made available for evaluation. (SOW 3.9.4)
- 3.3.1.5.7.9 The proposed QA Program shall identify any existing corporate processes that the Bidder intends to rely on for Quality Assurance and Quality Control.
- 3.3.1.5.8. Project Controls
- 3.3.1.5.8.1 The Bidder shall include an outline or template of the Project Status Reports. (SOW 3.10.1)
- 3.3.1.5.8.2 The Bidder shall describe the Bidder's approach to supporting the monthly Project Review Meetings. (SOW 3.10.2.2)
- 3.3.1.5.8.3 The Bidder shall describe its approach to working with the NEDS Integrated Project Management Team. (SOW 3.10.2.3)
- 3.3.1.5.8.4 The Bidder shall describe its approach to hosting and conducting the Design Reviews. (SOW 3.10.2.4)
- 3.3.1.5.8.5 The Bidder shall describe its approach to conducting the quarterly security accreditation reviews. (SOW 3.10.2.5)
- 3.3.1.5.8.6 The Bidder shall describe its approach to establishing and maintaining an unclassified, publicly-accessible Project Website on which all relevant unclassified NEDS project documentation shall be maintained. (SOW 3.10.3)

- 3.3.1.5.8.7 As part of the Bid the Bidder shall provide an accurate website map as well as screenshots for its proposed home page and the first level pages (those directly linked to by the home page).
- 3.3.1.5.8.8 The Bidder shall describe its proposed access control mechanism to restrict viewing to an approved list of users. (SOW 3.10.3)
- 3.3.1.5.9. Independent Verification & Validation (IV&V)
- 3.3.1.5.9.1 The Bidder shall describe the Bidder's approach to support IV&V activities (SOW 3.11).
- 3.3.1.5.10. System Engineering, Integration, and Test
- 3.3.1.5.10.1 The Bidder shall describe the Bidder's approach to conducting the NEDS Requirements Analysis and Review (SOW 4.4) as well as to the development of the associated documentation.
- 3.3.1.5.10.2 The Bidder shall describe the Bidder's approach to liaising with the NEDS Affiliates, obtaining the necessary informations and establishing the NEDS Agreements. (SOW 4.5.1)
- 3.3.1.5.10.3 The Bidder shall describe the Bidder's approach to reviewing the Purchaser-provided Initial System Design (SOW 4.5.1)
- 3.3.1.5.10.4 The Bidder shall describe the Bidder's approach to developing the preliminary design of the NEDS. (SOW 4.5.1)
- 3.3.1.5.10.5 The Bidder shall describe the Bidder's approach to developing a detailed design based on the results of the Preliminary Design Review (PDR) and changes to the requirements baseline. (SOW 4.5.1)
- 3.3.1.5.10.6 The Bidder shall describe the Bidder's approach to conducting a network simulation (SOW 4.5.1). Specifically, the Bidder shall identify all information he will require from the Purchaser to conduct that simulation, if any
- 3.3.1.5.10.7 The Bidder shall describe the Bidder's approach to preparing and maintaining the System Design Documentation Package throughout the design, integration, test and site surveys activities, ensuring consistency between all the documents included in that documentation package. (SOW 4.5.2)
- 3.3.1.5.10.8 The Bidder shall describe the Bidder's Risk Assessment Methodology and the Bidder's approach to developing and maintaining the System Security Documentation (SOW 4.5.2.1.3), including proposing any appropriate change requests against the Functional Baseline.

- 3.3.1.5.10.9 The Bidder shall describe the Bidder's approach to maintaining clear requirements traceability between the Functional Baseline and the Developmental Baseline throughout the design, development, and integration process (SOW 4.5.2.1.4).
- 3.3.1.5.10.10 The Bidder shall describe the Bidder's approach to the development of any custom-developed software for the NEDS. (SOW 4.7)
- 3.3.1.5.10.11 The Bidder shall describe the Bidder's approach to developing Test documentation (SOW 11.3).
- 3.3.1.5.10.12 The Bidder shall describe the Bidder's approach to maintaining clear requirements traceability between the Functional Baseline, the Developmental Baseline, and the Product Baseline throughout the test process (SOW 11.3).
- 3.3.1.5.10.13 The Bidder shall describe the Bidder's approach to the performance of Factory Acceptance Tests and Certification Tests , including the execution of the installation and activation plans, the back-out plan and procedures as well as the demonstration of the Security Implementation Verification Procedures. (SOW 4.8 and 4.9)
- 3.3.1.5.11. Site Surveys
- 3.3.1.5.11.1 The Bidder shall describe the Bidder's approach to Site Surveys (SOW 4.10), including Training Needs Analysis during the site surveys (SOW 6.6.3).
- 3.3.1.5.12. System Implementation
- 3.3.1.5.12.1 The Bidder shall describe the Bidder's approach to developing and maintaining the System Implementation Plan, and to maintaining the SIP to reflect the findings and results of the Site Surveys activities and in relation with the progress of installation and activation activities (SOW 5.3).
- 3.3.1.5.12.2 The Bidder shall describe the Bidder's approach to Preparations for Installation (SOW 5.4).
- 3.3.1.5.12.3 The Bidder shall describe the Bidder's approach to Site Installation (SOW 5.5), including unpacking and installation, demonstration of Security Implementation Verification Procedures (SIVPs) and a description of steps 1 to 3. (SOW 5.5)
- 3.3.1.5.12.4 The Bidder shall describe the Bidder's approach to Site Activation (SOW 5.6).

- 3.3.1.5.12.5 The Bidder shall describe the Bidder's approach to demonstrating all Reference System-specific capabilities, including how the Reference System shall be used to (SOW 5.6):
 - 3.3.1.5.12.5.1 Generate a baseline
 - 3.3.1.5.12.5.2 test software modifications to the NEDS Product Baseline prior to distribution to operational sites
 - 3.3.1.5.12.5.3 add and remove a NEDS Affiliate
- 3.3.1.5.12.6 The Bidder shall describe how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bidder shall describe how this training shall be structured according to the First, Second, and Third-Level support concept. (SOW 5.7)
- 3.3.1.5.12.7 The Bidder shall describe the Bidder's approach to conducting the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline. (SOW 5.8)
- 3.3.1.5.12.8 The Bidder shall describe the Bidder's approach to conducting Partial System Acceptance (PSA) and System Acceptance (SA). (SOW 5.9 & 5.10)
- 3.3.1.5.12.9 The Bidder shall describe the Bidder's approach to carrying out the System Benchmarking. The description shall address how the Bidder shall deal with off-specifications, delays, test failures, and similar contingencies that might occur during the System Benchmarking process. (SOW 5.11)
- 3.3.1.5.13. Integrated Logistics Support
 - 3.3.1.5.13.1 Training
 - 3.3.1.5.13.1.1 The Bidder shall describe the Bidder's expertise and experience in the delivery of training courses of a level equivalent to those required for the NEDS. This shall include experience in the preparation of syllabuses, schedules, course prerequisites, student skill prerequisites, course evaluations and instructor materials.
 - 3.3.1.5.13.1.2 The Bidder shall identify at least two such courses it has developed and delivered within the last three years.
 - 3.3.1.5.13.1.3 The Bidder shall describe how the NEDS Training Program shall be developed and proposed in accordance with the "NATO CIS Training Concept." (SOW 6.6.1).

- 3.3.1.5.13.1.4 The Bidder shall describe how the proposed courses will be derived from the results of the Training Needs Analysis (SOW 6.6.3).
- 3.3.1.5.13.1.5 The Bidder shall describe the typical set of training materials that shall be provided for any training course proposed under the Training Program. (SOW 6.6.12)
- 3.3.1.5.13.2 Site intallation documentation
- 3.3.1.5.13.2.1 The Bidder shall identify the COTS products for which the Bidder will provide accompanying manuals (SOW 6.8.7).
- 3.3.1.5.13.2.2 The Bidder shall outline the contents of all Support staff custom manuals (SOW 6.8.8). Specifically, The Bidder shall clearly outline the contents of the typical Disaster Recovery Plan & Procedures and the Backup Plan & Procedures. (SOW 6.8.8.9)
- 3.3.1.5.13.3 System Operation and Maintenance – Warranty.
- 3.3.1.5.13.3.1 The Bidder shall describe the Bidder’s approach to developing a Manpower Support Plan based on the results of the site surveys (SOW 6.9.1).
- 3.3.1.5.13.3.2 The Bidder shall explain how the Bidder intends to discharge his responsibilities for system operation and maintenance at any site until System Acceptance (SOW 6.9.2). The Bidder shall accurately indicate all Bidder resources (number and labor categories of staff, nature and quantities of any other required resources) that he will use to provide these services.
- 3.3.1.5.13.3.3 The Bidder shall describe the Bidder’s approach to providing next business day warranty support (SOW 6.9.3 & 6.9.4). The Bidder shall describe the organisation he will put in place as well accurately describe the steps through which the Purchaser will activate warranty support, and shall identify any other company that the Bidder intends to rely on.
- 3.3.1.5.13.3.4 The Bidder shall describe the Bidder’s approach to replacement of faulty HW and SW items (SOW 6.9.5).
- 3.3.1.6. Initial System Implementation Plan
- 3.3.1.6.1. The Bidder shall submit an initial System Implementation Plan (SIP) for the project. This document shall meet the requirements detailed below.
- 3.3.1.6.2. The initial SIP shall include a sample site survey plan, installation plan, activation plan, and back-out plan, as well as the tools identified by the Bidder to conduct all system implementation activities (SOW 5.3).

- 3.3.1.6.3. The initial SIP shall include a draft Site Survey Workbook of checklists, fill-in forms, installation sketches, contact information, installation specifications, and any other documentation proposed to support site surveys. (SOW 4.10)
- 3.3.1.7. Initial System Design Specification
- 3.3.1.7.1. The Bidder shall include an initial System Design Specification (SDS) (SOW 4.5.2.1.1). This initial SDS does not need to be complete: only information related to the particular specifications identified in the following paragraphs need to be provided.
- 3.3.1.7.2. The initial SDS shall clearly outline any differences with the Purchaser provided Initial System Design and provide detailed justification for each difference.
- 3.3.1.7.3. The initial SDS shall include as an annex a Requirements Traceability Matrix cross-referencing the contractual requirements and the contents of the initial SDS.
- 3.3.1.7.4. The initial SDS shall follow the outline specified in SOW 13.7.
- 3.3.1.7.4.1 System Architecture
- 3.3.1.7.4.1.1 The initial SDS shall include the NOV and NSV diagrams as required in the SOW.
- 3.3.1.7.4.1.2 The initial SDS shall include the COTS HW and SW proposed by the Bidder.
- 3.3.1.7.4.1.3 The initial SDS shall describe the physical layout and operation principles of the NEDS in the deployment sites.
- 3.3.1.7.4.1.4 The initial SDS shall describe the replication, synchronisation and browsing protocols.
- 3.3.1.7.4.1.5 The initial SDS shall describe the proposed system topology, routing and transport.
- 3.3.1.7.4.1.6 The initial SDS shall describe the Bidder's approach to simulating network workload.
- 3.3.1.7.4.1.7 The initial SDS shall outline the integration within the NATO Core AIS infrastructure.
- 3.3.1.7.4.1.8 The initial SDS shall describe the administration model and how it meets the three-tiered operational support concept defined in SRS section 4.

- 3.3.1.7.4.1.9 The initial SDS shall cover both basic NEDS Affiliates and optional NEDS Affiliates.
- 3.3.1.7.4.1.10 The initial SDS shall specifically identify which parts of the system design will have to be changed and in what way, in the event that some optional NEDS Affiliates are not exercised by the Purchaser.
- 3.3.1.7.4.1.11 The initial SDS shall incorporate all the design constraints identified in the SRS.
- 3.3.1.7.4.1.12 ~~The initial SDS shall specifically identify how the NEDS shall extend the existing storage infrastructure at the two implementation sites in compliance with SRS 9.4.1, 9.4.2 and 9.4.3. The initial SDS shall specifically identify which features of the design will have to be modified and in what way to adjust to the two potential situations regarding provision of storage capacities: system provided storage or use of the site provided SAN framework to be expanded by the project.~~
- ~~3.3.1.7.4.1.13~~ 3.3.1.7.4.1.14 The initial SDS shall specifically identify how the NEDS shall extend the existing backup infrastructure at the two implementation sites in compliance with SRS 9.3.1 and 9.3.2. The initial SDS shall specifically identify which features of the design will have to be modified and in what way to adjust to the two potential situations regarding backup functionality: system provided backup functionality or reliance upon site provided backup framework to be expanded by the project.
- ~~3.3.1.7.4.1.13~~ 3.3.1.7.4.1.14 The initial SDS shall specifically identify how the Reference System shall comply with SRS 9.3.3 and 9.4.4.
- 3.3.1.7.4.2 System Functionalities
- 3.3.1.7.4.2.1 The SDS shall describe how its proposed system shall meet the functional requirements in the SRS section 5.
- 3.3.1.7.4.3 System Interfaces
- 3.3.1.7.4.3.1 The initial SDS shall specifically describe the main design features of the interfaces with each relevant other system as listed in the SRS section 6 and in line with the associated design constraints in the SRS.
- 3.3.1.7.4.4 Performance capabilities
- 3.3.1.7.4.4.1 The initial SDS shall describe how the system shall meet the performance requirements in SRS section 7
- 3.3.1.7.4.5 Equipment Requirements
- 3.3.1.7.4.5.1 General

3.3.1.7.4.5.1.1 The Bidder shall state whether all Equipment provided by the Bidder will be compliant to SRS section 10.

3.3.1.7.4.5.2 Hardware

3.3.1.7.4.5.2.1 The Bidder shall state whether all hardware provided by the Bidder will be able to support the performance requirements (SRS section 7).

