Acquisition
Peter.Kowalski@ncia.nato.int

NCIA/ACQ/2019/12723
08 October 2019

To: See Distribution List

From: The Director of Acquisition, NCI Agency

Subject: **REQUEST FOR QUOTATION RFQ-CO-15040-ANET "Implementation and Maintenance of Advisor Network (ANET) Capability in Operations"**

Reference(s) : A. AC/4-D(2019)0004 (INV)
B. AC/4/(PP)D/27789-ADD1 (INV)
C. AC/4-DS(2019)0008 (INV)

Dear Sir/Madam,

1. Your firm is hereby invited to participate in a Request for Quotation under BOA procedure for the provision of **"Implementation and Maintenance of Advisor Network (ANET) Capability in Operations".**

2. This RFQ competition is divided into two separate Lots: Lot 1 (CLIN 1), Lot 2 (CLIN 2 – CLIN 8). Lots 1 and 2 will be evaluated separately. NATO, therefore, may place more than one contract to cover the entire scope of the project.

3. The award will be based on the proposal evaluated as the lowest price, technically compliant in accordance with the selection criteria set forth in the Bidding Instructions.

4. **THE CLOSING TIME FOR SUBMISSION OF BIDS IN RESPONSE TO THIS REQUEST FOR QUOTATION IS 10:00 HOURS (BRUSSELS TIME) ON TUESDAY 19 NOVEMBER 2019.**

5. This Request for Quotation consists of the Bidding Instructions (Book I) and the Prospective Contract (Book II). The Prospective Contract contains the Schedule of Supplies and Services (Part I), Contract Special Provisions (Part II), Contract General Provisions (Part III), and the Statement of Work (Part IV). The Statement of Work and the Annexes thereto set forth detailed specifications governing the performance requirements of the contract.

6. The overall security classification of this Request for Quotation is "NATO UNCLASSIFIED". This Request for Quotation remains the property of the NCI Agency and shall be protected in accordance with the applicable national security regulations.

NATO Communications and Information Agency
Agence OTAN d'information et de communication
Boulevard Leopold III
1110 Brussels, Belgium
www.ncia.nato.int

7. The Bidders have the right to request RFQ clarifications as outlined in section 2.6 of the Bidding Instructions (Book I).

8. You are requested to complete and return the enclosed acknowledgement of receipt within 5 days of receipt of this RFQ, informing NCI Agency of your intention to bid/not to bid. Your firm is not bound by its initial decision, and if you decide to reverse your stated intention at a later date, you are requested to advise us by a separate letter.

9. Prospective Bidders are advised that the NCI Agency reserves the right to cancel this RFQ at any time in its entirety and bears no liability for bid preparation costs incurred by firms or any other collateral costs if bid cancellation occurs.

10. The Purchaser point of contact for all information concerning this Request for Quotation is:

NCI AGENCY
Boulevard Leopold III
1110 Brussels
Belgium
Attn.: Mr. Peter Kowalski (ACQ)
E-mail : Peter.Kowalski@ncia.nato.int and Natalia.Wojciak@ncia.nato.int

FOR THE DIRECTOR:

[Original Signed By]

Peter Kowalski
Senior Contracting Officer

Enclosures:

Attachment A: Acknowledgement of Receipt of Request for Quotation

Distribution List

All Bidders	1

NATO Delegations (Attn: Infrastructure Adviser):

Albania	1
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Hungary	1
Iceland	1

Italy	1
Latvia	1
Lithuania	1
Luxembourg	1
Montenegro	1
The Netherlands	1
Norway	1
Poland	1
Portugal	1
Romania	1
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Belgian Ministry of Economic Affairs	1

Distribution for information

NATO HQ

NATO Office of Resources

Management and Implementation Branch – Attn: Deputy Branch Chief	1

Director, NATO HQ C3 Staff

Attn: Executive Co-ordinator	1

NCI Agency – ALL NATEXs

Attachment A

Acknowledgement of Receipt of Request for Quotation

RFQ-CO-15040-ANET

Please complete and return within 5 days by e-mail to: Natalia.Wojciak@ncia.nato.int.

We hereby advise that we have received Request for Quotation RFQ-CO-15040-ANET

on ....., together with all enclosures listed in the Table of Contents.

CHECK ONE

{ } As of this date and without commitment on our part, we do intend to submit a bid.

{ } We do not intend to submit a bid.

{ } We are reviewing the requirements of the RFQ and will notify you of our decision as soon as possible.

Signature: _____

Printed Name: _____

Title: _____

Company: _____

Address: _____

REQUEST FOR QUOTATION

RFQ-CO-15040-ANET

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

AUTHORISATION/SERIAL NO.
2017/1IS03033-0/8/9

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RFQ- CO-15040-ANET

BOOK I

BIDDING INSTRUCTIONS

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1 INTRODUCTION

1.1 The purpose of this Request for Quote (RFQ) is to to implement and maintain a robust Advisor Network (ANET) capability to capture and facilitate the work of advisors in NATO missions.

1.2 The Contractor shall provide and implement the performance requirements as set forth in the relevant Statement of Work (Book II Part IV) and in the Schedule of Supplies and Services (Book II Part I) in the manner, and at times and the place, stated in the prospective Contract.

1.3 This RFQ is issued and shall be conducted under the revised NATO Procedure: "*Procedure Governing the Use of Basic Ordering Agreements concluded by the NATO Communications and Information Agency – 2019 version*", Ref: AC/4-D(2019)0004 (INV).

1.4 The security classification of this RFQ is "NATO UNCLASSIFIED".

1.5 With the aim to comply with NATO competition rules, this RFQ competition is divided into two (2) separate Lots as follows:

a) **Lot 1** – Work Package 1 (CLIN 1)

b) **Lot 2** – Work Packages 2 – 5 (CLIN 2, CLIN 3, CLIN 4, CLIN 5, CLIN 6, CLIN 7 and CLIN 8)

Bidders shall submit firm-fixed price quotations for <u>all</u> specified Contract Line Item Numbers (CLINs) in <u>both</u> Lot 1 and Lot 2.

1.6 Lots 1 and 2 will be evaluated separately. The Purchaser, therefore, reserves the right to make multiple contract awards to more than one Bidder based on the lowest price, technically compliant offer for each Lot. Price offers that are offered as contingent upon the award of both Lots 1 and 2 will be deemed to be non-compliant.

1.7 <u>Basis of Award(s)</u>: **Lot 1** shall be awarded to the lowest price technically compliant offer for CLIN 1. **Lot 2** shall be awarded to the the lowest price technically compliant offer for the total of CLINs 2, 3, 4, 5, 6, 7 and 8.

1.8 The Bidder shall refer to the Purchaser all queries for a resolution of conflicts found in information contained in this document in accordance with the procedures set forth in §2.6 of the Bidding Instructions entitled "Requests for RFQ Clarifications".

1.9 Note that the Purchaser is providing a number of documentation for the current project products as well as additional documentation needed as part of the RFQ. This documentation shall be considered an integral part of the RFQ.

1.10 The target date for Contract Award is December 2019.

2 GENERAL BIDDING INFORMATION

2.1 DEFINITIONS

2.1.1 The term “Assembly” as used herein means an item forming a portion of equipment that can be provisioned and replaced as an entity and which normally incorporates replaceable parts or groups of parts.

2.1.2 The term “Bidder” as used herein refers to a firm, consortium, or joint venture which submits an offer in response to this solicitation.

2.1.3 The term “Compliance” as used herein means strict conformity to the requirements and standards specified in this Request for Quote.

2.1.4 The term “Contractor” refers to a firm of a participating country which has signed a Contract under which it will perform a service, manufacture a product, or carry out work for NATO.

2.1.5 The term “Participating Country” as used herein means one of the contributory NATO nations in the project, namely, (in alphabetical order):

ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, NETHERLANDS, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, UNITED KINGDOM, UNITED STATES OF AMERICA.

2.1.6 The term “Purchaser” refers to the authority issuing the RFQ and/or awarding the Contract (the NATO Communications and Information Agency, NCIA).

2.1.7 The term “Sub-Assembly” as used herein refers to a portion of an assembly consisting of two or more parts that can be provisioned and replaced as an entity. The definition purposely excludes components and/or parts.

2.2 ELIGIBILITY

2.2.1 Only firms which hold an active BOA stipulated with the NCI Agency are eligible to take part in this RFQ. 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 fee, or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member countries.

2.2.5 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 "Prime Contractor", shall represent all members of the consortium with the NCI Agency and/or NATO. The "Prime 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 "Prime Contractor" by all members associated with the consortium. Evidence of authority to act on behalf of the consortium by the "Prime 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.

2.3 BID DELIVERY AND BID CLOSING

2.3.1 All Bids shall be in the possession of the Purchaser at the address given in §2.3.2 **before 10:00 hours (Brussels Time) on Tuesday, 19 November 2019** at which time and date bidding shall be closed.

2.3.2 Bids shall be delivered to the following address:

NATO Communications and Information Agency
Postal address:
NATO, Boulevard Leopold III
1110 Brussels

Delivery address:
NATO Industrial Infrastructure
Reception Service1, rue Arthur Maes 1130 Brussels
Belgium
Attention: Mr Peter Kowalski

2.3.3 Bids have to be submitted as electronic (CD ROM) as further detailed in §3.1.4.

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. It is the responsibility of the Bidder to ensure that the bid submission is duly completed by the specified Bid Closing time. Considering the number and the 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:

(a) A Contract has not already been awarded pursuant to the Request for Quote, and

(b) the bid was sent to the address specified in the RFQ by ordinary, registered or certified mail not later than five (5) 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

(c) 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 NCI 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 service, for which a proper receipt cannot be produced, cannot be considered for award under any circumstances, nor can Late Bids which bear no postmarks 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. It is therefore of the paramount importance that all deliveries are arranged and scheduled to occur between 09:00 hrs – 16:00 hrs Brussels, Belgium Time during the normal NATO working days.

2.4 REQUESTS FOR EXTENSION OF BID CLOSING DATE

The Purchaser does not accept, except in exceptional cases, Bidder requests to extend the Bid Closing Date. In any event, all questions and requests for extension of bid closing date must be submitted in writing by fax or e-mail. Such questions shall be forwarded to the Point of Contact specified in § 2 . 5 and shall arrive not later than 10 days before the closing date of the bid. The Purchaser is under no obligation to consider or answer requests submitted after this time. Extensions to the Bid Closing Date are at the sole discretion of the Purchaser.

2.5 PURCHASER POINT OF CONTACT

The Purchaser Point of Contact (POC) for all information concerning this RFQ is:

Mr Peter Kowalski
E-mail: Peter.Kowalski@ncia.nato.int

NATO Communications and Information Agency
Postal address:

NATO, Boulevard Leopold III
1110 Brussels

Delivery address (for express courier services):
NATO Industrial Infrastructure
Reception Service1, rue Arthur Maes 1130 Brussels
Belgium

2.6 REQUESTS FOR RFQ 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 RFQ.

2.6.2 All questions and requests for clarification must be submitted in writing using the format in Annex E, All questions and requests must reference the Section(s) in the RFQ subject for clarifications. The questions and/or requests shall be forwarded to the POC specified in § 2 . 5 and shall arrive **not later than 21 days after RFQ release date.** The Purchaser is under no obligation to answer questions submitted after this time. Requests for clarification must address the totality of the concerns of the Bidder for any given area, as the Bidder will generally not be permitted to revisit areas of the RFQ for additional clarification as noted in §2.6.3.

2.6.3 Bidders are advised that subsequent questions and/or requests for clarification included in a bid shall neither be answered nor considered for evaluation and may be grounds for a determination of non-compliance.

2.6.4 Except as provided above, all questions will be answered by the Purchaser and the questions and answers (deprived of any means of identification of the questioner) will be issued in writing to all prospective bidders.

2.6.5 The published answers issued by the Purchaser shall be regarded as the authoritative interpretation of the RFQ, and may lead to a formal amendment to the RFQ. Such amendment may also contain changes to the language, terms, conditions and/or specifications of the RFQ. Amendments to the language of the RFQ included in the answers, and/or the formal RFQ amendment, shall be incorporated by the Bidder in its offer.

2.7 REQUESTS FOR WAIVERS AND DEVIATIONS

2.7.1 Bidders are informed that requests for alteration to, waivers of, or deviations from the Schedules, the Special Contract Provisions, the Technical Specifications, the Statement of Work and any other Terms and Conditions of the Prospective Contract will not be considered after the closing date and time for Requests for Clarification from bidders.

2.7.2 Requests for alterations to the other requirements, terms or conditions of the Request for Quote or the Prospective Contract may only be considered as part

of the clarification process set forth in §2.6. 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 REQUEST FOR QUOTE

2.8.1 The Purchaser may revise, amend or correct the terms, conditions and/or specifications and provisions of the RFQ documents at any time prior to the date set for the Bid Closing. Any and all modifications will be transmitted to all prospective bidders by an official amendment designated as such and signed by the Contracting Authority. Such amendment shall be recorded in the Acknowledgement of Receipt (Annex C-6) which the bidder shall complete and enclose as part of its bid. This process may be part of the clarification procedures set forth in §2.6 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.

2.8.3 In no case, however, will the closing date for receipt of bids be less than seven (7) days from the date of issuance of any amendment to the RFQ.

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 RFQ, 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 §2.10.4(b), a Bidder may withdraw its bid after Bid Opening only by forfeiture of the Bid Guarantee.

2.10 BID VALIDITY

2.10.1 Bidders shall be bound by the term of their bids for a period of twelve (12) months starting from the Bid Closing Date specified in §2.3.1.

2.10.2 In order to comply with this requirement, the Bidder shall complete the Certificate of Bid Validity set forth in Annex C-3 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 in §2.10.1. 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:

(a) 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 Certificate of Bid Validity extended accordingly; or

(b) refuse this extension of time and withdraw the bid 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 its Bid a guarantee in an amount equal to Fourty Thousand Euro (€ 40,000) only. The Bid Guarantee shall be in the form of an irrevocable, unqualified and unconditional bid bond, i.e. Standby Letter of Credit 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 NCI Agency at its premises in Belgium. Bid Guarantees shall be made payable to the Treasurer, NATO Communications and Information Agency and its legal successor.

2.11.2 Alternatively, a Bidder may elect to post the required Guarantee in cash (via direct bank deposit) or by certified cheque to be submitted in the Bidders Bid Administration Package (§3.2). If the latter method is selected, Bidders are informed that the Purchaser will cash the cheque on the Bid Closing Date. Instructions regarding direct bank deposit can be obtained from the designated Point of Contact indicated in §2.5.

2.11.3 "Standby Letter of Credit" 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 Bidder can revoke or condition the Standby Letter of Credit. The term "Belgian financial institution" includes non-Belgian financial institutions licensed to operate in Belgium.

2.11.4 The format described in Annex F may be used by the issuing financial institution to create a Standby Letter of Credit:

2.11.5 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.

2.11.6 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.

2.11.7 Bid Guarantees will be returned to Bidders as follows:

a) 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);

b) to all other unsuccessful Bidders within thirty (30) days following the award of the Contract to the successful Bidder;

c) 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;

d) pursuant to §2.10.4 (b).

2.11.8 Bid Guarantees will be covering the full scope of the implementation, including all the optional Work Packages.

2.12 CANCELLATION OF REQUEST FOR QUOTES

The Purchaser may cancel, suspend or withdraw for re-issue at a later date this RFQ 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 RFQ.

2.13 ELECTRONIC TRANSMISSION OF INFORMATION AND DATA

The Purchaser will endeavour to communicate answers to requests for clarification and amendments to this RFQ to the prospective bidders by the

fastest means possible, including the use of e-mail where the firms have forwarded the necessary address information. All bidders are consequently strongly encouraged to provide accurate email addressing information and notify the Purchaser at the earliest practicable date should any changes occur.

Bidders are cautioned that the Purchaser will rely exclusively on electronic mail to manage all correspondence, amendments, etc., related to this RFQ.

3 BID PREPARATION INSTRUCTIONS

3.1 GENERAL

3.1.1 Bids shall be prepared in accordance with the instructions set forth herein. Failure to comply with these instructions may result in the Bid being declared non-compliant.

3.1.2 Bidders shall prepare a complete bid which comprehensively addresses all requirements stated herein. The Bid shall demonstrate the Bidder's understanding of the RFQ and its ability to provide all the deliverables and services listed in the Schedule of Supplies and Services. Bids, which are not complete, will be declared non-compliant.

3.1.3 The Bidder shall not restate the RFQ requirements in confirmatory terms only. The Bidder must clearly describe what is being offered and how the Bidder will meet all RFQ requirements. Statements in confirmatory terms only will be sufficient grounds for determining the bid to be non-compliant.

3.1.4 **Bidders shall prepare their bid in 3 parts in the following quantities**

(a) Administrative Package (Part 1):	Paper: Original certificates and Bid Guarantee. Electronic: PDF copies of the certificates with physical (non-digital) signatures
(b) Price Quotation (Part 2):	Paper: Printed copy of the Pricing Sheets (on A3 paper) Electronic: 1 Excel copy on the provided template.
(c) Technical Proposal (Part 3):	Electronic: PDF and MS Office formats, limited to what is stated in §3.4.2.

3.1.5 Electronic copies of the required documents shall be stored and delivered in CD-ROM or DVD-ROM media. The three packages shall be stored in separate electronic media and marked as described in §3.5.

3.1.6 Documents submitted in accordance with §3.1.4 shall be classified no higher than “NATO UNCLASSIFIED” material.

3.1.7 Partial Bids and/or bids containing conditional statements will be declared non-compliant.

3.1.8 Where no specific format is mandated, electronic bid documentation shall be delivered in PDF format without limitations of printing or “copy & paste”.

The Purchaser reserves the right to request native formats electronic files of the proposal to facilitate the evaluation process.

3.1.9 Bidders are advised that the Purchaser reserves the right to incorporate the Bidders Technical Proposal in whole or in part in the resulting Contract.

3.1.10 Bid language shall be English.

3.2 PREPARATION OF THE ADMINISTRATIVE PACKAGE (PART 1)

3.2.1 The Bid Administrative Package shall include the original of the Bid Guarantee required by §2.11. 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.

3.2.2 The Package shall include the Certificates set forth in Annexes to these Bidding Instructions, signed in the original by an authorised representative of the Bidder. Within the Package the bidder shall also include the signed electronic copies of the **certifications** – with physical, not electronic signatures - **set forth in Annex C** hereto, specifically:

(a) C-1 Certificate of Legal Name of Bidder

(b) C-2 Certificate of Independent

(c) C-3 Certificate of Bid Validity

(d) C-4 Certificate of Understanding

(e) C-5 Certificate of Exclusion of Taxes, Duties and Charges

(f) C-6 Acknowledgement of Receipt of RFQ Amendments

(g) C-7 Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements

(h) C-8 Certification of NATO Member Country of Origin of Delivered Equipment, Services, Material and Intellectual Property Rights

(i) C-9 Comprehension and Acceptance of Contract Special Provisions and General Provisions

(j) C-10 List of Prospective Sub-Contractors / Consortium members

(k) C-11 Certificate of AQAP 2110 or ISO-9001:2008 Compliance.

(l) C-12 List of Key Personnel with Security Clearance Information

(m) C-13 Disclosure of Involvement of Former NCI Agency Employment

(n) C-14 Bidder Background IPR

(o) C-15 List of 3rd Party IPR

3.2.3 Concerning Certificate C-10, the Contractor shall identify by name, project role, and country of origin, all sub-contractors whose sub-contract value is expected to equal or exceed EUR 125,000, if any. A list of consortium members shall also be completed and included. If there are no sub- contractors/consortium members involved, the Bidder shall state this separately. **The subcontractors listed in this certificate shall be traceable in the Bidding Sheets.**

3.2.4 Concerning Certificate C-7, Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements, Bidders shall note especially the following:

3.2.4.1 If supplemental agreements, such as End-User Certificates or Technical Assistance Agreements, are required by national regulations, these must be submitted with the Bidders Bid. Supplemental agreements submitted after the Bid Closing Date shall not be considered.

3.2.4.2 The terms of supplemental agreements, if necessary, are the Bidders / Contractors responsibility and shall be totally consistent with the terms of the (Prospective) Contract, and shall not duplicate, negate, or further interpret any provisions of this Contract. The terms of the (Prospective) Contract shall take precedence over the Supplemental Agreement.

3.2.4.3 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 RFQ, and in rejection of the Bid, or termination for default of the Contract if the supplemental agreement is submitted after Contract award.

3.2.4.4 The Bidder should include a copy of the Technical Proposal Cross-Reference/Compliance Table (see §3.4.4) in the Administrative package, although the table is part of the Technical Proposal.

3.3 PREPARATION OF THE PRICE QUOTATION (PART 2)

3.3.1 The Price Quotation shall be prepared and submitted in the form of completed Bidding Sheets in accordance with RFQ Book I, Section 3 and Annexes A and B. No alteration of the form and pre-filled content of the Bidding Sheets is allowed, unless otherwise specified.

3.3.2 This package must contain the following documentation and media:

3.3.2.1 Electronic version in Microsoft Excel of the filled Bidding Sheets as

per Book I Annex A.

3.3.2.2 Paper copy of the Bidding Sheets printed on A3 Paper in Landscape orientation.

3.3.3 Bidders shall prepare their Price Quotation by completing the yellow highlighted sections of the Bidding Sheets in accordance with the instructions specified in Annex B.

3.3.4 Bidders shall quote in their own national currency or in EUR, the host nation currency. Bidders may also submit bids in multiple currencies including other NATO member states' currencies under the following conditions:

(a) the currency is of a "Participating Country" in the project, and

(b) the Bidder can demonstrate, either through sub-contract arrangements or in its proposed work methodology, that it will have equivalent expenses in that currency. All major sub-contracts and their approximate anticipated value should be listed on a separate sheet and included with the Price Quotation.

3.3.5 The Purchaser, by virtue of its status under the terms of Article IX and X of the Ottawa Agreement, is exempt from all direct taxes (incl. VAT) and all customs duties on merchandise imported or exported. The Contractor, therefore, shall certify that the prices stipulated in this Contract do not include amounts to cover such direct taxes or customs duties.

3.3.6 The Contractor shall be responsible for ensuring that its respective Sub-contractors are aware that the Purchaser is exempt from taxes and customs duties. The Contractor (and its respective Sub-contractors) shall be responsible for complying with all applicable national and local legal and administrative procedures to ensure that authorities do not attempt to assess taxes and customs duties on goods and property imported or exported through NATO member nation frontiers under this Contract nor assess direct taxation (VAT) on goods sold to the NCI Agency under this Contract. Bidders are reminded of the requirement to complete the certification to this effect in Annex C-5.

3.3.7 Unless otherwise specified in the instructions for the preparation of bidding sheets, all prices quoted in the proposal shall be DDP (Delivered Duty Paid) to specified destination, in accordance with the International Chamber of Commerce INCOTERMS 2000 and shall also cover all packaging, packing, preservation, insurance and transportation charges. Prices quoted shall include all costs for items supplied and delivered to final destination.

3.3.8 The Bidder’s attention is directed to the fact that their Price Quotation shall contain no document and/or information other than the priced copies of the Bidding Sheets. Any other document of a contractual or technical nature will not be considered for evaluation and may be cause for a determination of non-compliance by the Purchaser.

3.3.9 When completing the Bidding Sheets, a unit price and total firm fixed price for each proposed element must be supplied on each and every CLIN line item **including all options provided for this RFQ for both indicated Lots 1 and 2**. Prices should not be grouped. The prices and quantities entered on the document shall reflect the amount of the total items required to meet the contractual requirements. Partial quotations shall be rejected. The total price shall be indicated in the appropriate columns and in the currency quoted. If the price of a line item is expressed in different currencies, these shall be identified, and there shall be as many totals on that line item as there are currencies. In preparing the Price Quotation, 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.

3.3.10 The Bidding Sheets shall clearly illustrate the totals per CLIN and the grand total price of the bid for each Lot 1 and Lot 2 in accordance with the format set out in the Annex A of these Bidding Instructions.

3.3.11 The Bidder shall furnish firm fixed price quotations, for all proposed items. Partial and/or contingent quotations shall be rejected. See Section 1, Para 1.5 through 1.7.

3.3.12 The Bidder understands that there is no obligation under this Contract for the Purchaser to exercise any part of the contract designated as an Option. The Purchaser bears no liability should it decide not to exercise such options.

3.3.13 The Contractor shall be liable for all other taxes, assessments, fees, licenses, administrative charges or other Government assessments or charges which are applicable to the performance of this Contract. It is the Contractor's responsibility to inform itself of its liability in each country where such liability may arise.

3.3.14 Price Proposals specifying delivery or performance dates in variance dates exceeding the deadlines for completion of works indicated in the Schedule of Supplies and Services may be declared non-compliant. Price Proposals that are offered as contingent upon the award of both Lots 1 and 2 will be deemed to be non-compliant (see Para 1.5).

3.3.15 The Bidder shall identify for each CLIN all significant sub-contractors and provide required information about their prospective sub-contractors whose estimated value of the subcontract is expected to equal or exceed EUR 125,000 using the “List of Prospective Sub-Contractors” form attached to Book I Annex C-10.

3.4 PREPARATION OF THE TECHNICAL PROPOSAL (PART 3)

3.4.1 Bidders shall submit their **Technical Proposal** in an electronic package

with separate documents in PDF or MS Office formats as required, containing all the information addressing the technical specifications and requirements of the **Statement of Work (SOW)**. The Technical Proposal shall have a confirmation that all requirements in SOW Annex D are included in the proposed solution.