3.3.1.7.4.5.2.2 The Bidder states whether all hardware provided by the Bidder will be compliant with SRS 10.1 and 10.2.1.

3.3.1.7.4.5.3 Software

3.3.1.7.4.5.3.1 The Bid states whether all software to be provided by the Bidder are in compliance with SRS 10.1 and 10.2.2.

[3.3.1.7.4.6 Security Requirements](#)

[3.3.1.7.4.6.1 The initial SDS shall describe how the system shall meet the security requirements in SRS section 11.](#)

3.3.1.8. Equipment Specifications

3.3.1.8.1. For each Equipment Contract Line Item Number (CLIN) the Bidder shall provide a detailed list of the COTS components (Hardware and Software) proposed to be supplied as part of that CLIN. The product name, manufacturer name, and manufacturer's part number, version, or release number shall be stated. If a generic or non-vendor specific component is proposed, the Bidder shall only provide the item name.

3.3.1.8.2. The Bidder shall provide a detailed specification sheet for each item of COTS equipment the Bidder proposes to provide in satisfaction of contractual requirements.

3.3.1.9. Personnel Qualifications

3.3.1.9.1. The Bidder shall provide a list of proposed key personnel (Annex B-12) and a resume for each of the proposed key personnel.

3.3.1.9.2. For each key personnel, the resume must meet or exceed the experience and education criteria stated in Book II, Section 12 of the SOW.

3.3.1.10. CD-ROM

3.3.1.10.1. The Bidder shall provide a CD-ROM containing all documents of the Technical Proposal Package readable through MS Office suite or Acrobat Reader.

3.4. LIVE DEMONSTRATION

3.4.1. General

- 3.4.1.1. The Purchaser will review the Bidder's Technical proposal to confirm compliance. Upon notification from the Purchaser that the Bid is technically compliant as written, the Bidder will have up to two (2) weeks to get prepared for a live demonstration at NC3A The Hague. Those two (2) weeks include one (1) day installation at NC3A The Hague the day before the demonstration (any other preparation activities shall be conducted at the bidder's facilities). The purpose of the live demonstration is to confirm that the Bidder have good level of the knowledge and an appropriate background to integrate and deliver a complete NEDS system, and to complete the technical evaluation.
- 3.4.1.2. The Bidder shall deliver, activate and demonstrate a notional NEDS system in its environment incorporating the following elements: two (2) separate NEDS Elements, three (3) NEDS Affiliates, one (1) workstation enabling the simulation of the roles of NEDS Administrator, of NEDS Affiliates Administrator and of NATO Staff User.
- 3.4.1.3. Members of the Purchaser's technical evaluation team will observe the Bidder's demonstrations and confirm that the required functions have been demonstrated.
- 3.4.1.4. The demonstration system will not be evaluated on Technical Compliance with the SRS or the evaluation criteria for the paper portion of the Technical proposal. Instead, the Bidder shall demonstrate compliance with the functional capabilities described in paragraph 3.4.3.
- 3.4.1.5. The Purchaser reserves the right to inspect the configuration of any and all demonstration components to confirm that only software that is identified by the Bidder as part of its proposed equipment CLINs is installed or used.
- 3.4.1.6. The Purchaser will provide 230V/50Hz power for any demonstration equipment. The Purchaser shall provide tables and chairs for the equipment and the Bidder's demonstration personnel. Any other required facilities or equipment (e.g. power strips, extension cords...) shall be provided by the bidder.
- 3.4.1.7. The Live Demonstration shall be at no cost to the Purchaser.
- 3.4.1.8. Further to the demonstration, the bidder shall have one (1) day maximum to uninstall and remove all the equipment used for the demonstration from the demonstration room.

- 3.4.1.9. All property of the Bidder while at a Purchaser Facility shall be at the risk of the Bidder, and the Purchaser shall accept no liability for any loss or damage, except to the extent that any loss or damage is the result of a wilful act or gross negligence on the part of the Purchaser's employee or agent.
- 3.4.2. Demonstration preparation
- 3.4.2.1. As part of the above-mentioned two (2) weeks, the bidder shall have one (1) day to install the necessary equipment at NC3A The Hague facilities.
- 3.4.2.2. The bidder shall prepare and perform the installation so that:
- 3.4.2.2.1. Two (2) NEDS Elements are installed and configured
- 3.4.2.2.2. The Meta-Tool Software is installed and configured on each NEDS Element
- 3.4.2.2.3. The Directory Software is installed and configured on each NEDS Element
- 3.4.2.2.4. The NEDS Web portal is installed and configured on each NEDS Element
- 3.4.2.2.5. The workstation is installed and configured so that the three roles (i.e. NATO Staff User, NEDS Affiliate Administrator and NEDS Administrator) are accessible on the workstation
- 3.4.2.2.6. The three (3) NEDS Affiliates are installed and configured
- 3.4.2.2.7. The NEDS Element are not connected to each other
- 3.4.2.2.8. The NEDS Affiliates are not connected to any NEDS Element
- 3.4.2.2.9. Any data is removed from the NEDS repository (i.e. as if the NEDS Repository was used for the first time)
- 3.4.2.2.10. The NEDS Schema is created, is implemented and is ACP133 Ed C compliant.
- 3.4.2.2.11. The NEDS Agreements between the NEDS and each of the NEDS Affiliates (SRS 5.4.3) are prepared. These Agreements shall be filled in only with the necessary elements to run the Live Demonstration (note: the information resulting from the correlation will be included in the agreements later on as part of the demo)
- 3.4.2.2.12. The NEDS Affiliates meet the following requirements:
- 3.4.2.2.12.1 NEDS Affiliate '1' shall be Active Directory (with LDAP interface)

- 3.4.2.2.12.2 NEDS Affiliate '2' shall be capable of SQL "interface"
 - 3.4.2.2.12.3 NEDS Affiliate '3' shall be capable of import/export (LDIF or CSV)
 - 3.4.2.2.12.4 The intersection of entries contained in NEDS Affiliates '1' and '2' shall NOT be empty
 - 3.4.2.2.12.5 NEDS Affiliates '1' and '2' shall be filled in with ten (10) entries, each entry containing ten (10) attributes
 - 3.4.2.2.12.6 NEDS Affiliates '3' shall be filled in with five (5) entries, each entry containing at five (5) attributes
 - 3.4.2.2.12.7 The data contained in the NEDS Affiliate '1' shall yield to a 'fail' status for the data checking (e.g. letters are excepted however figures are included; or a certain format is excepted for a phone number and this format is not respected).
 - 3.4.2.2.13. Any other necessary elements required to perform the Live Demonstration is prepared
- 3.4.3. Required demonstrations
- Note: the Bidder shall have seven (7) hours to demonstrate the required functionalities
- 3.4.3.1. STEP 1
 - 3.4.3.1.1.1 Initialisation
 - 3.4.3.1.1.1.1 Show the NEDS Agreement between the NEDS and NEDS Affiliate '1' (the agreement shall contain a subset of the data required as per SRS 5.4.3.2)
 - 3.4.3.1.1.1.2 Establish the appropriate entries for NEDS Affiliate '1' within the administrative branch of the NEDS repository (SRS 5.1.2.3, SRS 5.1.4.5.4.1.2)
 - 3.4.3.1.1.1.3 Establish the schema mapping between the NEDS schema and NEDS Affiliate '1' schema (SRS 5.3)
 - 3.4.3.1.1.1.4 Connect NEDS Affiliate '1' to the NEDS (network connection)
 - 3.4.3.1.1.2 Data checking
 - 3.4.3.1.1.2.1 Run (manual start) a notional data checking functionality of NEDS Affiliate '1' (the syntax shall be checked regarding predefined rules) (SRS 5.4.1.3)

- 3.4.3.1.1.2.2 Open data checking report (SRS 5.4.1.5) and show that the result is 'fail' (see 3.4.2.2.12.7).
- 3.4.3.1.1.2.3 Modify NEDS Affiliate '1' data, run again the data checking functionality, open the data checking report and show that the result is 'pass'.
- 3.4.3.1.1.3 Correlation
 - 3.4.3.1.1.3.1 Run (manual start) the correlation between the NEDS and the NEDS Affiliate '1' (SRS 5.4.2)
 - 3.4.3.1.1.3.2 Open the correlation report (SRS 5.4.2.16) (the report should identify the entries that must be created within the NEDS)
 - 3.4.3.1.1.3.3 Create the necessary entries (two of them shall be created one by one, the others shall be created in a bulk) within the NEDS (SRS 5.1.4.5.4.1) and check that:
 - 3.4.3.1.1.3.3.1 A NEID is created for each entry as an attribute to the entry (SRS 5.1.3.1)
 - 3.4.3.1.1.3.3.2 A 'creator name' is created for each entry as an attribute to the entry (SRS 5.1.3.5)
 - 3.4.3.1.1.3.3.3 A last modifier attribute exists for each entry and that the attribute effectively contains the name of the last NEDS Publisher (SRS 5.1.3.7)
 - 3.4.3.1.1.3.4 Update the Agreement between the NEDS and NEDS Affiliate '1' in accordance with the correlation results.
 - 3.4.3.1.1.3.5 Open the Agreement between the NEDS and NEDS Affiliate '1' and show that it is correctly filled in (the agreement shall contain a subset of the data required as per SRS 5.4.3.2).
- 3.4.3.1.1.4 Synchronisation
 - 3.4.3.1.1.4.1 Run (manual start) the synchronisation between the NEDS and the NEDS Affiliate '1' (SRS 5.4.4)
 - 3.4.3.1.1.4.2 Open the synchronisation report (SRS 5.4.4.3)
 - 3.4.3.1.1.4.3 Show that the NEDS repository data are in line with NEDS Affiliate '1' data and that those data are in line with the synchronisation report.
- 3.4.3.2. STEP 2
 - 3.4.3.2.1. Run above initialisation activities for NEDS Affiliate '2'

- 3.4.3.2.2. Run above correlation activities for NEDS Affiliate ‘2’
- 3.4.3.2.3. Run above synchronisation activities for NEDS Affiliate ‘2’
- 3.4.3.2.4. Run the above correlation activities for NEDS Affiliate ‘1’
- 3.4.3.2.5. Run the above synchronisation activities for NEDS Affiliate ‘1’ so that NEDS Affiliate ‘1’ is completed with the correct attributes
- 3.4.3.2.6. Show that the results of STEP 2 are compliant with the agreements
- 3.4.3.3. STEP 3 (replication)
 - 3.4.3.3.1. Connect the second NEDS Element (network connection)
 - 3.4.3.3.2. Run (manual start) the replication between the two (2) NEDS Elements and show that the replication has operated properly (SRS 5.1.7)
 - 3.4.3.3.3. Change replication parameter so that the replication will be automatic and by incremental for the rest of the Live Demonstration (automatic replication every 10 minutes) (SRS 5.1.7.4)
- 3.4.3.4. STEP 4 (import / export)
 - 3.4.3.4.1. Run the above-mentioned initialisation activities for NEDS Affiliate ‘3’ (except network connection)
 - 3.4.3.4.2. Export data from NEDS Affiliate ‘3’
 - 3.4.3.4.3. Import data into the NEDS (SRS 6.1.3)
 - 3.4.3.4.4. Show that the NEDS was updated in compliance with NEDS Affiliate ‘3’ data
- 3.4.3.5. STEP 5 (browsing)
 - 3.4.3.5.1. Demonstrate that a NATO Staff User can browse the NEDS through the NEDS Web portal (SRS 5.1.4.4.3, SRS 5.1.4.4.4, SRS 5.1.4.4.7)
 - 3.4.3.5.2. Perform a “search for all” request (SRS 5.1.4.4.12) and show that the result effectively matches the expected content of the NEDS Repository further to the previous steps
 - 3.4.3.5.3. Demonstrate that the browsing capability allows for simple search filters based on single attribute value matching expression (SRS 5.1.4.4.11.2)

- 3.4.3.5.4. Demonstrate that a NATO Staff User have no access to the Administrative branch (SRS 5.1.4.4.1)
- 3.4.3.5.5. Modify an attribute of NEDS Affiliates '1'
- 3.4.3.5.6. Start the correlation/synchronisation processes so that the modification is propagated to the NEDS
- 3.4.3.5.7. Demonstrate that a new search by the NATO Staff User is in line with the modification
- 3.4.3.5.8. Show that the replication has been performed correctly as of 3.4.3.3.3 (if necessary, start an 'on-demand' replication)

3.5. ADMINISTRATIVE DOCUMENTATION PACKAGE

3.5.1. This envelope must include the following documentation:

- 3.5.1.1. The original of the Bid Guarantee required by paragraph 2.11 of the Bidding Instructions. If the Bid Guarantee is sent to the Purchaser directly from the Bidder's bank, a letter, in lieu of the actual Guarantee, shall be included specifying the details of the transmittal. Bidders are reminded that the Bid Guarantee shall reflect any extensions to the Bid Validity Date due to extensions in the Bid Closing Date.
- 3.5.1.2. Annex B-1 (CERTIFICATE OF LEGAL NAME OF BIDDER)
- 3.5.1.3. Annex B-2 (ACKNOWLEDGEMENT OF RECEIPT OF IFB AMENDMENTS)
- 3.5.1.4. Annex B-3 (CERTIFICATE OF INDEPENDENT DETERMINATION)
- 3.5.1.5. Annex B-4 (CERTIFICATE OF BID VALIDITY)
- 3.5.1.6. Annex B-5 (CERTIFICATE OF EXCLUSION OF TAXES, DUTIES AND CHARGES)
- 3.5.1.7. Annex B-6 (COMPREHENSION AND ACCEPTANCE OF CONTRACT SPECIAL AND GENERAL PROVISIONS)
- 3.5.1.8. Annex B-7 (DISCLOSURE OF REQUIREMENTS FOR NC3A EXECUTION OF SUPPLEMENTAL AGREEMENTS)
- 3.5.1.9. Annex B-8 (CERTIFICATE OF COMPLIANCE AQAP OR ISO 9001:2000 OR EQUIVALENT) with a copy of the relevant quality certification attached to it.

- 3.5.1.10. Annex B-9 (LIST OF PROSPECTIVE SUBCONTRACTORS)
- 3.5.1.11. Annex B-10 (LIST OF THIRD PARTY IPR) and associated copies of license agreements for each Third Party IPR.
- 3.5.1.12. Annex B-11 (CERTIFICATE OF ORIGIN OF EQUIPMENT, SERVICES, AND INTELLECTUAL PROPERTY).
- 3.5.1.13. Annex B-14 (BIDDER BACKGROUND IPR)
- 3.5.1.14. Annex B-15 (~~LIST OF SUBCONTRACTOR IPR~~ LIST OF SUBCONTRACTOR IPR)
- 3.5.1.15. Documentation Disclosure of Conflict of Interest
 - 3.5.1.15.1. A Conflict of Interest means that because of other activities or relationships with other persons or entities, a Bidder is unable or potentially unable to render impartial assistance or advice to the Purchaser or the Bidder's objectivity in performing the prospective Contract work is, or might be otherwise impaired, or the Bidder has an unfair competitive advantage.
 - 3.5.1.15.2. In compliance with paragraph 1.2.12, Bidders shall identify all business relationships with the PMIC Bidders including but not limited to those resulting from ownership, share of assets, strategic business agreements regardless of their nature or financial magnitude of which the Bidders is knowledgeable at the time of bid submission. If any of such relationships could constitute a real or apparent conflict of interest, or could otherwise, in any manner or form, influence or appear to influence the capacity of the Bidder to render unbiased service, Bidders shall submit a plan for the mitigation of the conflict detailing the measures the Bidder has or proposes to put in place for the purpose of preventing unfair advantage in relation to the performance associated with the prospective Contract
- 3.5.1.16. A CD-ROM containing an electronic version of the documentation stated in paragraphs 3.5.1.2 thru 3.5.1.14 above.
- 3.5.1.17. **No indication disclosing or contributing to disclose the Bid Price shall be made part of the Bid Administration Package. Failure to abide to this prescription may result in the bid being declared non-compliant.**

3.6. PACKAGE MARKING

- 3.6.1. Each package shall be sealed and identified with the following markings:
 - 3.6.1.1. Name and address of the Bidder,

- 3.6.1.2. The words “SEALED BID” followed by the reference “IFB-CO-12870-NEDS”; and
- 3.6.1.3. The appropriate package marking (i.e., Administrative Documentation Package, Price Proposal Package, or Technical Proposal Package).
- 3.6.2. All separate packages will be placed together in one or more Bid container(s) or package(s) each bearing the following marking:
 - 3.6.2.1. Name and address of the Bidder,
 - 3.6.2.2. And the following legend:

**SEALED BID IFB-CO-12870-NEDS
NOTIFY Mr. Gael Craver (X8387/8306) UPON RECEIPT**

SECTION 4: BID EVALUATION AND CONTRACT AWARD

4.1. GENERAL

- 4.1.1. The evaluation of Bids and the determination as to the responsiveness and technical adequacy of the services, products and materials offered shall be the responsibility of NC3A and shall be based on information provided by Bidders. NC3A shall not be responsible for searching, locating or confirming any information, which is not clearly identified and available in the Bid.
- 4.1.2. The Bidder shall furnish with his Bid all information requested by the Purchaser in SECTION 3: BID PREPARATION INSTRUCTIONS of this Book I. Significant omissions and/or cursory submissions may result in a determination of non-compliance without recourse to further clarification. The information provided by the Bidder in its proposal shall be to a level of detail necessary for the Purchaser to make an objective determination as to exactly what the Bidder proposes to furnish and whether the offer meets the technical, administrative and contractual requirements of this IFB.
- 4.1.3. During the evaluation, the Purchaser may request clarification of the Bid from the Bidder and the Bidder shall provide sufficient detailed information in connection with such requests as to permit the Purchaser to make a final determination based upon the facts. The purpose of such clarifications will be to resolve ambiguities in the bid and to permit the Bidder to state his intentions regarding certain statements contained therein. The purpose of the clarification stage is not to elicit additional information from the Bidder that was not contained in the original submission, or to allow the Bidder to supplement cursory answers or omitted aspects of the bid. The Bidder is not permitted any cardinal alteration of the bid regarding technical matters and shall not make any change to his price quotation at any time.
- 4.1.4. The Purchaser reserves the right, during the evaluation and selection process, to verify any statements made concerning experience, facilities, or existing designs or materials by making a physical inspection of the Bidder's facilities and capital assets.
- 4.1.5. Failure to satisfy any of the bidding requirements may result in a determination of non-compliance for the entire Bid.
- 4.1.6. Bids will be evaluated through a lowest technically compliant Bid approach. The evaluation of Bids shall be conducted as follows: (1) Verification of administrative compliance; (2) Identification of lowest Bidder or Bidders, based on the amounts shown in Bidding Sheets(s) (CLIN 1, and sub CLINS); and (3) Assessment of compliance with the contractual and technical provisions / specifications. If the lowest Bid or Bids are deemed non-compliant, then, the

next lowest Bid will be reviewed for compliance. This procedure will continue until the lowest compliant Bidder or Bidders are identified

4.2. CONTRACT AWARD

- 4.2.1. The contract resulting from this IFB will be awarded to the Bidder whose offer, as evaluated by the Purchaser, is the lowest priced bid in compliance with the requirements of this IFB. The evaluation will be conducted in accordance with the ICB Procedures as set forth in document AC/4-D/2261 (1996 Edition). Evaluation of this IFB will be conducted in accordance with the one step, one envelope procedure in which only the Technical Proposal of the lowest priced Bid is evaluated for compliance with the requirements of the IFB. The bidder who has offered the lowest priced, technically compliant bid will then be offered the contract for award.
- 4.2.2. As stated in paragraph 3.2.5.8 above, NC3A reserves the right not to award CLINs ~~4.1 thru 4.11~~ ~~4.5, 4.6, 4.8, 4.10 and 4.11~~ (COTS software products referred in the Bidding Sheets, Section 3) under solicitation, in whole or in part, if, after considering the total costs of satisfying these requirements through alternative means, such as existing Enterprise Agreements or Basic Ordering Agreements, it is in NC3A's best interest to do so.
- 4.2.3. If NC3A exercises the right stated in paragraph 4.2.2 above, the items covered by the stated CLINs shall be provided to the Contractor as Purchaser Furnished Property and Services under the provisions of clause 8.1 of the Special Contract Provisions of the prospective Contract, and the price of the Contract shall be adjusted accordingly.

4.3. ADMINISTRATIVE COMPLIANCE

- 4.3.1. Prior to the commencement of the Price Evaluation, Bids will be reviewed for compliance with the formal requirements for Bid submission as stated in this IFB. Specifically, the following requirements shall be verified:
- 4.3.1.1. The Bid was received by the Bid Closing Date and Time,
 - 4.3.1.2. The Bid is packaged and marked properly,
 - 4.3.1.3. The Administrative Envelope contains the documentation listed in paragraph 3.5 above and complies with the formal requirements established in paragraph 3.1 above.
 - 4.3.1.4. The Bidder has not taken exception to the Terms and Conditions of the Prospective Contract or has not qualified or otherwise conditioned his offer on a modification or alteration of the Terms and Conditions or the language of the Statement of work.

- 4.3.1.5. The Bidder disclosed Background and Third Party Intellectual Property and the terms of release or usage of these do not conflict with the stipulations of Section 7 of the Prospective Contract Special Provisions and Clause 30 of the Prospective Contract General Provisions or any other term or condition of the Prospective Contract.
- 4.3.1.6. Evaluation of Conflict of Interest Documentation
- 4.3.1.6.1. The Purchaser will evaluate the Bidder submission as detailed in Book I section III paragraph 3.5.1.15 and resort to the disqualification of the bid in those cases in which it is deemed that the Bidder's relationships with the PMIC Prospective Contractor could constitute a real or apparent conflict of interest, could in any manner or form influence or appear to influence the capacity of the Bidder to render unbiased service or otherwise result in an advantage during the course of the performance under the prospective Contract and any proposed conflict of interest mitigation plan proposed by the Bidder does not satisfactorily resolve the conflict of interest in place.
- 4.3.1.6.2. Conversely, should the Purchaser deem that the Bidder's Conflict of Interest Mitigation Plan adequately addresses the concerns relevant to any conflict of interest, it will make such plan part of any awarded Contract and subject to the stipulation of Clause 7.3 of the prospective Contract Special Provisions. Equally in those cases where the Bidder declares that no apparent or real conflict of interest exists such condition shall be reflected in any resulting Contract and made subject to the prescription of Clause 7.3 of the prospective Contract Special Provisions.
- 4.3.1.6.3. In the event that, during the evaluation of the Bids, the Purchaser would determine or suspect that the Bidder has not disclosed a real or apparent conflict of interest of which it was knowledgeable at the time of Bid submission, in breach of paragraphs 4.3.1.6.1 and 4.3.1.6.2, the Purchaser reserves the right to declare the Bid non-compliant
- 4.3.2. A Bid which fails to conform to the above requirements may be declared non-compliant.

4.4. PRICE EVALUATION

- 4.4.1. Once the assessment of administrative compliance has been completed, the lowest priced offer of those that have been found compliant under paragraph 4.3 above shall be identified.
- 4.4.2. Administratively compliant bids will be then assessed for compliance against the following standards:
- 4.4.2.1. The Price Quotation meets the requirements for preparation and submission of the Price Quotation set forth in the Bid Preparation Section and the Instructions for Preparation of the Bidding Sheets in Annex A-2.

- 4.4.2.2. Detailed pricing information has been provided and is adequate, accurate, traceable, and complete.
- 4.4.2.3. The Price Quotation meets requirements for price realism and balance as described below in paragraph 4.4.8.
- 4.4.3. A bid which fails to meet the compliance standards defined in this section may be declared non-compliant and may not be evaluated further by the Purchaser.
- 4.4.4. The Purchaser will convert all prices quoted into EURO for purposes of comparison and computation of price scores. The exchange rate to be utilised by the Purchaser will be the average of the official buying and selling rates of the European Central Bank at close of business on the last working day preceding the Bid Closing Date.
- 4.4.5. The Bid Price to be considered for the identification of the lowest bid will be derived from the Total of the Schedule of Supplies and Services calculated as follows:
 - 4.4.5.1. The sum of the Fixed Prices offered for CLINs 1.1 thru 1.4;
 - 4.4.5.2. The Purchaser Furnished Equipment price under CLIN 5 required by the proposed solution for implementation. As PFE prices are Commercial in Confidence, no price information can be provided through this IFB to the Bidders. However, these prices shall be clearly defined in the Source Selection Plan before the Bid Opening and shall be applied in the same way to all the Bids during the evaluation phase.; and
 - 4.4.5.3. The representative estimate of the future demand of predetermined options listed under CLINs 1.5 thru 1.8.
- 4.4.6. Bidders shall note that for CLINs 1.5 thru 1.8, there are several possible options and combination of options possible. Bidders shall price each and every option line item presented in the Bidding Sheets. The Purchaser shall select, for evaluation purposes only, the options that will be included as the basis of price evaluation for these CLINs. This information will be specified in the pricing section of the Source Selection Plan, but will not be made available to Bidders.
- 4.4.7. Inconsistencies and Discrepancies in Bid Price Quotation
 - 4.4.7.1. In case of inconsistencies, discrepancies and/or contradictory pricing information in the different parts of the Bid price submission and notwithstanding the possibility for the Purchaser, at its sole discretion to obtain clarification from the Bidder, for the purpose of determining the total price of the Bid, the following order of precedence shall apply:
 - 4.4.7.1.1. Hardcopy version of Sections 1 thru 3 of the Bidding Sheets

- 4.4.7.1.2. The hardcopy version of the remaining Sections of the Bidding Sheets
- 4.4.7.1.3. Electronic version of Sections 1 thru 3 of the Biddings Sheets
- 4.4.7.1.4. The electronic version of the remaining Sections of the Bidding Sheets
- 4.4.8. Price Realism
 - 4.4.8.1. In those cases in which the prices quoted in relation with this IFB appear to be unreasonably low in relation to the performance required under the prospective contract and/or the level of effort associated with the tasks, the Purchaser will reserve the right to request the bidder clarifications aimed to demonstrate the rationale for such circumstances.
 - 4.4.8.2. Indicators of an unrealistically low Bid may be the following, amongst others:
 - 4.4.8.2.1. Labour Costs that, when amortised over the expected or proposed direct labour hours, indicate average labour rates far below those prevailing in the Bidders locality for the types of labour proposed.
 - 4.4.8.2.2. Direct Material costs that are considered to be too low for the amounts and types of material proposed, based on prevailing market prices for such material.
 - 4.4.8.2.3. Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.
 - 4.4.8.3. If the Purchaser has reason to suspect that a Bidder has artificially debased its prices in order to secure contract award, the Purchaser will request clarification of the Bid in this regard and the Bidder shall provide explanation on one of the following bases:
 - 4.4.8.3.1. An error was made in the preparation of the Price Quotation. In such a case, the Bidder must document the nature of the error and show background documentation concerning the preparation of the Price Quotation that makes a convincing case that a mistake was made by the Bidder. In such a case, the Bidder shall petition the Purchaser to either remain in the competition and accept the Contract at the offered price, or to withdraw from the competition.
 - 4.4.8.3.2. The Bidder has a competitive advantage due to prior experience or industrial/technological processes that demonstrably reduce the costs of Bidder performance and therefore the price offered is realistic. Such an argument must support the technical proposal offered and convincingly and objectively describe the competitive advantage and the net savings achieved by this advantage over standard market practices and technology.