3.4.2 The Technical Proposal package shall not exceed 100 pages when printed on A4 paper.

3.4.3 Times New Roman" fonts in size 12 shall be used for normal text, and "Arial Narrow" fonts not smaller than size 10 for tables and graphics.

3.4.4 Technical Proposal Cross-Reference/Compliance Table. The Bidder shall include the completed Technical Proposal Cross-Reference Table from Annex D of Book I. The Bidder shall complete Column 4 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.

3.4.5 Requirements Traceability Matrix: The Bidder shall fill the two columns in the SOW Annex D depicting the Solution for each requirement and any Customisation to be applied.

3.4.6 Project Management Plan: The Bidder shall provide a draft Project Management Plan (PMP) demonstrating the approach of the Bidder to run this project. A template that could be used for this purpose is provided as Annex C to the SOW. The main body of the PMP is expected to be completed by the PMR milestone, thus can be ignored unless the Bidder wants to provide some of the information for visibility only. The following annexes to the PMP shall be included in the Bid and shall be used in the Technical Evaluation, the remaining Annexes can be ignored at bidding time:

3.4.6.1 Annex A - Product Breakdown Structure: See SOW §2.10

3.4.6.2 Annex B - Project Master Schedule: The Bidder shall provide a /master schedule that can be used by the Purchaser to understand the implementation sequence and timelines. The Bidder should provide this plan in Microsoft Project 2010 format and summary views in PDF or MS Word formats (see SOW §2.11).

3.4.6.3 Annex C - RAID Log: See SOW section 2.12. The Bidder shall provide a RAID Log that the Bidder can determine at the time of the Bid from the materials provided by the Purchaser. Any risks that could be foreseen at this time about customisations should be added to the Contractor's initial RAID Log.

3.4.7 Bidder Qualifications. The Bidder shall have qualifications demonstrating that they have the technical and managerial skills to guarantee success.

3.4.7.1 The Bid shall also include the CVs for the Key Personnel. The Purchaser may choose to conduct interviews with the CPM, CSA, CSM and the CTM (see SOW §5) for the definitions and the skillsets for these roles) during the Bid evaluation, informing the Contractor one week in advance. The interviews shall be conducted face to face in the Agency location (The Hague).

3.4.7.2 The proposed Key Personnel must satisfy the skillset requirements in SOW §5. In order to verify that this is the case, the following information shall be included in the CVs: Relevant successfully completed projects in the last 5 years (dates and phases covered, size, type, reference, role).

3.4.7.3 The Bidder shall complete a questionare assessing the technical capability of key personnel (see SOW §Annex E).

3.4.8 Additional materials such as brochures, sales literature, product endorsements and unrelated technical or descriptive narratives shall not be included in the Technical Proposal.

3.5 PACKAGING AND MARKING OF BIDS

3.5.1 All copies of the Administrative Package, Price Quotation and the Technical Proposal shall be segregated and enclosed in separate outer envelopes or packages marked as follows:

(a) The name and address of the Bidder;

(b) The words “NATO UNCLASSIFIED”;

(c) The words “SEALED OFFER ANET”;

(d) The designated RFQ number: “RFQ-CO-15040-ANET” followed by one of the following identifications as appropriate:

- “Administrative Package”,
- “Price Quotation”,
- “Technical Proposal”.

3.5.2 The separate envelopes or packages shall be placed in an outer container or containers suitable for mailing and shipping and marked with the Purchaser’s address. The following legend shall be prominently printed on the top and sides of each container:

"SEALED BID: RFQ-CO-15040-ANET. NOTIFY ACQ (Natalia Wojciak ext. 8498) UPON RECEIPT!"

4 BID EVALUATION

4.1 GENERAL

4.1.1 The evaluation of bids will be made by the Purchaser solely on the basis of the requirements in this RFQ. Failure to address any of the bidding requirements in this RFQ or omission of the critical information may result in a determination of non-compliance for the entire Bid.

4.1.2 The evaluation of bids and the determination as to the compliance or technical adequacy of the supplies and services offered will be based only on that information furnished by the Bidder and contained in its bid. The Purchaser shall not be responsible for locating or securing any information which is not included in the bid.

4.1.3 The information provided shall be to a level of detail necessary for the Purchaser to determine exactly what the Bidder proposes to furnish and whether the offer meets the technical, administrative and contractual requirements of this RFQ.

4.1.4 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 its intentions regarding certain statements contained therein. The Bidder is not permitted any cardinal alteration of the bid regarding technical matters and shall not make any change to its price quotation at any time.

4.1.5 The Bidder's prompt response to the Purchaser's RFQ clarification requests is important and therefore failure to provide the requested clarifications within the time-limits set forth in the specific Clarification Requests may cause the bid to be deemed non-compliant.

4.1.6 The evaluation will be conducted in accordance with the Procedure Governing the Use of Basic Ordering Agreements concluded by the NATO Communications and Information Agency – 2019 version set forth in the NATO document AC/4-D(2019)0004 (INV).

4.1.7 The administrative compliance of the Bids will be evaluated first. Bids that are declared administratively non-compliant may be rejected without further evaluation. Following evaluation for administrative compliance, evaluation will be carried out in the following two areas: Part 2 - Price, Part 3 - Technical.

4.1.8 All administrative compliant Bids will be reviewed for price compliancy. The Contract resulting from this RFQ will be awarded to the bidder whose offer, as evaluated by the Purchaser, is the lowest priced bid and in compliance

with the requirements of this RFQ.

4.2 ADMINISTRATIVE CRITERIA

4.2.1 Prior to commencement of the Price and Technical evaluation, Bids will be reviewed for compliance with the Bid Submission Requirements of this RFQ. These are as follows:

(a) The Bid was received by the Bid Closing Date and Time,

(b) The Bid was packaged and marked properly (as per §3.5).

(c) The Administrative Package contains all the requested signed originals of the required Certificates in Annex C hereto.

4.2.2 A Bid that fails to conform to the above requirements may be declared non-compliant and may not be evaluated further by the Purchaser.

4.2.3 If it is discovered, during either the Price or Technical 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.

4.3 PRICE CRITERIA

4.3.1 The Bidder's Price Quotation

4.3.1.1 The Bidder's Price Quotation will be first assessed for compliance against the standards detailed in the following paragraphs. 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.

4.3.1.2 The Price Quotation meets the requirements for preparation and submission of the Price Quotation set forth in the Bid Preparation Section (§3) and the Instructions for Contractor's Bidding Sheets (Annex B hereto), in particular:

a. The Bidder has prepared the Price Proposal in the form of the Bidding Sheets provided under Annex A of these Bidding Instructions, by completing the yellow highlighted sections in accordance with the instructions specified in Annex B.

b. The Bidder has furnished Firm Fixed Prices for all items listed.

c. All pricing data, i.e., quantities, unit prices, has been provided as reflected in the Bidding Sheets.

d. Bid prices include all costs for items supplied, delivered, and supported.

e. All prices have been accurately entered into appropriate columns, and accurately summed up.

f. The Bidder has provided accurate unit price, and total price for each line item and sub-item (if any). The prices of the sub-items (if any) total the price of the major item of which they constitute a part.

g. The totals per CLIN and the bid grand total are accurate.

h. The currency of all line items has been clearly indicated. Line items with multiple currencies contain as many totals on that line item as there are identified currencies.

i. The Bidder has quoted in its own national currency or in the Host Nation currency, Euros. Where multiple currencies including other NATO member states' currencies are quoted, the conditions of §3.3.4 are met.

j. The Bidder has indicated that in accordance with the treaties governing the terms of business with NATO, it excluded from its prices all taxes, duties and customs charges from which the Purchaser has been exempted.

k. Price quotes for each individual item(s) and totalled prices are accurate, realistic (based on historic data, and/or market and competitive trends in the specified industrial sector(s)), adequate and traceable.

4.3.1.3 Price Quotation does not contain any document and/or information other than the priced copies of the Bidding Sheets. Any other document of a contractual or technical nature will not be considered for evaluation and may be cause for a determination of non-compliance by the Purchaser.

4.3.1.4 The Price Quotation meets requirements for price realism and balance as described in §4.3.4.

4.3.1.5 Completed Bidding Sheets shall show that the offered delivery schedule meets the mandatory delivery requirements of the Prospective Contract.

4.3.2 Basis of Price Comparison and Award(s)

4.3.2.1 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.

4.3.2.2 Basis of Award(s): Lot 1 shall be awarded to the lowest price technically compliant offer for CLIN 1. Lot 2 shall be awarded to the the lowest price technically compliant offer for the total of CLINs 2, 3, 4, 5, 6, 7 and 8. The Purchaser reserves the right to award more than one contract resulting from

this solicitation.

4.3.3 Inconsistencies and discrepancies in bid price quotation

4.3.3.1 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:

a. Bidding Sheet Total to be Evaluated Bid Price as indicated by the Bidder
b. Total of the Bid calculated from the indicated Total Prices(s) indicated per CLIN(s)

4.3.4 Price Realism

4.3.4.1 Otherwise successful Bidders that submit a price quotation so low that it is not a realistic reflection of the objective cost of performance of the associated technical proposal may be considered by the Purchaser to have submitted an unrealistic offer and that offer may be determined to be non-compliant.

4.3.4.2 Indicators of an unrealistically low bid may be the following, amongst others:

a. 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.

b. 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.

c. Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.

4.3.4.3 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:

a. 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 both remain in the competition and accept the Contract at the offered price, or to withdraw from the competition.

b. 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.

c. 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.

4.3.4.4 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 a) 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.

4.3.4.5 If the Purchaser accepts the Bidder's explanation of mistake in §4 . 3 . 4 . 3 (a) and allows the Bidder to accept the Contract at the offered price, or the Purchaser accepts the Bidder's explanation pursuant to §4 . 3 . 4 . 3 (c), the Bidder shall agree that the supporting pricing data submitted with its 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.

4.3.4.6 If the Bidder presents a convincing rationale pursuant to §4 . 3 . 4 . 3 (b), 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 TECHNICAL CRITERIA

4.4.1 Upon determination of the lowest-priced Bid as described above, the Bid shall be evaluated to confirm compliance with the criteria in Table 1 associated with the respective sections of the Technical Proposal.

EVALUATION CRITERIA	RFQ REFERENCE
Compliance with Requirements The Bidder shall have provided a copy of SOW Annex D, along with a specification sheet for any additional components in their solution to satisfy the requirements in the SOW. All requirements, including those included in Optional Work Packages, shall be covered by the Bidder's solution.	Book I, 3.4.5, SOW Annex D
Project Management Plan The Bidder shall have provided a PMP that satisfies the requirements mentioned in §3.4.6 and demonstrates that the Bidder has a clear approach and plan to deliver the products in scope.	Book I, 3.4.6 SOW 2.9 SOW Annex C
Bidder Qualifications The Bidder shall have provided the Qualifications (experience and Key Personnel-Core Team CVs) as described in §3.4.7. The Purchaser may conduct short interviews with the Key Personnel during the evaluation and the interviews end with the Bidder Core Team demonstrating that they have the required skillsets and experience. The Bidder shall complete a questionare assessing the technical capability of key personnel.	Book I, 3.4.7 SOW 2.4 SOW 5 SOW Annex E
Constraint on the total number of pages The Technical Proposal package shall not exceed 100 pages	Book I, 3.4.2

Table 1 – Criteria for Technical Evaluation

ANNEX A – BIDDING SHEETS

[Provided under separate MS Excel File:
"02-RFQ-CO-15040-ANET-Book I-Annex A Bidding Sheets"

ANNEX B - INSTRUCTIONS FOR THE PREPARATION OF BIDDING SHEETS

1. Bidders are required, in preparing their Price Quotation to utilise the Bidding Sheets following the instructions detailed in Section 3 – Bid Preparation Instructions and CLIN Bidding sheet instructions within the Bidding sheets itself.

2. Bidders must complete and submit Bidding Sheets with their Price Breakdown per CLIN as found in the “CLIN Summary” tab of Annex A.

3. The prices entered on the Bidding Sheets shall reflect the total items required to meet the contractual requirements.

4. The total price shall be indicated in the appropriate columns and in the currency quoted.

5. The value ”Grand Total Firm Fixed Price – Base Contract / LOT 1” found in the Tab “Offer Summary” shall be the price of the base contract.

6. The value “Grand Total Firm Fixed Price – Options / LOT 2” found in the Tab “Offer Summary” shall be the price of the options.

7. If the price of a CLIN is expressed in different currencies, these shall be identified, and there shall be as many bidding sheets for that CLIN as there are currencies.

8. In preparing the Price Quotation, Bidders shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part. Pricing for lower level items shall add to the total for the Sub-CLINs, and the Sub-CLIN totals shall add to the CLIN total. The Purchaser in its favour may resolve ambiguous computation of prices. The bidder shall identify the sub-CLIN, per line item, in the detailed bidding sheet tabs, i.e. Labour, Material, Travel and Other Direct Costs that are being priced.