- 4.4.8.3.3. The Bidder recognises that the submitted Price Quotation is unrealistically low compared to its cost of performance and, for business reasons, the Bidder is willing to absorb such a loss. Such a statement can only be made by the head of the business unit submitting the Bid and will normally be made at the level of Chief Operating Officer or Chief Executive Officer. In such a case, the Bidder shall estimate the potential loss and show that the financial resources of the Bidder are adequate to withstand such reduction in revenue.
- 4.4.8.4. If a Bidder fails to submit a comprehensive and compelling response on one of the bases above, the Purchaser may determine the Bid submitted as non-compliant. If the Bidder responds on the basis of 4.4.8.3.1 above and requests to withdraw from the competition, the Purchaser may, depending on the nature and gravity of the mistake, allow the Bidder to withdraw.
- 4.4.8.5. If the Purchaser accepts the Bidder's explanation of mistake in paragraph 4.4.8.3.1 and allows the Bidder to accept the Contract at the offered price, or the Purchaser accepts the Bidder's explanation pursuant to paragraph 4.4.8.3.3 above, the Bidder shall agree that the supporting pricing data submitted with his Bid will be incorporated by reference in the resultant contract. The Bidder shall agree as a condition of contract signature, that the pricing data will be the basis of determining fair and reasonable pricing for all subsequent negotiations for modifications of or additions to the contract and that no revisions of proposed prices will be made.
- 4.4.8.6. If the Bidder presents a convincing rationale pursuant to paragraph 4.4.8.3.2 above, no additional action will be warranted. The Purchaser, however, reserves its right to reject such an argument if the rationale is not compelling or capable of objective analysis. In such a case the Bid may be determined to be non-compliant.
- 4.4.8.7. The Agency reserves the right to request prime contractors, or the subcontractor to separately identify each of the direct/indirect costs, advise why each is required, and provide supporting documentation to substantiate each charge, such as: 1) catalog price lists and any applicable discounts, 2) copies of the subcontractor's orders from others for the same or similar items, including explanations for cost variations, 3) Subcontractor's internal cost estimate, or Documentation of whatever means the subcontractor used to arrive at the charge.

4.5. CONTRACTUAL AND TECHNICAL COMPLIANCE

- 4.5.1. Once the lowest priced Bid has been identified, this Bid will be subject to an evaluation of compliance with contractual and technical requirements.
- 4.5.2. Contractual Compliance.

- 4.5.2.1. A Bid must be based on strict compliance with the terms, conditions, and requirements of the IFB and the prospective Contract.
- 4.5.2.2. If it is discovered, during either the Technical or Price evaluation, that the Bidder has taken exception to the Terms and Conditions of the Prospective Contract, or has qualified and/or otherwise conditioned its offer on a modification or alteration of the Terms and Conditions or the language of the Statement of Work, the Bidder may be determined to have submitted a non-compliant Bid.
- 4.5.2.3. In case of conflict between the information shown in the forms attached to this IFB, and the detailed evidence or explanations/comments furnished somewhere else in the offer, the detailed evidence/comments shall take precedence for the actual determination of compliance.
- 4.5.3. Technical Compliance
 - 4.5.3.1. Upon determination of the lowest-priced Bid as described above, the Bid shall be evaluated to confirm compliance with the following criteria associated with the respective sections of the Technical Proposal.
 - 4.5.3.2. Proposal Formal Compliance
 - 4.5.3.2.1. The Bidder has included a Table of Contents that meets the requirements established in paragraph 3.3.1.1 above.
 - 4.5.3.2.2. The Bid includes a Cross-Reference Matrix in accordance with paragraph 3.3.1.2 above.
 - 4.5.3.2.3. The last column of the Cross-Reference Matrix in Annex C is completely filled out with Bid references that locate the technical proposal documentation required by the IFB.
 - 4.5.3.3. Bidder Qualifications
 - 4.5.3.3.1. The Bid provides an overview of the Bidder's products and services, locations, facilities, organisation, and financial condition as required by paragraph 3.3.1.3.
 - 4.5.3.3.2. The description of the organisational structure and facilities is as detailed and comprehensive as indicated in paragraph 3.3.1.3.1 and is adequate for the performance of the prospective contract.
 - 4.5.3.3.3. The Bidder has provided documentation to prove that it has adequate financial resources to perform the contract or the ability to obtain them.
 - 4.5.3.3.4. The Bid describes the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt

delivery of COTS information systems equipment in satisfaction of short-notice or unpredictable customer orders. The description provides sufficient evidence to confirm that the Bidder will be able to meet the timelines and other shipment and Task requirements of the SOW.

- 4.5.3.3.5. As required by 3.3.1.4, the Bid describes the Bidder's experience and expertise in providing COTS information systems equipment to geographically-dispersed organisations. In particular, the Bid identifies at least three contracts within the last three years for which the Bidder provided COTS workstations, servers, and ancillary equipment to two or more locations of a company or other organisation.
- 4.5.3.3.6. The Bid describes the Bidder's experience and expertise in providing warranty support and repair-and-replacement service for COTS information systems equipment for geographically-dispersed organisations. The description demonstrates that the Bidder has the capacity and corporate expertise to provide after-acceptance warranty support to the anticipated number and distribution of NEDS sites.
- 4.5.3.4. Initial Project Management Plan.
- 4.5.3.4.1. The Bid includes an initial Project Management Plan (PMP) for the project, which meets the requirements detailed below:
- 4.5.3.4.2. Organisation - Contractor Organisation and Responsibilities
- 4.5.3.4.2.1 The Bid identifies all major Contractor operating units and any Sub-Contractors involved in the implementation of the NEDS and includes a description of the overall effort or deliverable item for which they are responsible (SOW 3.4.2.1).
- 4.5.3.4.2.2 The Bid describes the organisation and responsibilities of the Bidder's NEDS Project Management Office (PMO) and describes the associated staffing (SOW 3.4.2.2) and resources. The description of the staffing and resources shall cover everything needed to conduct and support the management and administration of operations in order to meet the objectives of the project, including taking all reasonable steps to ensure continuity of personnel assigned to work on this project. (SOW 3.4.2.3)
- 4.5.3.4.2.3 The Bid includes certifications that the designated key personnel possess current NATO SECRET clearances. The Bid identifies the approximate number of staff who will need to be processed for NATO SECRET clearances to perform the tasks called for under the Contract and considers realistic delays in clearance processing in preparing the draft Project Master Schedule.
- 4.5.3.4.3. Project planning

- 4.5.3.4.3.1 The Bid describes the Bidder's approach for developing a Product Breakdown Structure and a Product Flow Diagram for this project (SOW 3.5.1).
- 4.5.3.4.3.2 The Bid describes the Bidder's approach approach to establishing and maintaining a Project Master Schedule (SOW 3.5.2).
- 4.5.3.4.3.3 The Bid includes an initial Product Breakdown Structure (PBS), an initial Product Flow Diagram (PFD), and an initial Project Master Schedule (PMS) with the same level of detail as that of the bidding sheets set in Annex A-1. That breakdown at minimum distinguishes between services, HW equipment, and SW equipment. Moreover, the services at a minimum distinguish between the various activities shown in the list below:
- 4.5.3.4.3.3.1 system engineering and integration,
- 4.5.3.4.3.3.2 system tests,
- 4.5.3.4.3.3.3 site surveys,
- 4.5.3.4.3.3.4 site installation
- 4.5.3.4.3.3.5 site activation,
- 4.5.3.4.3.3.6 on-site training,
- 4.5.3.4.3.3.7 PCA, PSA, system acceptance,
- 4.5.3.4.3.3.8 System benchmarking.
- 4.5.3.4.3.4 In the PMS, each of the activities listed above is represented as a simple task (not a summary task) loaded with resources and labour profiles selected from those defined in the SOW, so as to be able to ascertain the suitability of the level of effort involved in each task.
- 4.5.3.4.4. Risk Management
- 4.5.3.4.4.1 The Bid describes the Bidder's approach to each aspect of risk management (SOW 3.6).
- 4.5.3.4.4.2 The Bid includes an initial Risk assessment for the project, in the form of a Risk Log (SOW 3.6.6). The Risk Log is not a list of standard generic risks but contains risks specific to this project and reflects a good understanding of the contract requirements by the Bidder. For each risk the Risk Log identifies a response among the various types of responses listed in the SOW (SOW 3.6), and provides details about the implementation of that response.

- 4.5.3.4.5. Configuration management
 - 4.5.3.4.5.1 The Bid describes the Bidder's approach to Configuration Management (CM) as referred to in STANAG 4159 and ACMP 1-7. The Bid describes the CM functions as necessary (configuration planning and identification and documentation, configuration control, configuration status accounting, configuration verification), and shows how these functions will be performed for the prime and any Sub-contractors. (SOW 3.7.1 thru 3.7.5)
 - 4.5.3.4.5.2 The Bid describes how the Bidder shall establish and control the Functional, Developmental, and Product Baselines. (SOW 3.7.6)
 - 4.5.3.4.5.3 The Bid describes the automated tools that the Bidder shall use to establish and manage the system baselines. (SOW 3.7.7)
- 4.5.3.4.6. Change Control
 - 4.5.3.4.6.1 The Bid describes the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all change requests. (SOW 3.8.1)
 - 4.5.3.4.6.2 The Bid describes the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all off-specifications in the Developmental and Product baselines. (SOW 3.8.2)
 - 4.5.3.4.6.3 The Bid describes the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all project issues. (SOW 3.8.3)
- 4.5.3.4.7. Quality
 - 4.5.3.4.7.1 The Bid includes the Bidder's proposed Quality Plan and indicates how it will be executed and maintained (SOW 3.9.3).
 - 4.5.3.4.7.2 The Bid shows that the proposed Quality Plan meets the requirements of Allied Quality Assurance Publications. (SOW 2.1.1)
 - 4.5.3.4.7.3 The Bid shows that the proposed Quality Plan shows how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract. (SOW 3.9.3)
 - 4.5.3.4.7.4 The Bid shows that the proposed Quality Plan identifies any existing corporate processes that the Bidder intends to rely on for Quality (SOW 3.9.3)

- 4.5.3.4.7.5 The Bid shows that the proposed Quality Plan clearly indicates the Quality-related activities, responsibilities, and controls for the prime and any Sub-contractors. (SOW 3.9.3)
- 4.5.3.4.7.6 The Bid shows that the proposed Quality Plan indicates the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).
- 4.5.3.4.7.7 The Bid shows that the proposed Quality Plan describes the Bidder's internal process for the quality review of the deliverables before their release to the Purchaser. The Bid shows that the proposed Quality Plan shows that this process ensures all deliverables meet Contractor quality and Project contract standards. (SOW 3.9.1 and 3.9.2)
- 4.5.3.4.7.8 The Bid shows that the proposed Quality Plan describes how all necessary assistance will be provided to the Quality Assurance Representative or his delegated National QAR, and how quality records for the prime and any Sub-contractors or consortium members will be made available for evaluation. (SOW 3.9.4).
- 4.5.3.4.7.9 The Bid shows that the proposed QA Program identifies any existing corporate processes that the Bidder intends to rely on for Quality Assurance and Quality Control.
- 4.5.3.4.8. Project Controls
- 4.5.3.4.8.1 The Bid includes an outline or template of the Project Status Report (SOW 3.10.1).
- 4.5.3.4.8.2 The Bid describes the Bidder's approach to supporting the monthly Project Review Meetings. (SOW 3.10.2.2)
- 4.5.3.4.8.3 The Bid describes the Bidder's approach to working with the NEDS Integrated Project Team. (SOW 3.10.2.3)
- 4.5.3.4.8.4 The Bid describes the Bidder's approach to hosting and conducting the Design Reviews. (SOW 3.10.2.4)
- 4.5.3.4.8.5 The Bid describes the Bidder's approach to conducting the quarterly security accreditation reviews. (SOW 3.10.2.5)
- 4.5.3.4.8.6 The Bid describes the Bidder's approach to establishing and maintaining an unclassified, publicly-accessible website on which all relevant unclassified NEDS project documentation shall be maintained. (SOW 3.10.3)

- 4.5.3.4.8.7 The Bid includes an accurate website map as well as screenshots for the proposed home page and the first level pages (those directly linked to by the home page) of the website.
- 4.5.3.4.8.8 The Bid describes the Bidder's proposed access control mechanism to restrict viewing to an approved list of users. (SOW 3.10.3).
- 4.5.3.4.9. Independent Verification & Validation (IV&V)
- 4.5.3.4.9.1 The Bidder shall describe the Bidder's approach to support IV&V activities (SOW 3.11).
- 4.5.3.4.10. System Engineering, Integration, and Test
- 4.5.3.4.10.1 The Bid describes the Bidder's approach to conducting the NEDS Requirements Analysis and Review. (SOW 4.4) as well as to the development of the associated documentation.
- 4.5.3.4.10.2 The Bid describes the Bidder's approach to liaising with the NEDS Affiliates, obtaining the necessary information and establishing the NEDS Agreements. (SOW 4.5.1)
- 4.5.3.4.10.3 The Bid describes the Bidder's approach to reviewing the Purchaser-provided Initial System Design (SOW 4.5.1)
- 4.5.3.4.10.4 The Bid describes the Bidder's approach to developing the preliminary design of the NEDS. (SOW 4.5.1)
- 4.5.3.4.10.5 The Bid describes the Bidder's approach to developing a detailed design based on the results of the Preliminary Design Review (PDR) and changes to the requirements baseline. (SOW 4.5.1)
- 4.5.3.4.10.6 The Bid describes the Bidder's approach to conducting a network simulation (SOW 4.5.1). Specifically, the Bid identifies all information the Bidder will require from the Purchaser to conduct that simulation.
- 4.5.3.4.10.7 The Bid describes the Bidder's approach to preparing and maintaining the System Design Documentation Package throughout the design, integration, test and site surveys activities, ensuring consistency between all the documents included in that documentation package. (SOW 4.5.2)
- 4.5.3.4.10.8 The Bid describes the Bidder's Risk Assessment Methodology and the Bidder's approach to developing and maintaining the System Security Documentation (SOW 4.5.2.1.3), including proposing any appropriate change requests against the Functional Baseline.
- 4.5.3.4.10.9 The Bid describes the Bidder's approach to maintaining clear requirements traceability between the Functional Baseline and the Developmental

Baseline throughout the design, development and integration process (SOW 4.5.2.1.4).

- 4.5.3.4.10.10 The Bid describes the Bidder's approach to the development of any custom-developed software for the NEDS. (SOW 4.7)
- 4.5.3.4.10.11 The Bid describes the Bidder's approach to developing Test documentation (SOW 11.3).
- 4.5.3.4.10.12 The Bid describes the Bidder's approach to maintaining clear requirements traceability between the Functional Baseline, the Developmental Baseline, and the Product Baseline throughout the test process (SOW 11.3).
- 4.5.3.4.10.13 The Bid describes the Bidder's approach to the performance of Factory Acceptance Tests and Certification Tests, including the execution of the installation and activation plans, the back-out plan and procedures as well as the demonstration of the Security Implementation Verification Procedures. (SOW 4.8 and 4.9).
- 4.5.3.4.10.14 The Bid describes the Bidder's approach to Site Surveys (SOW 4.10), including Training Needs Analysis during the site surveys (SOW 6.6.3).
- 4.5.3.4.11. System Implementation
 - 4.5.3.4.11.1 The Bid describes the Bidder's approach to developing and maintaining the System Implementation Plan, and to maintaining the SIP to reflect the findings and results of the Site Surveys activities and in relation with the progress of installation and activation activities (SOW 5.3).
 - 4.5.3.4.11.2 The Bid describes the Bidder's approach to Preparations for Installation (SOW 5.4).
 - 4.5.3.4.11.3 The Bid describes the Bidder's approach to Site Installation (SOW 5.5), including unpacking and installation, demonstration of Security Implementation Verification Procedures (SIVPs) and a description of steps 1 to 3. (SOW 5.5)
 - 4.5.3.4.11.4 The Bid describes the Bidder's approach to Site Activation (SOW 5.6).
 - 4.5.3.4.11.5 The Bid describes the Bidder's approach to demonstrating all Reference System-specific capabilities, including how the Reference System shall be used to (SOW 5.6):
 - 4.5.3.4.11.5.1 Generate a baseline
 - 4.5.3.4.11.5.2 test software modifications to the NEDS Product Baseline prior to distribution to operational sites

- 4.5.3.4.11.5.3 add or remove a NEDS Affiliate
- 4.5.3.4.11.6 The Bid describes the Bidder's approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bid describes the Bidder's approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept. (SOW 5.7)
- 4.5.3.4.11.7 The Bid describes the Bidder's approach to conducting the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline. (SOW 5.8)
- 4.5.3.4.11.8 The Bid describes the Bidder's approach to conducting Partial System Acceptance (PSA) and System Acceptance (SA). (SOW 5.9 & 5.10)
- 4.5.3.4.11.9 The Bid describes the Bidder's approach to carrying out the System Benchmarking. The description shall address how the Bidder shall deal with off-specifications, delays, test failures, and similar contingencies that might occur during the System Benchmarking process. (SOW 5.11)
- 4.5.3.4.12. Integrated Logistics Support
 - 4.5.3.4.12.1 Training
 - 4.5.3.4.12.1.1 The Bid describes the Bidder's expertise and experience in the delivery of training courses of a level equivalent to those required for the NEDS. This shall include experience in the preparation of syllabuses, schedules, course prerequisites, student skill prerequisites, course evaluations and instructor materials.
 - 4.5.3.4.12.1.2 The Bid identifies at least two such courses it has developed and delivered within the last three years.
 - 4.5.3.4.12.1.3 The Bid describes how the NEDS Training Program shall be developed and proposed in accordance with the "NATO CIS Training Concept." (SOW 6.6.1).
 - 4.5.3.4.12.1.4 The Bid describes how the proposed courses will be derived from the results of the Training Needs Analysis (SOW 6.6.3).
 - 4.5.3.4.12.1.5 The Bid describes the typical set of training materials that shall be provided for any training course proposed under the Training Program. (SOW 6.6.12)
 - 4.5.3.4.12.2 Site Installation Documentation

- 4.5.3.4.12.2.1 The Bid identifies the COTS products for which the Bidder will provide accompanying manuals (SOW 6.8.7).
- 4.5.3.4.12.2.2 The Bid outlines the contents of all Support staff custom manuals (SOW 6.8.8). Specifically, The Bid clearly outlines the contents of the typical Disaster Recovery Plan & Procedures and the Backup Plan & Procedures. (SOW 6.8.8.9)
- 4.5.3.4.12.3 System Operation and Maintenance – Warranty.
- 4.5.3.4.12.3.1 The Bid describes the Bidder’s approach to developing a Manpower Support Plan based on the results of the site surveys (SOW 6.9.1).
- 4.5.3.4.12.3.2 The Bid explains how the Bidder intends to discharge his responsibilities for system operation and maintenance at at any site until System Acceptance (SOW 6.9.2). The Bid accurately indicates all Bidder resources (number and labor categories of staff, nature and quantities of any other required resources) that the Bidder will use to provide these services.
- 4.5.3.4.12.3.3 The Bid describes the Bidder’s approach to providing next business day warranty support (SOW 6.9.3 & 6.9.4). The Bid describes the organisation that the Bidder will put in place as well accurately describes the steps through which the Purchaser will activate warranty support, and identifies any other company that the Bidder intends to rely on.
- 4.5.3.4.12.3.4 The Bid describes the Bidder’s approach to replacement of faulty HW and SW items (SOW 6.9.5)
- 4.5.3.5. Initial System Implementation Plan
- 4.5.3.5.1. The Bid includes an initial System Implementation Plan (SIP) for the project, which meets the requirements detailed below.
- 4.5.3.5.2. The initial SIP includes a sample site survey plan, installation plan, activation plan, and back-out plan, as well as the tools identified by the Bidder to conduct all system implementation activities (SOW 5.3).
- 4.5.3.5.3. The initial SIP includes a draft Site Survey Workbook of checklists, fill-in forms, installation sketches, contact information, installation specifications, and any other documentation proposed to support site surveys. (SOW 4.10)
- 4.5.3.6. Initial System Design Specification
- 4.5.3.6.1. The Bid includes an initial System Design Specification (SDS) (SOW 4.5.2.1.1), which provides information as stated in the paragraphs below.

- 4.5.3.6.2. The initial SDS outlines any differences with the Purchaser provided Initial System Design and provides detailed justification for each difference.
- 4.5.3.6.3. The initial SDS includes as an annex a Requirements Traceability Matrix cross-referencing the contractual requirements and the contents of the initial SDS.
- 4.5.3.6.4. The initial SDS follows the outline specified in SOW section 13.7.
- 4.5.3.6.4.1 System Architecture
- 4.5.3.6.4.1.1 The initial SDS includes the NOV and NSV diagrams as required in the SOW.
- 4.5.3.6.4.1.2 The initial SDS describes the physical layout and operation principles of the NEDS in the deployment sites.
- 4.5.3.6.4.1.3 The initial SDS describes the replication, synchronisation and browsing protocols.
- 4.5.3.6.4.1.4 The initial SDS shall describe the proposed system topology, routing and transport.
- 4.5.3.6.4.1.5 The initial SDS outlines the Bidder's approach to simulating network workload.
- 4.5.3.6.4.1.6 The initial SDS outlines the integration with the NATO Core AIS infrastructure.
- 4.5.3.6.4.1.7 The initial SDS describes the administration model and how it meets the three-tiered operational support concept defined in SRS section 4.
- 4.5.3.6.4.1.8 The initial SDS covers both basic NEDS Affiliates and optional NEDS Affiliates.
- 4.5.3.6.4.1.9 The initial SDS specifically identifies which parts of the system design will have to be changed and in what way, in the event that some optional NEDS Affiliates are not exercised by the Purchaser.
- 4.5.3.6.4.1.10 The initial SDS incorporates all the design constraints identified in the SRS.
- 4.5.3.6.4.1.11 The initial SDS specifically identifies how the NEDS shall extend the existing storage infrastructure at the two implementation sites in compliance with SRS 9.4.1, 9.4.2 and 9.4.3~~The initial SDS specifically identifies which features of the design will have to be modified and in what way to adjust to the two potential situation regarding provision of~~

~~storage capacities: system provided storage or use of the site provided SAN framework to be expanded by the project.~~

~~4.5.3.6.4.1.12 The initial SDS specifically identifies how the NEDS shall extend the existing backup infrastructure at the two implementation sites in compliance with SRS 9.3.1 and 9.3.2. The initial SDS specifically identifies which features of the design will have to be modified and in what way to adjust to the two potential situations regarding backup functionality: system provided backup functionality or reliance upon site provided backup framework to be expanded by the project.~~

~~4.5.3.6.4.1.12~~ 4.5.3.6.4.1.13 The initial SDS specifically identifies how the Reference System shall comply with SRS 9.3.3 and 9.4.4.

4.5.3.6.4.2 System Functionalities

4.5.3.6.4.2.1 The initial SDS describes how its proposed system shall meet the functional requirements in the SRS section 5.

4.5.3.6.4.3 System Interfaces

4.5.3.6.4.3.1 The initial SDS specifically describes the main design features of the interfaces with each relevant other system as listed in the SRS section 6 and in line with the associated design constraints in the SRS.

4.5.3.6.4.4 Performance capabilities

4.5.3.6.4.4.1 The initial SDS describes how the system shall meet the performance requirements in SRS section 7

4.5.3.6.4.5 Equipment Requirements

4.5.3.6.4.5.1 General

4.5.3.6.4.5.1.1 The Bid states whether all Equipment provided by the Bidder will be compliant to SRS section 10.

4.5.3.6.4.5.2 Hardware

4.5.3.6.4.5.2.1 The Bid states whether all hardware provided by the Bidder will be able to support the performance requirements (SRS section 7).

4.5.3.6.4.5.2.2 The Bid states whether all hardware provided by the Bidder will be compliant with SRS 10.1 and 10.2.1.

4.5.3.6.4.5.3 Software Requirements

- 4.5.3.6.4.5.3.1 The Bid states whether all software to be provided by the Bidder are in compliance with SRS 10.1 and 10.2.2.
- 4.5.3.6.4.6 Security Requirements
- 4.5.3.6.4.6.1 The initial SDS describes how the system shall meet the security requirements in SRS section 11
- 4.5.3.7. Equipment Specifications.
- 4.5.3.7.1. For each Hardware Contract Line Item Number (CLIN) the Bid includes a detailed list of the COTS components proposed to be supplied as part of that CLIN. The product name, manufacturer name, and manufacturer's part number, version, or release number are stated. If a generic or non-vendor specific component is proposed, the Bidder provides the item name.
- 4.5.3.7.2. The Bid includes a detailed specification sheet for each item of COTS equipment the Bidder proposes to provide in satisfaction of contractual requirements.
- 4.5.3.8. Personnel Qualifications.
- 4.5.3.8.1. The Bid includes a resume for each key personnel and identifies the proposed role for that key personnel.
- 4.5.3.8.2. Each key personnel's resume meets or exceed the experience and education criteria stated in Book II, Sections 12 of the SOW.
- 4.5.3.9. CD-ROM
- 4.5.3.9.1. The Bid contains an electronic version of all the documentation included in the Technical Proposal Package on CD-ROM format readable through MS Office suite or Acrobat Reader.
- 4.5.4. Live Demonstration
- 4.5.4.1. The Live Demonstration of the Bidder's notional NEDS system in its environment shall be considered successful when it has met the following compliance criteria.
- 4.5.4.1.1. The Bidder prepares the demonstration in compliance with 3.4.2
- 4.5.4.1.2. The Bidder demonstrates all required demonstrations in compliance with 3.4.3
- 4.5.4.2. A bid which fails to meet the requirements of the Live Demonstration may be declared non-compliant.

Annex A BIDDING SHEETS AND RELATED INFORMATION

Annex A-1. BIDDING SHEETS

IFB-CO-12870-NEDS

On behalf of the firm stated below I hereby offer to provide NC3A with the services and deliverables (collectively referred as “ITEMS”) set forth in the attached schedules², at the specified prices, and subject to the terms and conditions stated in the referred IFB.