9. Prices shall not include any provision for taxes or duties for which the Purchaser is exempt.

10. Bidders shall not introduce any changes or deviations to the Schedule of Supplies and Services as Published by the Purchaser, unless otherwise specified.

11. Bidders shall fill the “Material” tab of the Bidding Sheets (Annex A) for any Software Component in their proposed solution. The Total Annual Maintenance License costs for these additional components for 5 years after FSA shall be shown.

12. All implementation and procurement costs for all components used in the proposed solution shall be included.

ANNEX C – CERTIFICATES

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ANNEX C-1

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 C-2

CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each Bidder shall certify that in connection with this procurement:
   a. This 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 this 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.

2. Each person signing this Bid shall also certify that:
   a. He/she is the person in the Bidder's organisation responsible within that organisation for the decision as to the bid and that he/she has not participated and will not participate in any action contrary to 1(a) through 1(c) above, or
   b. (i) He/she is not the person in the Bidder's organisation responsible within that organisation for the bid but that he/she has been authorised in writing to act as agent for the persons responsible for such a decision in certifying that such persons have not participated, and will not participate in any action contrary to 1(a) through 1(c) above, and as their agent does hereby so certify, and
      (ii) He/she has not participated and will not participate in any action contrary to 1(a) through 1(c) above.

……..... …….....
Date Signature of Authorised Representative

…….....
Printed Name and Title

…….....
Company

ANNEX C-3

CERTIFICATE OF BID VALIDITY

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

…….
Signature of Authorised Representative

…….
Date

…….
Printed Name and Title

…….
Company

ANNEX C-4

CERTIFICATE OF UNDERSTANDING

I certify that

.....
.....(Company Name) has read and fully understands the requirements of this Request for Quote (RFQ) and that the Bid recognises these requirements in total.

I also certify to the best of my expert knowledge that this Bid is within the "state of art" boundaries as they exist at the time of bidding for this project.

…..
Date

…….
Signature of Authorised Representative

…….
Printed Name and Title

…….
Company

ANNEX C-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

…..
Printed Name and Title

…..
Company

ANNEX C-6

ACKNOWLEDGEMENT OF RECEIPT OF RFQ AMENDMENTS

I confirm that the following Amendments to Request for Quote No RFQ-CO-15040-ANET have been received and the Bid as submitted reflects the content of such Amendments:

Amendment Number	Date Issued	Date of Receipt

…….....
Date

…….....
Signature of Authorised Representative

…….....
Printed Name and Title

…….....
Company

ANNEX C-7

DISCLOSURE OF REQUIREMENTS FOR NCI AGENCY EXECUTION OF SUPPLEMENTAL AGREEMENTS

I, the undersigned, as an authorised representative of ……
……*(Company Name)*, certify the following statement:

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

2. These supplemental agreements are listed as follows:

3. Examples of the terms and conditions of these agreements are attached hereto. 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, see …….. *(complete, if any)*. 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.

4. 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), see …….. *(complete, if any)*.

5. We recognise that additional supplemental agreements, documents and permissions presented as a condition of Contract performance or MOU signature after our firm would be selected as the successful Bidder may be cause for the NCIA to determine the submitted bid to be non-compliant with the requirements of the RFQ.

6 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

…..
Printed Name and Title

…..
Company

ANNEX C-8

CERTIFICATION OF NATO MEMBER COUNTRY ORIGIN OF DELIVERED EQUIPMENT, SERVICES, MATERIALS AND INTELLECTUAL PROPERTY RIGHTS

The Bidder hereby certifies that, if awarded the Contract pursuant to this solicitation, it 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 provided 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 Contractor to firms, individuals or governments other than within the NATO member countries.

…..
Date

…….
Signature of Authorised Representative

…….
Printed Name and Title

…….
Company

*This definition purposely excludes components and/or parts (as defined in AcodP-1), which are not subject to this certification.

ANNEX C-9

COMPREHENSION AND ACCEPTANCE OF CONTRACT SPECIAL PROVISIONS AND GENERAL PROVISIONS

The Bidder hereby certifies that it has reviewed the Contract Special and General Provisions set forth in the Prospective Contract, Book II of this Request for Quote. The Bidder hereby provides its confirmation that it 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 it will accept and abide by the stated Special Contract Provisions if awarded the contract as a result of this Request for Quote.

…..
Date

…..
Signature of Authorised Representative

…..
Printed Name and Title

…..
Company

ANNEX C-10

LIST OF PROSPECTIVE SUB-CONTRACTORS/CONSORTIUM MEMBERS

Name and Address of Sub-Contractor, incl. country of origin/registration	Primary Location of Work	Items/Services to be Provided	Estimated Value of Sub-Contract

If no sub-Contractors/consortium members are involved, state this here:
……..
……
…….....
……..

…..... Date

…..... Signature of Authorised Representative

…..... Printed Name and Title

…..... Company

ANNEX C-11

CERTIFICATE OF AQAP 2110 OR ISO 9001:2008 COMPLIANCE

I hereby certify that ……. *(Company Name)* is fully compliant with the AQAP 2110 or ISO 9001:2008 Quality Assurance Standards and Procedures and is currently so certified.

A copy of the certification is attached herewith.

…..... Date

…..... Signature of Authorised Representative

…..... Printed Name and Title

…..... Company

ANNEX C-12

LIST OF KEY PERSONNEL WITH SECURITY CLEARANCE INFORMATION

Name	Level of Clearance	Dates of Validity	Certifying Authority	Expected date of release of required Security Clearance

ANNEX C-13
Disclosure of Involvement of Former NCI Agency Employment

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

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

The Bidder hereby certifies that its personnel working as part of the company's team, at any tier, preparing the Bid:

☐ Have not held employment with NCI Agency within the last two years.

☐ Has obtained a signed statement from the former NCI Agency personnel below, who departed the NCI Agency within the last two years, that they were not previously involved in the project under competition (as defined in the extract of the NCI Agency Code of Conduct provided in Excerpt of NCI Agency AD. 05.00, Code of Conduct dated May 2017):

Employee Name	Former NCIA Position	Current Company Position

The Bidder also hereby certifies that it does not employ and/or receive services from former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above, who departed the NCI Agency within the last 12 months. This prohibitions covers negotiations, representational communications and/or advisory activities.

Date : .....

Signature : .....

Name & Title : .....

Company : .....

Bid Reference : .....

Excerpt of NCI Agency AD. 05.00, NCIA Code of Conduct dated May 2017.

Article 14 PROCUREMENT AND CONTRACTORS

14.1 NCI Agency Personnel are required to maintain unquestionable integrity and impartiality in relation to procurements initiated by the NCI Agency.

14.2 NCI Agency Personnel shall not disclose any proprietary or contract related information regarding procurement directly or indirectly to any person other than a person authorized by the NCI Agency to receive such information. NCI Agency Personnel shall not disclose any documentation related to a procurement action to any third party without a need to know1 (e.g., draft statement of work, statement of requirements) unless this is expressly provided under NATO Procurement Regulations or authorized in writing by the Director of Acquisition. During an on-going selection, NCI Agency Personnel shall not disclose any information on the selection procedure unless authorized by the Chairman of the award committee/board. The NCI Agency Personnel concerned will ensure that proper access controls are put in place to prevent disclosure of procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations.

14.3 NCI Agency Personnel will not participate in a source selection if an offer has been provided by a friend, family member, a relative, or by a business concern owned, substantially owned, or controlled by him/her or by a friend, family member or a relative. NCI Agency Personnel appointed as part of an evaluation shall report such links to the Director of Acquisition immediately upon becoming aware of it.

14.4 Contractors and consultants shall not be allowed to participate in the drafting of the statement of work or in the source selection process unless they and their company/employer will be excluded from competition of the related contract. The same will apply to contractors and consultants involved in the definition and development of requirements.

14.5 Contractors will be given specific and coherent statements of work, providing precise explanation of how she/he is going to be employed. Tasks to be performed and minimum qualifications are to be well defined from the start. In addition, supervisors will ensure that contractors do not occupy managerial positions within the Agency.

14.6 NCI Agency Personnel shall not enter into authorized commitments in the name of NCI Agency or NATO unless specifically authorized. NCI Agency Personnel must abstain from making promises or commitment to award or amend a contract or otherwise create the appearance of a commitment from the NCI Agency unless properly authorized by the NCI Agency.

14.7 NCI Agency Personnel shall not endorse directly or indirectly products from industry. Therefore, NCI Agency Personnel shall not name or make statements endorsing or appearing to endorse products of specific companies.

14.8 Industry partners will need to abide with the post-employment measures under this Directive upon submission of their bids / proposals to the NCI

Agency. As part of the selection process, industry will be requested to agree with an ethical statement.

15 INDUSTRY INITIATIVES

15.1 Industry initiatives may include loans, displays, tests or evaluation of equipment and software, requesting NCI Agency speakers at industry gatherings and conferences, inviting speakers from industry to NCI Agency events, consultancy or studies of technical or organizational issues, etc. These initiatives are usually at no cost to the NCI Agency and take place at a pre-contractual phase or before the development of requirements and specifications. While there are benefits associated with the early involvement of industry in the definition of requirements and specifications, this also raises the potential for unfair treatment of potential competitors.

15.2 Industry initiatives which go beyond routine interaction in connection with on-going contracts must be reported to and coordinated by the NCI Agency Acquisition Directorate for approval. Industry initiatives shall be properly documented and governed by written agreements between the NCI Agency and the company concerned where relevant. Such agreements may contain provisions describing the nature of the initiative, the non-disclosure of NCI Agency/NATO information, NCI Agency ownership of any resulting work, the NCI Agency's right to release such work product to future competitors for any follow-on competition or contract, the requirement that any studies must provide non-proprietary solutions and/or an acknowledgement that the participating companies will not receive any preferential treatment in the contracting process.

15.3 Any authorized industry initiatives must be conducted in such a way that it does not confer an unfair advantage to the industry concerned or create competitive hurdles for potential competitors.

16 POST EMPLOYMENT MEASURES

17.1 The NCI Agency will not offer employment contracts to former NCI Agency Personnel who departed less than 2 years earlier, unless prior approval by the General Manager has been received.

17.2 Former NCI Agency Personnel will not be accepted as consultants or commercial counterpart for two (2) years after finalization of their employment at NCI Agency, unless the General Manager decides otherwise in the interest of the Agency and as long as NATO rules on double remuneration are observed. Such decision shall be recorded in writing. Commercial counterparts include owners or majority shareholders, key account managers, or staff member, agent or consultant of a company and/or subcontractors seeking business at any tier with the NCI Agency in relation to a procurement action in which the departing NCI Agency staff member was involved when he/she was under the employment of the NCI Agency. As per the Prince 2 Project methodology, a Project is defined as a "temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case". For the purpose of this provision, involvement requires (i) drafting, review or coordination of internal procurement activities and documentation, such as statement of work and statement of requirement; and/or (ii) access to procurement information that

has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations; and/or (iii) being appointed as a representative to the Project governance (e.g., Project Board) with access to procurement information as per (ii) above; and/or (iv) having provided strategic guidance to the project, with access to procurement information as per (ii) above.

17.3 In addition to Section 17.2 above, former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above are prohibited during twelve months following the end of their employment with the NCI Agency to engaging in negotiations, representational communications and/or advisory activities with the NCI Agency on behalf of a private entity, unless this has been agreed in advance by the NCI Agency General Manager and notified to the ASB.

17.4 NCI Agency Personnel leaving the Agency shall not contact their former colleagues in view of obtaining any information or documentation about procurement activities not yet authorized' release. NCI Agency Personnel shall immediately report such contacts to the Director of Acquisition.

17.5 The ASB Chairman will be the approving authority upon recommendation by the Legal Adviser when the NCI Agency Personnel concerned by the above is the NCI Agency General Manager and will notify the ASB.

17.6 NCI Agency Personnel leaving the Agency shall sign a statement that they are aware of the post-employment measures set out in this Directive.

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

ANNEX C-14

BIDDER BACKGROUND IPR

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

ITEM	DESCRIPTION

The Bidder has and will continue to have, for the duration of the Contract, all necessary rights in and to the Background IPR specified above.

The Background IPR stated above complies with the terms specified in Article 24 of Prospective Contract Special Provisions.

ANNEX C-15

LIST OF 3rd PARTY IPR

The 3rd Party IPR specified in the table below will be used for the purpose of carrying out work pursuant to the Contract.

ITEM	DESCRIPTION

The Bidder has and will continue to have, for the duration of the Contract, all necessary rights in and to the IPR specified above necessary to perform the Bidder's obligations under the Contract.

The 3rd Party IPR stated above complies with the terms specified in Article 24 of Prospective Contract Special Provisions.