Date :

Signature :

Name & Title :

Company :

Bid Reference :

² Bidders must fill out, print, and attach to this cover page a hardcopy of the worksheets contained in the file “2-IFB-CO-12870-NEDS-Bidding Sheets.xls” that was submitted to them as part of the IFB package.

Annex A-2. Instructions for Completing the Bidding Sheets

This annex contains instructions on how to fill out the Bidding Sheets (e-file: IFB-CO-12870-NEDS Bidding Sheets.xls), which must be used by the Bidder to produce the price proposal.

A. INSTRUCTIONS.

1. HOW TO FILL OUT THE BIDDING SHEETS

1.1. The Bidding Sheets consist of a series of spreadsheets providing detailed cost information about the prices offered by a Bidder.

1.2. Bidders must fill only those cells that are highlighted in yellow.

1.3. If a specific cost element is not relevant for a CLIN, the field that corresponds to that cost element may be left blank. However, Bidders are advised to provide some sort of clarification in such cases by completing the “notes” or “remarks” fields available in each worksheet.

1.4. In addition to the general guidance provided herein, Bidders must also follow the instructions provided in paragraph 3.2 of Part III and the explanatory notes specifically provided in each worksheet.

B. DEFINITIONS.

In filling out the various sections of the Bidding Sheets, Bidders must note the definitions set below.

1. DIRECT MATERIAL

1.1 Purchased Parts: Provide a consolidated priced summary of individual material quantities included in the various tasks, orders, or contract line items being proposed and the basis for pricing (vendor quotes, invoice prices, etc.). Give details on an attached schedule.

1.2 Subcontracted Items: Show the total cost of subcontract effort.

1.3 Other:

(i) Raw Material: Consists of material in a form or state that requires further processing. Provide priced quantities of items required for the proposal. Show total cost and give details on an attached schedule.

(ii) Standard Commercial Items: Consists of items that the Bidder normally fabricates, in whole or in part, and that are generally stocked in inventory. Provide an appropriate explanation of the basis for pricing on attached schedule.

1.4 Prices for direct material shall be fully loaded with applicable overhead rates, general and administrative costs, and profit.

2. DIRECT LABOUR

2.1 Show the hourly rate and the total hours for each individual (if known) and discipline of direct labor proposed. Indicate whether actual rates or escalated rates are used. If escalation is included, state the degree (percent) and rationale used.

2.2. Prices for direct labour shall be fully loaded with any applicable overhead, general and administrative costs, and profit

3. OTHER DIRECT COSTS

3.1 Special Tooling/Equipment. Identify and support specific equipment and unit prices. Use a separate schedule if necessary.

3.2 Travel. Identify and support each trip proposed and the persons (or disciplines) designated to make each trip. Identify and support transportation and per diem rates.

3.3 Individual Consultant Services. Identify and support the proposed contemplated consulting. State the amount of services estimated to be required and the consultant's quoted daily or hourly rate.

3.4 Other Costs. List all other direct charge costs not otherwise included in the categories described above (e.g., services of specialized trades, computer services, preservation, packaging and packing, travel costs, leasing of equipment) and provide bases for pricing.

3.5 Amounts quoted as other direct costs shall also be fully loaded with any applicable overheads, general and administrative costs, and profit.

4. GRAND TOTAL

4.1 This is the Bidder final total price for the work and deliverables listed in the bidding sheet and should match the total price quoted in the Schedule of Services and Deliverables (Section 1 CLIN 1 and Sub-CLINs – Work Packages 1 through 8 of the Bidding Sheets)

**Annex B PRESCRIBED ADMINISTRATIVE FORMS AND
CERTIFICATES**

**Annex B-1. CERTIFICATE OF LEGAL NAME OF
BIDDER**

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

FULL NAME OF CORPORATION: _____

DIVISION (IF APPLICABLE): _____

SUB DIVISION (IF APPLICABLE): _____

OFFICIAL MAILING ADDRESS

E-MAIL ADDRESS: _____

TELEFAX No: _____

POINT OF CONTACT REGARDING THIS BID:

NAME: _____
POSITION: _____
TELEPHONE: _____

ALTERNATIVE POINT OF CONTACT:

NAME: _____
POSITION: _____
TELEPHONE: _____

Date

Signature of Authorised Representative

Printed Name

Title

Company

Annex B-2. ACKNOWLEDGEMENT OF RECEIPT OF IFB AMENDMENTS

I confirm that the following amendments to Invitation For Bid n° IFB-CO-12870-NEDS have been received and the Bid, as submitted, reflects the content of such amendments.

Amendment no.	Date of Issued	Date of receipt	Initials

Date

Signature of Authorised Representative

Printed Name

Title

Company

Annex B-3. CERTIFICATE OF INDEPENDENT DETERMINATION

It is hereby stated that:

- a. We have read and understand all documentation issued as part of IFB-CO-12870-NEDS. Our Bid submitted in response to the referred solicitation is fully compliant with the provisions of the IFB and the prospective contract.
- b. Our Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Bidder or with any competitor;
- b. The contents of our Bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other Bidder or to any competitor; and
- c. No attempt has been made, or will be made by the Bidder to induce any other person or firm to submit, or not to submit, a Bid for the purpose of restricting competition.

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

Annex B-4. CERTIFICATE OF BID VALIDITY

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

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

**Annex B-5. CERTIFICATE OF EXCLUSION OF TAXES,
DUTIES AND CHARGES**

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

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

Annex B-6. COMPREHENSION AND ACCEPTANCE OF CONTRACT SPECIAL AND GENERAL PROVISIONS

The Bidder hereby certifies that he has reviewed the Special Contract Provisions and the NC30 General Provisions set forth in the Prospective Contract, Book II of this Invitation For Bid. The Bidder hereby provides his confirmation that he fully comprehends the rights, obligations and responsibilities of the Contractor as set forth in the Articles and Clauses of the Prospective Contract. The Bidder additionally certifies that the offer submitted by the Bidder is without prejudice, qualification or exception to any of the Terms and Conditions and he will accept and abide by the stated Special and General Provisions if awarded the contract as a result of this Invitation For Bid.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

ANNEX B-7. DISCLOSURE OF REQUIREMENTS FOR NC3A 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 NC3A 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 NC3A to determine the submitted bid to be non-compliant with the requirements of the IFB;

We accept that should the resultant supplemental agreements issued in final form by the government(s) result in an impossibility to perform the Contract in accordance with its schedule, terms or specifications, the contract may be terminated by the Purchaser at no cost to either Party.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

**Annex B-8. CERTIFICATE OF COMPLIANCE AQAP
OR ISO 9001:2000 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 9001:2000 as evidenced through the attached documentation¹.

.....
Date

.....
Signature of Authorised Representative

.....
Title

.....
Company

¹ Bidders must attach copies of any relevant quality certification.

**Annex B-9. LIST OF PROSPECTIVE
SUBCONTRACTORS**

Name and Address of Sub-Bidder	DUNS Number ¹	Primary Location of Work	Items/Services to be Provided	Estimated Value of Sub-Contract

Date :

Signature :

Name & Title :

Company :

Bid Reference :

¹ Data Universal Numbering System (DUNS). Bidders are requested to provide this data in order to help NC3A to correctly identify Subcontractors. If a Subcontractor's DUNS is not known this field may be left blank.

Annex B-10. LIST OF THIRD PARTY IPR

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

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

IPR DESCRIPTION	REMARKS/RESTRICTIONS ¹

- 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 Third Party IPR stated above shall be licensed to the Purchaser according to the terms and conditions specified in the prospective Contract and more particularly in accordance with clauses 7.1.2 and 7.2 of the Special Contract Provisions.

Date :

Signature :

Name & Title :

Bid Reference :

¹ Bidders must provide the exact scope of license that will be granted to the Purchaser, which must comply with the stipulations of the prospective Contract. Where Third Party IPR is the subject of a license or other agreement between the third party and the Purchaser or the Contractor a copy of the stated license agreement must be attached.

**Annex B-11. CERTIFICATE OF ORIGIN OF
EQUIPMENT, SERVICES, AND INTELLECTUAL
PROPERTY**

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

(a) none of the work, including project design, labour and services shall be performed other than by firms from and within participating NATO member countries;

(b) no material or items of equipment down to and including identifiable sub-assemblies shall be manufactured or assembled by a firm other than from and within a participating NATO member country. (A sub-assembly is defined as a portion of an assembly consisting of two or more parts that can be provisioned and replaced as an entity)*; and

(c) The intellectual property rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fees, or royalty charges shall be paid by the Bidder to firms, individuals or Governments other than within the NATO member countries.

Date :

Signature :

Name & Title :

Company :

Bid Reference :

Annex B-12. LIST OF PROPOSED KEY PERSONNEL

Position	SOW/Work Package Reference	Labour Category	Name	Designation Period
Project Manager	SOW 12.2	Project Manager		EDC thru contract expiration date
Technical Lead	SOW 12.3.4	Senior Systems Engineer		EDC thru contract expiration date
Test Director	SOW 12.3.18	Senior Test Engineer		EDC thru contract expiration date
Quality Manager	SOW 12.2.9	Quality Manager		EDC thru contract expiration date
Site Implementation and Support Manager	SOW 12.4.1	Field Engineer		EDC thru contract expiration date
Training Manager	SOW 12.5.3	Senior Instructor		EDC thru contract expiration date
Directory Engineer	SOW 12.3.17	Senior Directory Engineer		EDC thru contract expiration date

Annex B-13. BID GUARANTEE - STANDBY LETTER OF CREDIT

Standby Letter of Credit Number: _____

Issue Date: _____

Initial Expiry Date: _____

Final Expiry Date: _____

Beneficiary: ~~NATO C3 Agency, Financial Management Office
Boulevard Leopold III, B-1110, Brussels
Belgium~~

1. ~~We hereby establish in your favour our irrevocable standby letter of credit number [number] by order and for the account of (NAME AND ADDRESS OF CONTRACTOR) in the amount of _____.~~
~~We are advised this undertaking represents fulfilment by (NAME OF CONTRACTOR) of certain performance requirements under Contract No. _____ dated _____ between the NATO C3 Agency ("NC3A") and (NAME OF CONTRACTOR).~~

2. ~~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.~~

3. ~~Funds under this letter of credit are available to you without question or delay against presentation of a certificate signed by the NATO C3 Agency Contracting Officer which states:~~

~~"(NAME OF CONTRACTOR) has not fulfilled its obligations under Contract No. _____ dated _____ between NATO C3 Agency and (NAME OF CONTRACTOR) (herein called the "Contract"), and the NATO C3 Agency, as beneficiary, hereby draws on the standby letter of credit number _____ in the amount of € (Amount up to the maximum available under the LOC), such funds to be transferred to the account of the Beneficiary number _____ (to be identified when certificate is presented)."~~

~~Such certificate shall be accompanied by the original of this letter of credit.~~

4. ~~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.~~

5. ~~It is a condition of this letter of credit that the expiry date will be automatically extended without amendment for a period of one (1) year from the current or any successive expiry date unless at least 90 (ninety) calendar days prior to the then current expiry date we notify you by registered mail and notify (NAME OF CONTRACTOR) that we elect not to extend this letter of credit for such additional period. However, under no~~

~~circumstances will the expiry date extend beyond _____ (“Final Expiry Date”) without amendment.~~

- ~~6. We may terminate this letter of credit at any time upon 90 (ninety) calendar days notice furnished to both (NAME OF CONTRACTOR) and the NATO C3 Agency by registered mail.~~
- ~~7. In the event we (the issuing bank) notify you that we elect not to extend the expiry date in accordance with paragraph 6 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 NATO C3 Agency Contracting Officer which states:~~

~~“The NATO C3 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 NATO C3 Agency from, or on behalf of (NAME OF CONTRACTOR). (NAME OF CONTRACTOR) has, therefore, not fulfilled its obligations under Contract No. _____ dated _____ between NATO C3 Agency and (NAME OF CONTRACTOR), and the NATO C3 Agency, as beneficiary, hereby draws on the standby letter of credit number _____ in the amount of €(Amount up to the maximum available under the LOC), such funds to be transferred to the account of the Beneficiary number _____ (to be identified when certificate is presented).”~~

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

- ~~8. The Beneficiary may not present the certificate described in paragraph 7 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.~~
- ~~9. Multiple partial drawings are allowed to the maximum value of the standby letter of credit.~~
- ~~10. This letter of credit sets forth in full the terms of our undertaking, and this undertaking shall not in any way be modified, amended, or amplified by reference to any document, instrument, or agreement referred to herein (except the International Standby Practices (ISP 98) hereinafter defined) or in which this letter of credit is referred to or to which this letter of credit relates, and any such reference shall not be deemed to incorporate herein by reference any document, instrument, or agreement.~~
- ~~11. This Letter of Credit is subject to The International Standby Practices ISP98 (1998 Publication) International Chamber of Commerce Publication No.590.~~

~~Standby Letter of Credit Number: _____~~

Issue Date: _____

Beneficiary: NATO C3 Agency, Financial Management Office
Boulevard Leopold III, B-1110, Brussels
Belgium

Expiry Date: _____

1. We, (issuing bank) hereby establish in your favor 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 €100,000.00 (One Hundred Thousand Euro). We are advised this Guarantee fulfils a requirement under Invitation For Bid CO-12870-NEDS dated _____.

2. Funds under this standby letter of credit are available to you upon first demand and without question or delay against presentation of a certificate from the NATO C3 Agency Contracting Officer that:

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

b) (NAME OF BIDDER) has submitted a Bid determined by the Agency to be the 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

c) The NATO C3 Agency has offered (NAME OF BIDDER) the contract for execution but (NAME OF BIDDER) has been unable to demonstrate compliance with the security requirements of the contract within a reasonable time, or

d) The NATO C3 Agency has entered into the contract with (NAME OF BIDDER) but (NAME OF BIDDER) has been unable or unwilling to provide the Performance Guarantee required under the terms of the contract within the time frame required.

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

4. It is a condition of this letter of credit that the expiry date will be automatically extended without amendment for a period of sixty (60) calendar days from the current or any successive expiry date unless at least thirty (30) calendar days prior to the then current expiry date the NATO C3 Agency Contracting Officer notifies us that the Letter of Credit is not required to be extended or is required to be extended for a shorter duration.

5. We may terminate this letter of credit at any time upon sixty (60) calendar days notice furnished to both (NAME OF BIDDER) and the NATO C3 Agency by registered mail.

6. In the event we (the issuing bank) notify you that we elect not to extend the expiry date in accordance with paragraph 4 above, or, at any time, to terminate the letter of credit, funds under this credit will be available to you without question or delay against presentation of a certificate signed by the NATO C3 Agency Contracting Officer which states

“The NATO C3 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 NATO C3 Agency from, or on behalf of (NAME OF BIDDER), and the NATO C3 Agency, as beneficiary, hereby draws on the standby letter of credit number _____ in the amount of _____ € (Amount up to the maximum available under the LOC), such funds to be transferred to the account of the Beneficiary number _____ (to be identified when certificate is presented).”