ANNEX D – Cross-Reference / Compliance Table

Bidders shall complete column "BID REFERENCE" with Bid references that locate the technical proposal documentation required by the RFQ, e.g. section, paragraph, table *(if applicable)*, page number etc. One copy each of the duly completed Cross Reference/ Compliance Table (in MS Word format) is to be included in the Bid Technical Proposal Package. The Bid shall follow the instructions in paragraph 3.4, and will be evaluated according to the instructions in paragraph 4.4.

Bidding Instructions Requirement Ref.	SOW Requirement Ref.	REQUIREMENT DESCRIPTION	BID REFERENCE
3.4.5	Annex D	**Compliance with Requirements** The Bidder shall have provided a copy of SOW Annex D, along with a specification sheet for any additional components in their solution to satisfy the requirements in the SOW. All requirements, including those included in Optional Work Packages, shall be covered by the Bidder's solution.	*Bidder to complete*
3.4.6	2.9 Annex C	**Project Management Plan** The Bidder shall have provided a PMP that satisfies the requirements mentioned in §3.4.6 and demonstrates that the Bidder has a clear approach and plan to deliver the products in scope.	*Bidder to complete*
3.4.7	2.4 5 Annex E	**Bidder Qualifications** The Bidder shall have provided the Qualifications (experience and Key Personnel-Core Team CVs) as described in §3.4.7. The Purchaser may conduct short interviews with the Key Personnel during the evaluation and the interviews end with the Bidder Core Team demonstrating that they have the required skillsets and experience. The Bidder shall also complete a questionare assessing the technical capability of key personnel.	*Bidder to complete*
3.4.2	-	**Constraint on the total number of pages** The Technical Proposal package shall not exceed 100 pages	*Bidder to complete*

ANNEX E – Clarification Request Forms

INSERT COMPANY NAME

HERE INSERT SUBMISSION

DATE HERE

ADMINISTRATION or CONTRACTING					
Serial Nr	**RFQ Book**	**RFQ Section Ref.**	**QUESTION**	**ANSWER**	**Status**
A.1					
A.2					
A.3					

INSERT COMPANY NAME HERE

INSERT SUBMISSION DATE HERE

PRICE					
Serial Nr	**RFQ Book**	**RFQ Section Ref.**	**QUESTION**	**ANSWER**	**Status**
P.1					
P.2					
P.3					

INSERT COMPANY NAME

HERE INSERT SUBMISSION

DATE HERE

TECHNICAL					
Serial Nr	**RFQ Book**	**RFQ Section Ref.**	**QUESTION**	**ANSWER**	**Status**
T.1					
T.2					
T.3					

ANNEX F – Standby Letter of Credit

Standby Letter of Credit Number:

Issue Date: _____

Beneficiary: NATO Communications and Information Agency
(NCI Agency) or its legal successor,
Financial Management Unit
Boulevard Leopold III, B-1110, Brussels
Belgium

Expiry Date: _____

1. We, (issuing bank) hereby establish in your favour our irrevocable standby letter of credit number {number} by order and for the account of (NAME AND ADDRESS OF BIDDER) in the original amount of € 40,000.00 (Fourty Thousand Euro). We are advised this Guarantee fulfils a requirement under Request for Quote RFQ-CO-15040-ANET dated _____.

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

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

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

d) The NCI Agency or its legal successor 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 NCI Agency Contracting Officer notifies us that the Letter of Credit is not required to be extended or is required to be extended for a shorter duration.

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

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

"The NCI Agency or its legal successor has been notified by {issuing bank} of its election not to automatically extend the expiry date of letter of credit number {number} dated {date} pursuant to the automatic renewal clause (or to terminate the letter of credit). As of the date of this certificate, no suitable replacement letter of credit, or equivalent financial guarantee has been received by the NCI Agency or its legal successor from, or on behalf of (NAME OF BIDDER), and the NCI Agency or its legal successor, 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 partial drawings are allowed to the maximum value of this letter of credit.

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 honored 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

RFQ-CO-15040-ANET

Book I-Annex A

BIDDING SHEETS

Bidding Sheets Instructions

INTRODUCTION & IMPORTANT NOTES	
	Bidders should note that NCIA has recently updated its bidding sheet template and are encouraged to read the instructions in full for this new version before completing the bidding sheets. All bidders are required to submit pricing details to demonstrate the Purchaser's Pricing Principles are being applied as part of their bids. All data submitted in these sheets shall be complete, verifiable and factual and include the required details. Any exclusions may render the bid as non compliant thus removing the bidder from the bidding process. Bidders are REQUIRED to complete the "Offer Summary" tab and the "CLIN Summary" tab. Note that input cells are colour coded YELLOW in the "Offer Summary" and the "CLIN Summary" tab. The detailed tabs for "Labour", "Materiel", "Travel", "ODC" and "Rates" are provided for information at this time. **These will be filled by the Apparent Winner during pre-Contract Award talks**. The instructions for the detailed tabs can be found below, as well as in the green boxes within each detailed tab. G&A, Overhead, materiel handling and other indirect rates do not need to be separately calculated in the detail sheets but must be included in the totals for each category (Labour/Materiel/Travel/ODC) as appropriate. A list of the direct and indirect rates applied in the bid must also be provided in the "Rates" tab, although they do not need to be linked to any and the detailed calculations. Note: any information found in GREEN throughout the entire document is provided as an instruction and/or example only. Any formulas provided in these bidding sheets are intended only to assist the bidder. Any changes in formula can be made at the bidder's discretions, as long as the detailed costs are clear, traceable and accurate as required. Ultimately the bidder is responsible for ALL values, formulas and calculations within the bidding sheets that are submitted to the Agency. Bids in MULTIPLE CURRENCIES should follow the following instructions: -For the "Offer Summary" tab bidders must add "Firm Fixed Price" column to the right of the current table for each additional currency. -For the "CLIN Summary" tab, Bidders have 2 options: A) Two columns "Unit Price" and "Total Firm Fixed Price" may be added to the right of the current table for each additional currency of the bid; B) Bidders may duplicate the CLIN Summary tab for each currency bid. -For the Detailed tabs Bidders have 2 options: A) Provide all the detailed data for all currencies in the table provided, selecting the individual currencies from the dropdown lists and summing only common currencies together in CLIN Summary/Offer Summary Sheets B) Duplicate the CLIN Summary tab for each currency bid.

DETAILED TABs	DESCRIPTION
MATERIEL **LABOUR** **TRAVEL** **ODCs**	*The detailed tables are to be completed by the bidder with all columns populated, and shall be expanded to include as many rows as necessary to provide the detail requested. Any unnecessary rows should be deleted (no blank entries). The bidder is required to identify for each item the CLIN it is associated with from the drop down menu. Each column should then be populated using the column- specific instructions in the first row. Bidder may not delete columns within tables, or omit information from columns, but may add columns if necessary, although it's not anticipated this will be needed.* *Note CLINs with no costs associated with that item should also be selected within the table, and noted that there is no cost within that table for the CLIN. For example, if there is no labour associated with CLIN X.1, Select CLIN X.1 in the first column and then in the second column note "No Labour is associated with this CLIN". This will help to ensure that all the proper detail has been accounted for and properly allocated.* *Important Note: The Total sum of the "fully burdened" cost column should equal the grand total cost for each category (Labour, Materiel, etc.) to include profit as well as all indirect rates (G&A/Overhead/Materiel handling/etc.) associated with that category. These indirect rates must be included in the total firm fixed price on the appropriate detailed tab but are no longer required to be shown as separate calculations at the bidding stage. However, the bidder is required to include the associated indirect costs in the totals of the detailed tab in the base unit costs. Alternatively, the bidder may choose to show these as separate calculations by expanding the table columns to show the additional costs due to these indirect rates (similar to the way profit is calculated). Note again although the detailed indirect rate calculations are not required at the bidding stage, this information will be requested from the winning bidder during pre-contract award discussions.*
Rates	*As discussed previously in these instructions, the detailed indirect rate calculations are not required to be included in the bidding sheets, although the bidders may chose to do so. However, ALL bidders are required to state the G&A/OH/Material handling and any other indirect rates that they have applied to the bid.*

A) COMPLETENESS CHECK for CURRENCY - "OFFER SUMMARY" TAB		
Currency has been entered for offer summary tab	**Missing Currency**	
B) ACCURACY CHECK #1- OFFER SUMMARY TOTALS MATCH CLIN SUMMARY		**Delta**
Total Fixed Price Base Contract	**OK**	0.00
Total Fixed Price Evaluated Options	**OK**	0.00
C) ACCURACY CHECK #2- OFFER SUMMARY TOTALS MATCH DETAIL TABS		
Grand Total Offer summary (All CLINS) matches detail	**OK**	
D) COMPLETENESS CHECK FOR "CLIN SUMMARY" TAB		
All CLINS have a firm fixed price bid- Base Contract	**MISSING PRICING FOR 1 or more CLINS**	
All CLINS have a firm fixed price bid- Evaluated Options	**MISSING PRICING FOR 1 or more CLINS**	
E) COMPLETENESS CHECK FOR CLIN DETAILS TAB		
Labour	**OK**	
Material	**OK**	
Travel	**OK**	
ODCs	**OK**	

Automated Checks:

This tab is provided only as a **tool** for the bidders to assist in verifying that they have provided the bid currency as required and that the grand totals are accurate and traceable.

Checks do not guarantee that the bid is accurate or traceable and ultimately the bidder is responsible to meet the requirements outlined in the bidding instructions to ensure completeness, accuracy, and traceability.

Bidder is not required to use this automated checks tab, and is not required to ensure all items are "green" but it's highly recommended by the purchaser that this is used as a tool to ensure accuracy and minimize required corrections to the bid.

Note: If the bidder chooses to use "0" as a unit price in the CLIN Summary the checks in the "D" section will report an error, which in this case can be neglected.

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

CLIN Number	CLIN DESCRIPTION	Firm Fixed Price
	Declare Currency =>	
Grand Total Firm Fixed Price - Base Contract / LOT 1		-
Grand Total Firm Fixed Price - Evaluated Options / LOT 2		-
CLIN 1	WP1 (BASE-EVALUATED) - ANET Support for KFOR Mission (IC)	-
Total Firm Fixed Price Base Contract		-
CLIN 2	WP2 (OPTION-EVALUATED) - ANET Support for RSM (BC) - 2020	-
CLIN 3	WP3 (OPTION- EVALUATED) - ANET Stand Up for NMI (IC)	-
CLIN 4	WP4 (OPTION-EVALUATED) - ANET Support for NMI (BC) - 2020	-
CLIN 5	WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2021	-
CLIN 6	WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2022	-
CLIN 7	WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2023	-
CLIN 8	WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2024	-
Total Firm Fixed Price Evaluated Options		-

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

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

Important Note: The Total sum firm fixed price column in this "Offer Summary" sheet should equal the grand total from the "CLIN Summary" tab. These totals are also required to be traceable to the totals from the details tabs (Labour+Material+Travel+ODCs)= Grand Total= CLIN Summary Tab. The "Automatic Checks" tab provides a limited number of checks to help the bidder ensure the bid is accurate and traceable.

Example for multiple currencies:

For multiple currencies, duplicate the "firm fixed price" colum for each currency

CLIN Number	CLIN DESCRIPTION	Firm Fixed Price	Firm Fixed Price	Firm Fixed Price
Currency		Euro (EUR)	US Dollar (USD)	UK Pound sterling (GBP)
CLIN 1	Insert Base Contract CLIN Description here			
CLIN 2	Insert Base Contract CLIN Description here			
CLIN 3	Insert Base Contract CLIN Description here			
CLIN 4	Insert Base Contract CLIN Description here			
CLIN 5	Insert Base Contract CLIN Description here			
CLIN 6	Insert Base Contract CLIN Description here			
CLIN 7	Insert Base Contract CLIN Description here			
CLIN 8	Insert Base Contract CLIN Description here			

CO-15040-ANET CLIN Summary
BASIC CONTRACT/LOT1

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
1	**WP1 (BASE-EVALUATED) - ANET Support for KFOR Mission (IC)**	**1.6.1**	**PS to PE**	**See below**	**See below**	**See below**	**See below**				
1.1	Software Architecture Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment	
1.2	Graphic and Application Design Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-	-	Investment	
1.3	Database Design and Maintenance Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-	-	Investment	
1.4	Backend Development Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-		Investment	
1.5	Advanced Data Visualization and Data Science Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment	
1.6	DevOps and Infrastructure Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment	
1.7	Project Management Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment	
1.8	Site Survey / Training / Event (Kosovo)	3.3.2	From KCK to 1Q	Kosovo	-	Man-Days	8 PAX for 3 days	-		Investment	
1.9	Meeting @NCIA (The Hague, NL)	3.3.2	From KCK to PE	NCIA The Hague	-	Man-Days	20 PAX for 1 day	-		Investment	
1.10	Onsite Support (The Hague, NL)	3.3.2	From KCK to PE	NCIA The Hague	-	Man-Days	10 PAX for 3 days	-		Investment	
TOTAL PRICE CLIN 1									-		
Total Firm Fixed Price- Base Contract									-		

OPTIONAL CLINS- Evaluated/LOT2

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
2	**WP2 (OPTION-EVALUATED) - ANET Support for RSM (BC) - 2020**	**1.6.2**									
2.1	Software Architecture Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M	
2.2	Graphic and Application Design Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	32	-	-	O&M	
2.3	Database Design and Maintenance Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	32	-	-	O&M	
2.4	Backend Development Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	40	-	-	O&M	
2.5	Advanced Data Visualization and Data Science Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	40	-	-	O&M	
2.6	DevOps and Infrastructure Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M	
2.7	Project Management Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M	
2.8	Training (Bydgoszcz, PL)	3.3.3	01.01.2020-31.12.2020	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		O&M	
2.9	Meeting @NCIA (The Hague, NL)	3.3.3	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	16PAX for 1 day	-		O&M	
2.10	Onsite Support (The Hague, NL)	3.3.3	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	8PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 2									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
3	**WP3 (OPTION- EVALUATED) - ANET Stand Up for NMI (IC)**	**1.6.3**									
3.1	Software Architecture Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment	
3.2	Graphic and Application Design Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment	
3.3	Database Design and Maintenance Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment	
3.4	Backend Development Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment	
3.5	Advanced Data Visualization and Data Science Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment	
3.6	DevOps and Infrastructure Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment	
3.7	Project Management Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment	
3.8	Training (Bydgoszcz, PL)	3.3.4	From KCK to 1Q	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		Investment	
3.9	Meeting @NCIA (The Hague, NL)	3.3.4	From KCK to 1Q	NCIA The Hague	-	Man-Days	4 PAX for 1 day	-		Investment	
3.10	Onsite Support (The Hague, NL)	3.3.4	From KCK to 1Q	NCIA The Hague	-	Man-Days	2 PAX for 3 days	-		Investment	
TOTAL PRICE CLIN 3									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
4	**WP4 (OPTION-EVALUATED) - ANET Support for NMI (BC) - 2020**	**1.6.4**									
4.1	Software Architecture Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M	
4.2	Graphic and Application Design Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	12	-	-	O&M	
4.3	Database Design and Maintenance Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	12	-	-	O&M	
4.4	Backend Development Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M	
4.5	Advanced Data Visualization and Data Science Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M	
4.6	DevOps and Infrastructure Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M	
4.7	Project Management Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M	
4.8	Training (Bydgoszcz, PL)	3.3.5	01.01.2020-31.12.2020	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		O&M	
4.9	Meeting @NCIA (The Hague, NL)	3.3.5	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	16 PAX for 1 day	-		O&M	
4.10	Onsite Support (The Hague, NL)	3.3.5	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	8 PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 4									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
5	**WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2021**	**1.6.5**									
5.1	Software Architecture Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
5.2	Graphic and Application Design Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
5.3	Database Design and Maintenance Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
5.4	Backend Development Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
5.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
5.6	DevOps and Infrastructure Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
5.7	Project Management Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
5.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2021-31.12.2021	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M	
5.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2021-31.12.2021	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M	
5.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2021-31.12.2021	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 5									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			

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

For the CLIN Summary Tab Bidders have 2 options: A) Columns may be added to the right of the current table; two columns "Unit Price" and "Total Firm Fixed Price" would be added for each additional currency of the bid B) Bidders may duplicate the CLIN Summary tab for each currency bid.

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

Important Note: The total sum of the "Firm Fixed Price" column in this CLIN Summary sheet should equal the grand total from the "Offer Summary" tab. These totals are also required to be traceable to the totals from the details tabs (Labour+Material+Travel+ODC)= Grand Total= CLIN Summary Tab. The "Automatic Checks" tab provides a limited number of checks to help the bidder ensure the bid is accurate and traceable.

6	**WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2022**	**1.6.5**									
6.1	Software Architecture Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
6.2	Graphic and Application Design Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
6.3	Database Design and Maintenance Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
6.4	Backend Development Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
6.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
6.6	DevOps and Infrastructure Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
6.7	Project Management Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
6.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2022-31.12.2022	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M	
6.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2022-31.12.2022	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M	
6.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2022-31.12.2022	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 6									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
7	**WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2023**	**1.6.5**									
7.1	Software Architecture Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
7.2	Graphic and Application Design Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
7.3	Database Design and Maintenance Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
7.4	Backend Development Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
7.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
7.6	DevOps and Infrastructure Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
7.7	Project Management Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
7.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2023-31.12.2023	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M	
7.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2023-31.12.2023	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M	
7.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2023-31.12.2023	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 7									-		

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M	Comments (optional)
								Declare Currency =>			
8	**WP5 (OPTION-EVALUATED) - Support for a Mission (BC) - 2024**	**1.6.5**									
8.1	Software Architecture Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
8.2	Graphic and Application Design Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
8.3	Database Design and Maintenance Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M	
8.4	Backend Development Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	60	-		O&M	
8.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M	
8.6	DevOps and Infrastructure Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
8.7	Project Management Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M	
8.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2024-31.12.2024	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M	
8.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2024-31.12.2024	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M	
8.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2024-31.12.2024	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M	
TOTAL PRICE CLIN 8									-		
Total Firm Fixed Price- Evaluated Options									-		

Each line of the table that contains labour is to be populated with the CLIN from the drop down menu that is associated with the effort. Note that all CLINS in the drop down list should be accounted for and if there is no labour associated please include a line for that CLIN and indicate "No labour associated" in column C.	Bidder is to identify specific labour categories including function. This may also include level as appropriate. For example: Senior Systems Engineer, Technician, Junior program analyst, etc.	Each line is to be completed by the bidder with the applicable currency. Bidders may choose to enter multiple currencies in one sheet or duplicate the sheet for multiple currencies.	Number of Man-Days Year 1	Number of Man-Days Year 2	Number of Man-Days Year 3	Number of Man-Days Year 4	Number of Man-Days Year 5	Unit Cost per Man-Day Year 1	Unit Cost per Man-Day Year 2	Unit Cost per Man-Day Year 3	Unit Cost per Man-Day Year 4	Unit Cost per Man-Day Year 5	This column should only be expressed as a formula, which is the total of the previous columns: "quantity*cost" for all years.	This is a calculation of the profit for each line item (if applicable), Note the formula given in this column is an example only and the bidder should enter the appropriate formula. **If the contractor did not apply profit, any or all of these cells can be 0.**	This is a calculation of the "fully burdened" cost for each labour category, which means the cost of all units including all profit and indirect rates associated with Material (G/A, overhead, etc.).	A) If the line of effort is performed by the bidder indicate "No" in each line that is not subcontracted; B) If the line of effort is subcontracted out to another company indicate the company name in each line associated with their effort.
CLIN	Labour Category	Currency	Man-Days 2020	Man-Days 2021	Man-Days 2022	Man-Days 2023	Man-Days 2024	Labour rate 2020	Labour rate 2021	Labour rate 2022	Labour rate 2023	Labour rate 2024	Extended cost	Expat Allowance (ONLY if applicable)	Profit	Fully burdened cost	Subcontracted/ Name of Subcontractor
Expl CLIN 1.1	Systems Engineer	Euro (EUR)	25	20	15	10	5	50	51	52	53	54	3,850.00		385.00	4,235.00	No
CLIN 1.1	Insert Labour category name here												-		0.00	0.00	
CLIN 1.2	Insert Labour category name here												-		0.00	0.00	
CLIN 1.3	Insert Labour category name here												-		0.00	0.00	
CLIN 1.4	Insert Labour category name here												-		0.00	0.00	
CLIN 1.5	Insert Labour category name here												-		0.00	0.00	
CLIN 1.6	Insert Labour category name here												-		0.00	0.00	
CLIN 1.7	Insert Labour category name here												-		0.00	0.00	
CLIN 1.8	Insert Labour category name here												-		0.00	0.00	
CLIN 1.9	Insert Labour category name here												-		0.00	0.00	
CLIN 1.10	Insert Labour category name here												-		0.00	0.00	
CLIN 2.1	Insert Labour category name here												-		0.00	0.00	
CLIN 2.2	Insert Labour category name here												-		0.00	0.00	
CLIN 2.3	Insert Labour category name here												-		0.00	0.00	
CLIN 2.4	Insert Labour category name here												-		0.00	0.00	
CLIN 2.5	Insert Labour category name here												-		0.00	0.00	
CLIN 2.6	Insert Labour category name here												-		0.00	0.00	
CLIN 2.7	Insert Labour category name here												-		0.00	0.00	
CLIN 2.8	Insert Labour category name here												-		0.00	0.00	
CLIN 2.9	Insert Labour category name here												-		0.00	0.00	
CLIN 2.10	Insert Labour category name here												-		0.00	0.00	
CLIN 3.1	Insert Labour category name here												-		0.00	0.00	
CLIN 3.2	Insert Labour category name here												-		0.00	0.00	
CLIN 3.3	Insert Labour category name here												-		0.00	0.00	
CLIN 3.4	Insert Labour category name here												-		0.00	0.00	
CLIN 3.5	Insert Labour category name here												-		0.00	0.00	
CLIN 3.6	Insert Labour category name here												-		0.00	0.00	
CLIN 3.7	Insert Labour category name here												-		0.00	0.00	
CLIN 3.8	Insert Labour category name here												-		0.00	0.00	
CLIN 3.9	Insert Labour category name here												-		0.00	0.00	
CLIN 3.10	Insert Labour category name here												-		0.00	0.00	
CLIN 4.1	Insert Labour category name here												-		0.00	0.00	
CLIN 4.2	Insert Labour category name here												-		0.00	0.00	
CLIN 4.3	Insert Labour category name here												-		0.00	0.00	
CLIN 4.4	Insert Labour category name here												-		0.00	0.00	
CLIN 4.5	Insert Labour category name here												-		0.00	0.00	
CLIN 4.6	Insert Labour category name here												-		0.00	0.00	
CLIN 4.7	Insert Labour category name here												-		0.00	0.00	
CLIN 4.8	Insert Labour category name here												-		0.00	0.00	
CLIN 4.9	Insert Labour category name here												-		0.00	0.00	
CLIN 4.10	Insert Labour category name here												-		0.00	0.00	
CLIN 5.1	Insert Labour category name here												-		0.00	0.00	
CLIN 5.2	Insert Labour category name here												-		0.00	0.00	
CLIN 5.3	Insert Labour category name here												-		0.00	0.00	
CLIN 5.4	Insert Labour category name here												-		0.00	0.00	
CLIN 5.5	Insert Labour category name here												-		0.00	0.00	
CLIN 5.6	Insert Labour category name here												-		0.00	0.00	
CLIN 5.7	Insert Labour category name here												-		0.00	0.00	
CLIN 5.8	Insert Labour category name here												-		0.00	0.00	
CLIN 5.9	Insert Labour category name here												-		0.00	0.00	
CLIN 5.10	Insert Labour category name here												-		0.00	0.00	
CLIN 6.1	Insert Labour category name here												-		0.00	0.00	
CLIN 6.2	Insert Labour category name here												-		0.00	0.00	
CLIN 6.3	Insert Labour category name here												-		0.00	0.00	
CLIN 6.4	Insert Labour category name here												-		0.00	0.00	
CLIN 6.5	Insert Labour category name here												-		0.00	0.00	
CLIN 6.6	Insert Labour category name here												-		0.00	0.00	
CLIN 6.7	Insert Labour category name here												-		0.00	0.00	
CLIN 6.8	Insert Labour category name here												-		0.00	0.00	
CLIN 6.9	Insert Labour category name here												-		0.00	0.00	
CLIN 6.10	Insert Labour category name here												-		0.00	0.00	
CLIN 7.1	Insert Labour category name here												-		0.00	0.00	
CLIN 7.2	Insert Labour category name here												-		0.00	0.00	
CLIN 7.3	Insert Labour category name here												-		0.00	0.00	
CLIN 7.4	Insert Labour category name here												-		0.00	0.00	
CLIN 7.5	Insert Labour category name here												-		0.00	0.00	
CLIN 7.6	Insert Labour category name here												-		0.00	0.00	
CLIN 7.7	Insert Labour category name here												-		0.00	0.00	
CLIN 7.8	Insert Labour category name here												-		0.00	0.00	
CLIN 7.9	Insert Labour category name here												-		0.00	0.00	
CLIN 7.10	Insert Labour category name here												-		0.00	0.00	
CLIN 8.1	Insert Labour category name here												-		0.00	0.00	
CLIN 8.2	Insert Labour category name here												-		0.00	0.00	
CLIN 8.3	Insert Labour category name here												-		0.00	0.00	
CLIN 8.4	Insert Labour category name here												-		0.00	0.00	
CLIN 8.5	Insert Labour category name here												-		0.00	0.00	
CLIN 8.6	Insert Labour category name here												-		0.00	0.00	
CLIN 8.7	Insert Labour category name here												-		0.00	0.00	
CLIN 8.8	Insert Labour category name here												-		0.00	0.00	