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

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

8. Multiple drawings are allowed.

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

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

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

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

Annex C TECHNICAL PROPOSAL CROSS-REFERENCE MATRIX

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
3.3.1.1: Table of Contents. Table of Contents.	4.5.3.2.1: The Bidder has included a Table of Contents that meets the requirements established in paragraph 3.3.1.1 above.	
3.3.1.2: Annex C (TECHNICAL PROPOSAL CROSS-REFERENCE MATRIX). Annex C (TECHNICAL PROPOSAL CROSS-REFERENCE MATRIX).	4.5.3.2.2: The Bid includes a Cross-Reference Matrix in accordance with paragraph 3.3.1.2 above. 4.5.3.2.3: The last column of the Cross-Reference Matrix in Annex C is completely filled out with Bid references that locate the technical proposal documentation required by the IFB.	
3.3.1.3: Corporate Structure and Capabilities Documentation. Corporate Structure and Capabilities Documentation.	4.5.3.3.1: The Bid provides an overview of the Bidder’s products and services, locations, facilities, organisation, and financial condition as required by paragraph 3.3.1.3. 4.5.3.3.2: The description of the organisational structure and facilities is as detailed and comprehensive as indicated in paragraph 3.3.1.3.1 and is adequate for the performance of the prospective contract. 4.5.3.3.3: The Bidder has provided documentation to prove that it has adequate financial resources to perform the contract or the ability to obtain them. 4.5.3.3.4: The Bid describes the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of COTS information systems equipment in satisfaction of short-notice or unpredictable customer orders. The description provides sufficient evidence to	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	confirm that the Bidder will be able to meet the timelines and other shipment and Task requirements of the SOW.	
<p>3.3.1.4: Corporate Experience Documentation. Corporate Experience Documentation.</p>	<p>4.5.3.3.5: As required by 3.3.1.4, the Bid describes the Bidder's experience and expertise in providing COTS information systems equipment to geographically-dispersed organisations. In particular, the Bid identifies at least three contracts within the last three years for which the Bidder provided COTS workstations, servers, and ancillary equipment to two or more locations of a company or other organisation.</p> <p>4.5.3.3.6: The Bid describes the Bidder's experience and expertise in providing warranty support and repair-and-replacement service for COTS information systems equipment for geographically-dispersed organisations. The description demonstrates that the Bidder has the capacity and corporate expertise to provide after-acceptance warranty support to the anticipated number and distribution of NEDS sites.</p>	
<p>3.3.1.5: Initial Project Management Plan Initial Project Management Plan</p>	<p>4.5.3.4.1 The Bid includes an initial Project Management Plan (PMP) for the project, which meets the requirements detailed below:</p> <p>4.5.3.4.2 Organisation - Contractor Organisation and Responsibilities</p> <p>4.5.3.4.2.1 The Bid identifies all major Contractor operating units and any Sub-Contractors involved in the implementation of the NEDS and includes a description of the overall effort or deliverable item for which they are responsible (SOW 3.4.2.1).</p> <p>4.5.3.4.2.2 The Bid describes the organisation and responsibilities of the Bidder's NEDS Project Management Office (PMO) and describes the associated staffing</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>(SOW 3.4.2.2) and resources. The description of the staffing and resources shall cover everything needed to conduct and support the management and administration of operations in order to meet the objectives of the project, including taking all reasonable steps to ensure continuity of personnel assigned to work on this project. (SOW 3.4.2.3)</p> <p>4.5.3.4.2.3 The Bid includes certifications that the designated key personnel possess current NATO SECRET clearances. The Bid identifies the approximate number of staff who will need to be processed for NATO SECRET clearances to perform the tasks called for under the Contract and considers realistic delays in clearance processing in preparing the draft Project Master Schedule.</p> <p>4.5.3.4.3 Project planning</p> <p>4.5.3.4.3.1 The Bid describes the Bidder’s approach for developing a Product Breakdown Structure and a Product Flow Diagram for this project (SOW 3.5.1).</p> <p>4.5.3.4.3.2 The Bid describes the Bidder’s approach approach to establishing and maintaining a Project Master Schedule (SOW 3.5.2).</p> <p>4.5.3.4.3.3 The Bid includes an initial Product Breakdown Structure (PBS), an initial Product Flow Diagram (PFD), and an initial Project Master Schedule (PMS) with the same level of detail as that of the bidding sheets set in Annex A-1. That breakdown at minimum distinguishes between services, HW equipment, and SW equipment. Moreover, the services at a minimum distinguish between the various activities shown in the list below:</p> <p>4.5.3.4.3.3.1 system engineering and integration,</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
<p> </p> <p> </p> <p> </p>	<p>4.5.3.4.3.3.2 system tests,</p> <p>4.5.3.4.3.3.3 site surveys,site surveys,</p> <p>4.5.3.4.3.3.4 site installationsite installation</p> <p>4.5.3.4.3.3.5 site activation,site activation,</p> <p>4.5.3.4.3.3.6 on-site training,</p> <p>4.5.3.4.3.3.7 PCA, PSA, system acceptance,</p> <p>4.5.3.4.3.3.8 System benchmarking.</p> <p>4.5.3.4.3.4 In the PMS, each of the activities listed above is represented as a simple task (not a summary task) loaded with resources and labour profiles selected from those defined in the SOW, so as to be able to ascertain the suitability of the level of effort involved in each task.</p> <p>4.5.3.4.3.4 Risk Management</p> <p>4.5.3.4.4.1 The Bid describes the Bidder’s approach to each aspect of risk management (SOW 3.6).</p> <p>4.5.3.4.4.2 The Bid includes an initial Risk assessment for the project, in the form of a Risk Log (SOW 3.6.6). The Risk Log is not a list of standard generic risks but contains risks specific to this project and reflects a good understanding of the contract requirements by the Bidder. For each risk the Risk Log identifies a</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>response among the various types of responses listed in the SOW (SOW 3.6), and provides details about the implementation of that response.</p> <p>4.5.3.4.5 Configuration management</p> <p>4.5.3.4.5.1 The Bid describes the Bidder’s approach to Configuration Management (CM) as referred to in STANAG 4159 and ACMP 1-7. The Bid describes the CM functions as necessary (configuration planning and identification and documentation, configuration control, configuration status accounting, configuration verification), and shows how these functions will be performed for the prime and any Sub-contractors. (SOW 3.7.1 thru 3.7.5)</p> <p>4.5.3.4.5.2 The Bid describes how the Bidder shall establish and control the Functional, Developmental, and Product Baselines. (SOW 3.7.6)</p> <p>4.5.3.4.5.3 The Bid describes the automated tools that the Bidder shall use to establish and manage the system baselines. (SOW 3.7.7)</p> <p>4.5.3.4.6 Change Control</p> <p>4.5.3.4.6.1 The Bid describes the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all change requests. (SOW 3.8.1)</p> <p>4.5.3.4.6.2 The Bid describes the Bidder's process for identifying, tracking, reviewing, reporting, and resolving all off-specifications in the Developmental and Product baselines. (SOW 3.8.2)</p> <p>4.5.3.4.6.3 The Bid describes the Bidder’s process for identifying, tracking,</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>reviewing, reporting, and resolving all project issues. (SOW 3.8.3)</p> <p>4.5.3.4.7. Quality</p> <p>4.5.3.4.7.1 The Bid includes the Bidder’s proposed Quality Plan and indicates how it will be executed and maintained (SOW 3.9.3).</p> <p>4.5.3.4.7.2 The Bid shows that the proposed Quality Plan meets the requirements of Allied Quality Assurance Publications. (SOW 2.1.1)</p> <p>4.5.3.4.7.3 The Bid shows that the proposed Quality Plan shows how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract. (SOW 3.9.3)</p> <p>4.5.3.4.7.4 The Bid shows that the proposed Quality Plan identifies any existing corporate processes that the Bidder intends to rely on for Quality (SOW 3.9.3)</p> <p>4.5.3.4.7.5 The Bid shows that the proposed Quality Plan clearly indicates the Quality-related activities, responsibilities, and controls for the prime and any Sub-contractors. (SOW 3.9.3)</p> <p>4.5.3.4.7.6 The Bid shows that the proposed Quality Plan indicates the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>4.5.3.4.7.7 The Bid shows that the proposed Quality Plan describes the Bidder's internal process for the quality review of the deliverables before their release to the Purchaser. The Bid shows that the proposed Quality Plan shows that this process ensures all deliverables meet Contractor quality and Project contract standards. (SOW 3.9.1 and 3.9.2)</p> <p>4.5.3.4.7.8 The Bid shows that the proposed Quality Plan describes how all necessary assistance will be provided to the Quality Assurance Representative or his delegated National QAR, and how quality records for the prime and any Sub-contractors or consortium members will be made available for evaluation. (SOW 3.9.4).</p> <p>4.5.3.4.7.9 The Bid shows that the proposed QA Program identifies any existing corporate processes that the Bidder intends to rely on for Quality Assurance and Quality Control.</p> <p>4.5.3.4.8. Project Controls</p> <p>4.5.3.4.8.1 The Bid includes an outline or template of the Project Status Report (SOW 3.10.1).</p> <p>4.5.3.4.8.2 The Bid describes the Bidder's approach to supporting the monthly Project Review Meetings. (SOW 3.10.2.2)</p> <p>4.5.3.4.8.3 The Bid describes the Bidder's approach to working with the NEDS Integrated Project Team. (SOW 3.10.2.3)</p> <p>4.5.3.4.8.4 The Bid describes the Bidder's approach to hosting and</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>conducting the Design Reviews. (SOW 3.10.2.4)</p> <p>4.5.3.4.8.5 The Bid describes the Bidder’s approach to conducting the quarterly security accreditation reviews. (SOW 3.10.2.5)</p> <p>4.5.3.4.8.6 The Bid describes the Bidder’s approach to establishing and maintaining an unclassified, publicly-accessible website on which all relevant unclassified NEDS project documentation shall be maintained. (SOW 3.10.3)</p> <p>4.5.3.4.8.7 The Bid includes an accurate website map as well as screenshots for the proposed home page and the first level pages (those directly linked to by the home page) of the website.</p> <p>4.5.3.4.8.8 The Bid describes the Bidder’s proposed access control mechanism to restrict viewing to an approved list of users. (SOW 3.10.3).</p> <p>4.5.3.4.9. Independent Verification & Validation (IV&V)</p> <p>4.5.3.4.9.1 The Bidder shall describe the Bidder’s approach to support IV&V activities (SOW 3.11).</p> <p>4.5.3.4.10. System Engineering, Integration, and Test</p> <p>4.5.3.4.10.1 The Bid describes the Bidder’s approach to conducting the NEDS Requirements Analysis and Review. (SOW 4.4) as well as to the development of the associated documentation.</p> <p>4.5.3.4.10.2 The Bid describes the Bidder’s approach to liaising with the</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>NEDS Affiliates, obtaining the necessary information and establishing the NEDS Agreements. (SOW 4.5.1)</p> <p>4.5.3.4.10.3 The Bid describes the Bidder’s approach to reviewing the Purchaser-provided Initial System Design (SOW 4.5.1)</p> <p>4.5.3.4.10.4 The Bid describes the Bidder’s approach to developing the preliminary design of the NEDS. (SOW 4.5.1)</p> <p>4.5.3.4.10.5 The Bid describes the Bidder’s approach to developing a detailed design based on the results of the Preliminary Design Review (PDR) and changes to the requirements baseline. (SOW 4.5.1)</p> <p>4.5.3.4.10.6 The Bid describes the Bidder’s approach to conducting a network simulation (SOW 4.5.1). Specifically, the Bid identifies all information the Bidder will require from the Purchaser to conduct that simulation.</p> <p>4.5.3.4.10.7 The Bid describes the Bidder’s approach to preparing and maintaining the System Design Documentation Package throughout the design, integration, test and site surveys activities, ensuring consistency between all the documents included in that documentation package. (SOW 4.5.2)</p> <p>4.5.3.4.10.8 The Bid describes the Bidder’s Risk Assessment Methodology and the Bidder’s approach to developing and maintaining the System Security Documentation (SOW 4.5.2.1.3), including proposing any appropriate change requests against the Functional Baseline.</p> <p>4.5.3.4.10.9 The Bid describes the Bidder’s approach to maintaining clear</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>requirements traceability between the Functional Baseline and the Developmental Baseline throughout the design, development and integration process (SOW 4.5.2.1.4).</p> <p>4.5.3.4.10.10 The Bid describes the Bidder's approach to the development of any custom-developed software for the NEDS. (SOW 4.7)</p> <p>4.5.3.4.10.11 The Bid describes the Bidder's approach to developing Test documentation (SOW 11.3).</p> <p>4.5.3.4.10.12 The Bid describes the Bidder's approach to maintaining clear requirements traceability between the Functional Baseline, the Developmental Baseline, and the Product Baseline throughout the test process (SOW 11.3).</p> <p>4.5.3.4.10.13 The Bid describes the Bidder's approach to the performance of Factory Acceptance Tests and Certification Tests, including the execution of the installation and activation plans, the back-out plan and procedures as well as the demonstration of the Security Implementation Verification Procedures. (SOW 4.8 and 4.9).</p> <p>4.5.3.4.10.134.5.3.4.10.14 The Bid describes the Bidder's approach to Site Surveys (SOW 4.10), including Training Needs Analysis during the site surveys (SOW 6.6.3).</p> <p>4.5.3.4.11. System Implementation</p> <p>4.5.3.4.11.1 The Bid describes the Bidder's approach to developing and maintaining the System Implementation Plan, and to maintaining the SIP to</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>reflect the findings and results of the Site Surveys activities and in relation with the progress of installation and activation activities (SOW 5.3).</p> <p>4.5.3.4.11.2 The Bid describes the Bidder’s approach to Preparations for Installation (SOW 5.4).</p> <p>4.5.3.4.11.3 The Bid describes the Bidder’s approach to Site Installation (SOW 5.5), including unpacking and installation, demonstration of Security Implementation Verification Procedures (SIVPs) and a description of steps 1 to 3. (SOW 5.5)</p> <p>4.5.3.4.11.4 The Bid describes the Bidder’s approach to Site Activation (SOW 5.6).</p> <p>4.5.3.4.11.5 The Bid describes the Bidder’s approach to demonstrating all Reference System-specific capabilities, including how the Reference System shall be sused to (SOW 5.6):</p> <p>4.5.3.4.11.5.1 Generate a baseline</p> <p>4.5.3.4.11.5.2 test software modifications to the NEDS Product Baseline prior to distribution to operational sites</p> <p>4.5.3.4.11.5.3 add or remove a NEDS Affiliate</p> <p>4.5.3.4.11.6 The Bid describes the Bidder’s approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>recovery, and problem isolation. The Bid describes the Bidder’s approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept. (SOW 5.7)</p> <p>4.5.3.4.11.7 The Bid describes the Bidder’s approach to conducting the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline. (SOW 5.8)</p> <p>4.5.3.4.11.74.5.3.4.11.8 The Bid describes the Bidder’s approach to conducting Partial System Acceptance (PSA) and System Acceptance (SA). (SOW 5.9 & 5.10)</p> <p>4.5.3.4.11.84.5.3.4.11.9 The Bid describes the Bidder’s approach to carrying out the System Benchmarking. The description shall address how the Bidder shall deal with off-specifications, delays, test failures, and similar contingencies that might occur during the System Benchmarking process. (SOW 5.11)</p> <p>4.5.3.4.12. Integrated Logistics Support</p> <p>4.5.3.4.12.1 Training</p> <p>4.5.3.4.12.1.1 The Bid describes the Bidder's expertise and experience in the delivery of training courses of a level equivalent to those required for the NEDS. This shall include experience in the preparation of syllabuses, schedules, course prerequisites, student skill prerequisites, course evaluations and instructor materials.</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>4.5.3.4.12.1.2 The Bid identifies at least two such courses it has developed and delivered within the last three years.</p> <p>4.5.3.4.12.1.3 The Bid describes how the NEDS Training Program shall be developed and proposed in accordance with the "NATO CIS Training Concept." (SOW 6.6.1).</p> <p>4.5.3.4.12.1.4 The Bid describes how the proposed courses will be derived from the results of the Training Needs Analysis (SOW 6.6.3).</p> <p>4.5.3.4.12.1.5 The Bid describes the typical set of training materials that shall be provided for any training course proposed under the Training Program. (SOW 6.6.12)</p> <p>4.5.3.4.12.2 Site Installation Documentation</p> <p>4.5.3.4.12.2.1 The Bid identifies the COTS products for which the Bidder will provide accompanying manuals (SOW 6.8.7).</p> <p>4.5.3.4.12.2.2 The Bid outlines the contents of all Support staff custom manuals (SOW 6.8.8). Specifically, The Bid clearly outlines the contents of the typical Disaster Recovery Plan & Procedures and the Backup Plan & Procedures. (SOW 6.8.8.9)</p> <p>4.5.3.4.12.3 System Operation and Maintenance – Warranty.</p> <p>4.5.3.4.12.3.1 The Bid describes the Bidder’s approach to developing a Manpower Support Plan based on the results of the site surveys (SOW 6.9.1).</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>4.5.3.4.12.3.2 The Bid explains how the Bidder intends to discharge his responsibilities for system operation and maintenance at at any site until System Acceptance (SOW 6.9.2). The Bid accurately indicates all Bidder resources (number and labor categories of staff, nature and quantities of any other required resources) that the Bidder will use to provide these services.</p> <p>4.5.3.4.12.3.3 The Bid describes the Bidder’s approach to providing next business day warranty support (SOW 6.9.3 & 6.9.4). The Bid describes the organisation that the Bidder will put in place as well accurately describes the steps through which the Purchaser will activate warranty support, and identifies any other company that the Bidder intends to rely on.</p> <p>4.5.3.4.12.3.4 The Bid describes the Bidder’s approach to replacement of faulty HW and SW items (SOW 6.9.5)</p>	
<p>3.3.1.6: <u>Initial System Implementation Plan</u>Initial System Implementation Plan</p>	<p>4.5.3.5.1. The Bid includes an initial System Implementation Plan (SIP) for the project, which meets the requirements detailed below.</p> <p>4.5.3.5.2. The initial SIP includes a sample site survey plan, installation plan, activation plan, and back-out plan, as well as the tools identified by the Bidder to conduct all system implementation activities (SOW 5.3).</p> <p>4.5.3.5.3. The initial SIP includes a draft Site Survey Workbook of checklists, fill-in forms, installation sketches, contact information, installation specifications, and any other documentation proposed to support site surveys. (SOW 4.10)</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
<p>3.3.1.7: Initial System Design Specification Initial System Design Specification</p>	<p>4.5.3.6.1. The Bid includes an initial System Design Specification (SDS) (SOW 4.5.2.1.1), which provides information as stated in the paragraphs below.</p> <p>4.5.3.6.2. The initial SDS outlines any differences with the Purchaser provided Initial System Design and provides detailed justification for each difference.</p> <p>4.5.3.6.3. The initial SDS includes as an annex a Requirements Traceability Matrix cross-referencing the contractual requirements and the contents of the initial SDS.</p> <p>4.5.3.6.4. The initial SDS follows the outline specified in SOW section 13.7.</p> <p>4.5.3.6.4.1 System Architecture</p> <p>4.5.3.6.4.1.1 The initial SDS includes the NOV and NSV diagrams as required in the SOW.</p> <p>4.5.3.6.4.1.2 The initial SDS describes the physical layout and operation principles of the NEDS in the deployment sites.</p> <p>4.5.3.6.4.1.3 The initial SDS describes the replication, synchronisation and browsing protocols.</p> <p>4.5.3.6.4.1.4 The initial SDS shall describe the proposed system topology, routing and transport.</p> <p>4.5.3.6.4.1.5 The initial SDS outlines the Bidder's approach to simulating</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>network workload.</p> <p>4.5.3.6.4.1.6 The initial SDS outlines the integration with the NATO Core AIS infrastructure.</p> <p>4.5.3.6.4.1.7 The initial SDS describes the administration model and how it meets the three-tiered operational support concept defined in SRS section 4.</p> <p>4.5.3.6.4.1.8 The initial SDS covers both basic NEDS Affiliates and optional NEDS Affiliates.</p> <p>4.5.3.6.4.1.9 The initial SDS specifically identifies which parts of the system design will have to be changed and in what way, in the event that some optional NEDS Affiliates are not exercised by the Purchaser.</p> <p>4.5.3.6.4.1.10 The initial SDS incorporates all the design constraints identified in the SRS.</p> <p>4.5.3.6.4.1.11 <u>The initial SDS specifically identifies how the NEDS shall extend the existing storage infrastructure at the two implementation sites in compliance with SRS 9.4.1, 9.4.2 and 9.4.3</u>The initial SDS specifically identifies which features of the design will have to be modified and in what way to adjust to the two potential situation regarding provision of storage capacities: system provided storage or use of the site provided SAN framework to be expanded by the project.</p> <p>4.5.3.6.4.1.12 <u>The initial SDS specifically identifies how the NEDS shall extend the existing backup infrastructure at the two implementation sites in compliance with SRS 9.3.1 and 9.3.2</u>The initial SDS specifically identifies which features of</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>the design will have to be modified and in what way to adjust to the two potential situations regarding backup functionality: system provided backup functionality or reliance upon site provided backup framework to be expanded by the project.</p> <p><u>4.5.3.6.4.1.13 The initial SDS specifically identifies how the Reference System shall comply with SRS 9.3.3 and 9.4.4.</u></p> <p>4.5.3.6.4.2 System Functionalities</p> <p>4.5.3.6.4.2.1 The initial SDS describes how its proposed system shall meet the functional requirements in the SRS section 5.</p> <p>4.5.3.6.4.3 System Interfaces</p> <p>4.5.3.6.4.3.1 The initial SDS specifically describes the main design features of the interfaces with each relevant other system as listed in the SRS section 6 and in line with the associated design constraints in the SRS.</p> <p>4.5.3.6.4.4 Performance capabilities</p> <p>4.5.3.6.4.4.1 The initial SDS describes how the system shall meet the performance requirements in SRS section 7</p> <p>4.5.3.6.4.5 Equipment Requirements</p> <p>4.5.3.6.4.5.1 General</p> <p>4.5.3.6.4.5.1.1 The Bid states whether all Equipment provided by the Bidder will</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	<p>be compliant to SRS section 10.</p> <p>4.5.3.6.4.5.2 Hardware</p> <p>4.5.3.6.4.5.2.1 The Bid states whether all hardware provided by the Bidder will be able to support the performance requirements (SRS section 7).</p> <p>4.5.3.6.4.5.2.2 The Bid states whether all hardware provided by the Bidder will be compliant with SRS 10.1 and 10.2.1.</p> <p>4.5.3.6.4.5.3 Software Requirements</p> <p>4.5.3.6.4.5.3.1 The Bid states whether all software to be provided by the Bidder are in compliance with SRS 10.1 and 10.2.2.</p> <p>4.5.3.6.4.6 Security Requirements</p> <p>4.5.3.6.4.6.1 The initial SDS describes how the system shall meet the security requirements in SRS section 11</p> <p>.</p>	
<p>3.3.1.7.4.5.3.1: The Bid states whether all software to be provided by the Bidder are in compliance with SRS 10.1 and 10.2.2.</p> <p><u>3.3.1.8: Equipment Specification</u></p>	<p>4.5.3.7.1. For each Hardware Contract Line Item Number (CLIN) the Bid includes a detailed list of the COTS components proposed to be supplied as part of that CLIN. The product name, manufacturer name, and manufacturer's part number, version, or release number are stated. If a generic or non-vendor specific component is proposed, the Bidder provides the item name.</p> <p>4.5.3.7.2. The Bid includes a detailed specification sheet for each item of</p>	

IFB REQUIREMENT	EVALUATION CRITERIA	BID REFERENCE
	COTS equipment the Bidder proposes to provide in satisfaction of contractual requirements.	
<p>3.3.1.9: Personnel Qualifications Personnel Qualifications The Bidder shall provide a list of proposed key personnel (Annex B-12) and a resume for each of the proposed key personnel.</p>	<p>4.5.3.8.1: The Bid includes a resume for each key personnel and identifies the proposed role for that key personnel.</p> <p>4.5.3.8.2: Each key personnel’s resume meets or exceed the experience and education criteria stated in Book II, Sections 12 of the SOW.</p>	
<p>3.3.1.10: CD-ROM CD-ROM The Bidder shall provide a CD-ROM containing all documents of the Technical Proposal Package readable through MS Office suite or Acrobat Reader.</p>	<p>4.5.3.9.1: The Bid contains an electronic version of all the documentation included in the Technical Proposal Package on CD-ROM format readable through MS Office suite or Acrobat Reader.</p>	

Annex D ACKNOWLEDGEMENT OF RECEIPT OF NR LIBRARY

We hereby advise that we have received the NATO RESTRICTED Library related to Invitation for Bids IFB-CO-12870-NEDS on

In addition, I have been fully briefed on NATO security procedures relating to the handling, storage and dissemination of NATO RESTRICTED information. I fully acknowledge my personal security responsibilities and obligations and the consequences which the law or administrative or executive order of my nation provides when classified information passes into unauthorized hands, whether by intent or through personal negligence

Signature: _____

Printed Name: _____

Title: _____

Company: _____

Address: _____