Enter profit percentage for labour in yellow cell below:

Profit => 0%

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

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

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

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

CLIN 8.9	Insert Labour category name here	-	0.00	0.00
CLIN 8.10	Insert Labour category name here	-	0.00	0.00
Total				**0.00**

Each line of the table that contains Material is to be populated with the CLIN from the drop down menu that is associated with the effort. Note that all CLINS in the drop down list should be accounted for and if there is no Material associated please include a line for that CLIN and indicate "No Material associated" in column C.	Bidder is to identify specific Material that is to be procured as a part of the proposed solution. This includes specific hardware items, software licenses, etc.	Bidder is to provide a description of each item; this can be a model number, hardware configuration description, etc.	Each line is to be completed by the bidder with the applicable currency. Contractors may choose to enter multiple currencies in one sheet or duplicate the sheet for multiple currencies.	Number of Units to be purchased Year 1	Number of Units to be purchased Year 2	Number of Units to be purchased Year 3	Number of Units to be purchased Year 4	Number of Units to be purchased Year 5	Unit Cost Year 1	Unit Cost Year 2	Unit Cost Year 3	Unit Cost Year 4	Unit Cost Year 5	This colum should only be expressed as a formula, which is the total of the previous columns: "quantity*cost s" for all years.	This is a calculation of the profit for each line item (if applicable). Note: The formula given in this column is an example only and the bidder should enter the appropriate formula. **If the contractor did not apply profit, any or all of these cells can be 0.**	This is a calculation of the "fully burdened" cost for each item, which means the cost of all units including all profit and indirect rates associated with Material (G/A, overhead, etc.).	A) If the line of effort is performed by the bidder indicate "No" in each line that is not subcontracted; B) If the line of effort is subcontracted out to another company indicate the company name in each line associated with their effort.
CLIN	**Equipment Name**	**Item Description**	**Currency**	**Quantity 2020**	**Quantity 2021**	**Quantity 2022**	**Quantity 2023**	**Quantity 2024**	**Unit cost 2020**	**Unit cost 2021**	**Unit cost 2022**	**Unit cost 2023**	**Unit cost 2024**	**Extended cost**	**Profit**	**Fully burdened cost**	**Subcontracted/ Name of Subcontractor**
Expl CLIN 1.1	EXAMPLE: BrandX Server: TS1593	Example: HT800003 (model number)	Euro (EUR)	10	20	25	5	5	150	155	160	165	170	10,275.00	1,027.50	11,302.50	No
CLIN 1.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 1.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 2.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 3.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 4.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 5.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 6.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 7.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.1	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.2	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.3	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.4	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.5	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.6	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.7	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.8	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.9	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
CLIN 8.10	Insert Purchased Equipment name	Insert Item Description/Model number												0.00	0.00	0.00	
Total																**0.00**	

Enter profit percentage for Material in yellow cell below:

Profit => 0%

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

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

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

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

Each line of the table that contains travel is to be populated with the CLIN from the drop down menu that is associated with the effort. Note that all CLINS in the drop down list should be accounted for and if there is no travel associated please include a line for that CLIN and indicate "No travel associated" in column C.	Bidder is to identify the origin and the destination of each travel.	Enter year of expected Travel cost.	Each line is to be completed by the bidder with the applicable currency. Bidders may choose to enter multiple currencies in one sheet or duplicate the sheet for multiple currencies.	Enter the number of trips.	Enter the number of people for each trip.	Enter the number of days per trip.	Enter the cost per roundtrip transportation (Flight, train, etc.).	Enter the per diem rate.	Calculated the Total Travel Cost.
CLIN	**Origin/Destination**	**Year**	**Currency**	**Number of trips**	**Number of people**	**Number of Days per trip**	**Cost per roundtrip**	**Per Diem**	**Total Cost**
Expl CLIN 1.1	Rome/The Hague	2020	Euro (EUR)	4	3	5	600.00	150.00	16,200.00
CLIN 1.1	Insert Origin/destination								0.00
CLIN 1.2	Insert Origin/destination								0.00
CLIN 1.3	Insert Origin/destination								0.00
CLIN 1.4	Insert Origin/destination								0.00
CLIN 1.5	Insert Origin/destination								0.00
CLIN 1.6	Insert Origin/destination								0.00
CLIN 1.7	Insert Origin/destination								0.00
CLIN 1.8	Insert Origin/destination								0.00
CLIN 1.9	Insert Origin/destination								0.00
CLIN 1.10	Insert Origin/destination								0.00
CLIN 2.1	Insert Origin/destination								0.00
CLIN 2.2	Insert Origin/destination								0.00
CLIN 2.3	Insert Origin/destination								0.00
CLIN 2.4	Insert Origin/destination								0.00
CLIN 2.5	Insert Origin/destination								0.00
CLIN 2.6	Insert Origin/destination								0.00
CLIN 2.7	Insert Origin/destination								0.00
CLIN 2.8	Insert Origin/destination								0.00
CLIN 2.9	Insert Origin/destination								0.00
CLIN 2.10	Insert Origin/destination								0.00
CLIN 3.1	Insert Origin/destination								0.00
CLIN 3.2	Insert Origin/destination								0.00
CLIN 3.3	Insert Origin/destination								0.00
CLIN 3.4	Insert Origin/destination								0.00
CLIN 3.5	Insert Origin/destination								0.00
CLIN 3.6	Insert Origin/destination								0.00
CLIN 3.7	Insert Origin/destination								0.00
CLIN 3.8	Insert Origin/destination								0.00
CLIN 3.9	Insert Origin/destination								0.00
CLIN 3.10	Insert Origin/destination								0.00
CLIN 4.1	Insert Origin/destination								0.00
CLIN 4.2	Insert Origin/destination								0.00
CLIN 4.3	Insert Origin/destination								0.00
CLIN 4.4	Insert Origin/destination								0.00
CLIN 4.5	Insert Origin/destination								0.00
CLIN 4.6	Insert Origin/destination								0.00
CLIN 4.7	Insert Origin/destination								0.00
CLIN 4.8	Insert Origin/destination								0.00
CLIN 4.9	Insert Origin/destination								0.00
CLIN 4.10	Insert Origin/destination								0.00
CLIN 5.1	Insert Origin/destination								0.00
CLIN 5.2	Insert Origin/destination								0.00
CLIN 5.3	Insert Origin/destination								0.00
CLIN 5.4	Insert Origin/destination								0.00
CLIN 5.5	Insert Origin/destination								0.00
CLIN 5.6	Insert Origin/destination								0.00
CLIN 5.7	Insert Origin/destination								0.00
CLIN 5.8	Insert Origin/destination								0.00
CLIN 5.9	Insert Origin/destination								0.00

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

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

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

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

CLIN 5.10	Insert Origin/destination	0.00
CLIN 6.1	Insert Origin/destination	0.00
CLIN 6.2	Insert Origin/destination	0.00
CLIN 6.3	Insert Origin/destination	0.00
CLIN 6.4	Insert Origin/destination	0.00
CLIN 6.5	Insert Origin/destination	0.00
CLIN 6.6	Insert Origin/destination	0.00
CLIN 6.7	Insert Origin/destination	0.00
CLIN 6.8	Insert Origin/destination	0.00
CLIN 6.9	Insert Origin/destination	0.00
CLIN 6.10	Insert Origin/destination	0.00
CLIN 7.1	Insert Origin/destination	0.00
CLIN 7.2	Insert Origin/destination	0.00
CLIN 7.3	Insert Origin/destination	0.00
CLIN 7.4	Insert Origin/destination	0.00
CLIN 7.5	Insert Origin/destination	0.00
CLIN 7.6	Insert Origin/destination	0.00
CLIN 7.7	Insert Origin/destination	0.00
CLIN 7.8	Insert Origin/destination	0.00
CLIN 7.9	Insert Origin/destination	0.00
CLIN 7.10	Insert Origin/destination	0.00
CLIN 8.1	Insert Origin/destination	0.00
CLIN 8.2	Insert Origin/destination	0.00
CLIN 8.3	Insert Origin/destination	0.00
CLIN 8.4	Insert Origin/destination	0.00
CLIN 8.5	Insert Origin/destination	0.00
CLIN 8.6	Insert Origin/destination	0.00
CLIN 8.7	Insert Origin/destination	0.00
CLIN 8.8	Insert Origin/destination	0.00
CLIN 8.9	Insert Origin/destination	0.00
CLIN 8.10	Insert Origin/destination	0.00
Total		**0.00**

Each line of the table that contains ODC is to be populated with the CLIN from the drop down menu that is associated with the effort. Note that all CLINS in the drop down list should be accounted for and if there is no ODC associated please include a line for that CLIN and indicate "No ODC associated" in column C.	Enter the name of the ODC item.	Enter a description of the ODC item.	Enter year of expected ODC cost.	Enter the currency	Enter the unit type	Enter the number of units.	Enter the unit cost.	Total ODC cost calculation.
CLIN	**Item Name**	**Item Description**	**Year**	**Currency**	**Unit Type (Man-Days, lot, etc.)**	**Quantity**	**Unit cost**	**Total Cost**
Expl CLIN 1.1	Shipping	Shipping USA to BRU	2020	Euro (EUR)	Lot	2	3,000.00	6,000.00
CLIN 1.1	Insert Other Direct Cost item							0.00
CLIN 1.2	Insert Other Direct Cost item							0.00
CLIN 1.3	Insert Other Direct Cost item							0.00
CLIN 1.4	Insert Other Direct Cost item							0.00
CLIN 1.5	Insert Other Direct Cost item							0.00
CLIN 1.6	Insert Other Direct Cost item							0.00
CLIN 1.7	Insert Other Direct Cost item							0.00
CLIN 1.8	Insert Other Direct Cost item							0.00
CLIN 1.9	Insert Other Direct Cost item							0.00
CLIN 1.10	Insert Other Direct Cost item							0.00
CLIN 2.1	Insert Other Direct Cost item							0.00
CLIN 2.2	Insert Other Direct Cost item							0.00
CLIN 2.3	Insert Other Direct Cost item							0.00
CLIN 2.4	Insert Other Direct Cost item							0.00
CLIN 2.5	Insert Other Direct Cost item							0.00
CLIN 2.6	Insert Other Direct Cost item							0.00
CLIN 2.7	Insert Other Direct Cost item							0.00
CLIN 2.8	Insert Other Direct Cost item							0.00
CLIN 2.9	Insert Other Direct Cost item							0.00
CLIN 2.10	Insert Other Direct Cost item							0.00
CLIN 3.1	Insert Other Direct Cost item							0.00
CLIN 3.2	Insert Other Direct Cost item							0.00
CLIN 3.3	Insert Other Direct Cost item							0.00
CLIN 3.4	Insert Other Direct Cost item							0.00
CLIN 3.5	Insert Other Direct Cost item							0.00
CLIN 3.6	Insert Other Direct Cost item							0.00
CLIN 3.7	Insert Other Direct Cost item							0.00
CLIN 3.8	Insert Other Direct Cost item							0.00
CLIN 3.9	Insert Other Direct Cost item							0.00
CLIN 3.10	Insert Other Direct Cost item							0.00
CLIN 4.1	Insert Other Direct Cost item							0.00
CLIN 4.2	Insert Other Direct Cost item							0.00
CLIN 4.3	Insert Other Direct Cost item							0.00
CLIN 4.4	Insert Other Direct Cost item							0.00
CLIN 4.5	Insert Other Direct Cost item							0.00
CLIN 4.6	Insert Other Direct Cost item							0.00
CLIN 4.7	Insert Other Direct Cost item							0.00
CLIN 4.8	Insert Other Direct Cost item							0.00
CLIN 4.9	Insert Other Direct Cost item							0.00
CLIN 4.10	Insert Other Direct Cost item							0.00
CLIN 5.1	Insert Other Direct Cost item							0.00
CLIN 5.2	Insert Other Direct Cost item							0.00
CLIN 5.3	Insert Other Direct Cost item							0.00
CLIN 5.4	Insert Other Direct Cost item							0.00
CLIN 5.5	Insert Other Direct Cost item							0.00
CLIN 5.6	Insert Other Direct Cost item							0.00
CLIN 5.7	Insert Other Direct Cost item							0.00
CLIN 5.8	Insert Other Direct Cost item							0.00
CLIN 5.9	Insert Other Direct Cost item							0.00

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

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

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

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

CLIN 5.10	Insert Other Direct Cost item	0.00
CLIN 6.1	Insert Other Direct Cost item	0.00
CLIN 6.2	Insert Other Direct Cost item	0.00
CLIN 6.3	Insert Other Direct Cost item	0.00
CLIN 6.4	Insert Other Direct Cost item	0.00
CLIN 6.5	Insert Other Direct Cost item	0.00
CLIN 6.6	Insert Other Direct Cost item	0.00
CLIN 6.7	Insert Other Direct Cost item	0.00
CLIN 6.8	Insert Other Direct Cost item	0.00
CLIN 6.9	Insert Other Direct Cost item	0.00
CLIN 6.10	Insert Other Direct Cost item	0.00
CLIN 7.1	Insert Other Direct Cost item	0.00
CLIN 7.2	Insert Other Direct Cost item	0.00
CLIN 7.3	Insert Other Direct Cost item	0.00
CLIN 7.4	Insert Other Direct Cost item	0.00
CLIN 7.5	Insert Other Direct Cost item	0.00
CLIN 7.6	Insert Other Direct Cost item	0.00
CLIN 7.7	Insert Other Direct Cost item	0.00
CLIN 7.8	Insert Other Direct Cost item	0.00
CLIN 7.9	Insert Other Direct Cost item	0.00
CLIN 7.10	Insert Other Direct Cost item	0.00
CLIN 8.1	Insert Other Direct Cost item	0.00
CLIN 8.2	Insert Other Direct Cost item	0.00
CLIN 8.3	Insert Other Direct Cost item	0.00
CLIN 8.4	Insert Other Direct Cost item	0.00
CLIN 8.5	Insert Other Direct Cost item	0.00
CLIN 8.6	Insert Other Direct Cost item	0.00
CLIN 8.7	Insert Other Direct Cost item	0.00
CLIN 8.8	Insert Other Direct Cost item	0.00
CLIN 8.9	Insert Other Direct Cost item	0.00
CLIN 8.10	Insert Other Direct Cost item	0.00
Total		**0.00**

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

***Note: rate description only needed if this is a rate not included in the list below:**
Overhead
Fringe
General & Administrative
Material Handling
Profit- Labour
Profit- Materiel

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

Instructions:

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

RFQ-CO-15040-ANET BIDDING SHEETS MILESTONE IMPLEMENTATION SCHEDULE	
Milestone	**Required Completion Date**
Start of Project (PS)	EDC
Project Kick-off Meeting (KCK)	EDC + 1 week
Project Management Review (PMR)	EDC + 1 month
Architecture Review (AR)	EDC + 2 month
First Quarter Review (1Q)	EDC + 3 months
Second Quarter Review (2Q)	EDC + 6 months
Initial Operational Capability (IOC)	EDC + 8 months
Third Quarter Review (3Q)	EDC + 9 months
Fourth Quarter Review (4Q)	EDC + 12 months
Final System Acceptance (FSA)	EDC + 13 months
Fifth Quarter Review (5Q)	EDC + 15 months
Quarter Reviews	Every Quarter

CO-15040-ANET

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PROSPECTIVE CONTRACT

RFQ-CO-15040-ANET

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

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SIGNATURE SHEET

NCI Agency PURCHASE ORDER	
1. Original Number __ of	**2. PO Number : XXXXXXXX**
3. Contract Number: CO-15040-ANET	**4. Effective date (EDC): SEE BLOCK 17**
5. Contractor: **Director**	**6. Purchaser:** The General Manager NATO Communications and Information Agency Boulevard Leopold III B-1110 Bruxelles Tel: +32(0)2 707 8282 Fax: +32(0)2 707 87.70
7. CONTRACT SCOPE: This is a Contract for the implementation and maintainance of a robust Advisor Network (ANET) capability across all NATO Operations, to be delivered in accordance with the terms and conditions specified herein.	
8. TOTAL AMOUNT OF CONTRACT : _____ Currency – Excluding VAT Firm Fixed Price	
9. PERIOD OF PERFORMANCE As stated in Schedule of Supplies and Services and Special Provisions	**10. DELIVERY SITE** As stated in Schedule of Supplies and Services and Special Provisions
11. CONTRACT This Contract consists of the following parts and named documents: a) Part I. Schedule of Supplies and Services b) Part II. Special Contract Provisions and Annexes c) Part III. Statement of Work and Annexes d) NCI Agency Basic Ordering Agreement General Provisions and Appendix 1, of the Basic Ordering Agreement NCIA/BOA/XXXXX XX Month 20xx, incorporated herein by reference. e) Contractor's proposal dated XX Month 2019 and subsequent clarifications. f) In the event of any conflict or inconsistencies between or among any of the documents comprising this Contract, the order of priority specified in Clause 2 of Part II shall apply.	
12. Signature of Contractor	**13. Signature of Purchaser**
14. Name and Title of Signer	**15. Name and Title of Signer**
16. Date signed by the Contractor	**17. Date signed by the Purchaser**

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1. Part I, Schedule of Supplies and Services
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3. Part III, Statement of Work & Annexes

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Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

PART I - CONTRACT SCHEDULES OF SUPPLIES AND SERVICES

CLIN Number	CLIN DESCRIPTION	Firm Fixed Price
	Currency =>	
Grand Total Firm Fixed Price - Base Contract / LOT 1		**-**
Grand Total Firm Fixed Price - Evaluated Options / LOT 2		**-**
CLIN 1	WP1 (BASE) - ANET Support for KFOR Mission (IC)	-
Total Firm Fixed Price Base Contract		**-**
CLIN 2	WP2 (OPTION) - ANET Support for RSM (BC) - 2020	-
CLIN 3	WP3 (OPTION) - ANET Stand Up for NMI (IC)	-
CLIN 4	WP4 (OPTION) - ANET Support for NMI (BC) - 2020	-
CLIN 5	WP5 (OPTION) - Support for a Mission (BC) - 2021	-
CLIN 6	WP5 (OPTION) - Support for a Mission (BC) - 2022	-
CLIN 7	WP5 (OPTION) - Support for a Mission (BC) - 2023	-
CLIN 8	WP5 (OPTION) - Support for a Mission (BC) - 2024	-
Total Firm Fixed Price Evaluated Options		**-**

CO-15040-ANET Schedule of Supplies and Services
BASIC CONTRACT/LOT1

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
1	**WP1 (BASE) - ANET Support for KFOR Mission (IC)**	**1.6.1**	**PS to PE**	**See below**	**See below**	**See below**	**See below**			
1.1	Software Architecture Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment
1.2	Graphic and Application Design Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-	-	Investment
1.3	Database Design and Maintenance Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-	-	Investment
1.4	Backend Development Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	25	-		Investment
1.5	Advanced Data Visualization and Data Science Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment
1.6	DevOps and Infrastructure Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment
1.7	Project Management Service	3.3.2	From KCK to FSA	Dev. Env./Project Portal	Online	Man-Days	10	-	-	Investment
1.8	Site Survey / Training / Event (Kosovo)	3.3.2	From KCK to 1Q	Kosovo	-	Man-Days	8 PAX for 3 days	-		Investment
1.9	Meeting @NCIA (The Hague, NL)	3.3.2	From KCK to PE	NCIA The Hague	-	Man-Days	20 PAX for 1 day	-		Investment
1.10	Onsite Support (The Hague, NL)	3.3.2	From KCK to PE	NCIA The Hague	-	Man-Days	10 PAX for 3 days	-		Investment
TOTAL PRICE CLIN 1									-	
Total Firm Fixed Price- Base Contract									-	

OPTIONAL CLINS/LOT2

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
2	**WP2 (OPTION) - ANET Support for RSM (BC) - 2020**	**1.6.2**								
2.1	Software Architecture Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M
2.2	Graphic and Application Design Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	32	-	-	O&M
2.3	Database Design and Maintenance Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	32	-	-	O&M
2.4	Backend Development Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	40	-	-	O&M
2.5	Advanced Data Visualization and Data Science Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	40	-	-	O&M
2.6	DevOps and Infrastructure Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M
2.7	Project Management Service	3.3.3	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M
2.8	Training (Bydgoszcz, PL)	3.3.3	01.01.2020-31.12.2020	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		O&M
2.9	Meeting @NCIA (The Hague, NL)	3.3.3	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	16PAX for 1 day	-		O&M
2.10	Onsite Support (The Hague, NL)	3.3.3	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	8PAX for 3 days	-		O&M
TOTAL PRICE CLIN 2									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
3	**WP3 (OPTION) - ANET Stand Up for NMI (IC)**	**1.6.3**								
3.1	Software Architecture Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment
3.2	Graphic and Application Design Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment
3.3	Database Design and Maintenance Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment
3.4	Backend Development Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment
3.5	Advanced Data Visualization and Data Science Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	20	-	-	Investment
3.6	DevOps and Infrastructure Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment
3.7	Project Management Service	3.3.4	From KCK to 1Q	Dev. Env./Project Portal	Online	Man-Days	5	-	-	Investment
3.8	Training (Bydgoszcz, PL)	3.3.4	From KCK to 1Q	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		Investment
3.9	Meeting @NCIA (The Hague, NL)	3.3.4	From KCK to 1Q	NCIA The Hague	-	Man-Days	4 PAX for 1 day	-		Investment
3.10	Onsite Support (The Hague, NL)	3.3.4	From KCK to 1Q	NCIA The Hague	-	Man-Days	2 PAX for 3 days	-		Investment
TOTAL PRICE CLIN 3									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
4	**WP4 (OPTION) - ANET Support for NMI (BC) - 2020**	**1.6.4**								
4.1	Software Architecture Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M
4.2	Graphic and Application Design Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	12	-	-	O&M
4.3	Database Design and Maintenance Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	12	-	-	O&M
4.4	Backend Development Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M
4.5	Advanced Data Visualization and Data Science Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	20	-	-	O&M
4.6	DevOps and Infrastructure Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M
4.7	Project Management Service	3.3.5	01.01.2020-31.12.2020	Dev. Env./Project Portal	Online	Man-Days	8	-	-	O&M
4.8	Training (Bydgoszcz, PL)	3.3.5	01.01.2020-31.12.2020	Bydgoszcz, PL	-	Man-Days	2 PAX for 3 days	-		O&M
4.9	Meeting @NCIA (The Hague, NL)	3.3.5	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	16 PAX for 1 day	-		O&M
4.10	Onsite Support (The Hague, NL)	3.3.5	01.01.2020-31.12.2020	NCIA The Hague	-	Man-Days	8 PAX for 3 days	-		O&M
TOTAL PRICE CLIN 4									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
5	**WP5 (OPTION) - Support for a Mission (BC) - 2021**	**1.6.5**								
5.1	Software Architecture Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M

5.2	Graphic and Application Design Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
5.3	Database Design and Maintenance Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
5.4	Backend Development Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
5.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
5.6	DevOps and Infrastructure Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
5.7	Project Management Service	3.3.6	01.01.2021-31.12.2021	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
5.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2021-31.12.2021	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M
5.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2021-31.12.2021	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M
5.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2021-31.12.2021	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M
TOTAL PRICE CLIN 5									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
6	**WP5 (OPTION) - Support for a Mission (BC) - 2022**	**1.6.5**								
6.1	Software Architecture Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
6.2	Graphic and Application Design Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
6.3	Database Design and Maintenance Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
6.4	Backend Development Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
6.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
6.6	DevOps and Infrastructure Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
6.7	Project Management Service	3.3.6	01.01.2022-31.12.2022	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
6.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2022-31.12.2022	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M
6.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2022-31.12.2022	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M
6.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2022-31.12.2022	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M
TOTAL PRICE CLIN 6									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
7	**WP5 (OPTION) - Support for a Mission (BC) - 2023**	**1.6.5**								
7.1	Software Architecture Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
7.2	Graphic and Application Design Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
7.3	Database Design and Maintenance Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
7.4	Backend Development Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
7.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
7.6	DevOps and Infrastructure Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
7.7	Project Management Service	3.3.6	01.01.2023-31.12.2023	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
7.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2023-31.12.2023	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M
7.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2023-31.12.2023	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M
7.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2023-31.12.2023	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M
TOTAL PRICE CLIN 7									-	

CLIN	Description	SOW Reference	Required Period of Performance	Delivery Destination	Delivery Form	Unit of measure	Quantity	Unit Price	Total Firm Fixed Price	Investment or O&M
								Declare Currency =>		
8	**WP5 (OPTION) - Support for a Mission (BC) - 2024**	**1.6.5**								
8.1	Software Architecture Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
8.2	Graphic and Application Design Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
8.3	Database Design and Maintenance Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	50	-	-	O&M
8.4	Backend Development Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	60	-		O&M
8.5	Advanced Data Visualization and Data Science Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	60	-	-	O&M
8.6	DevOps and Infrastructure Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
8.7	Project Management Service	3.3.6	01.01.2024-31.12.2024	Dev. Env./Project Portal	Online	Man-Days	30	-	-	O&M
8.8	Training (Bydgoszcz, PL)	3.3.6	01.01.2024-31.12.2024	Bydgoszcz, PL	-	Man-Days	3 PAX for 3 days	-		O&M
8.9	Meeting @NCIA (The Hague, NL)	3.3.6	01.01.2024-31.12.2024	NCIA The Hague	-	Man-Days	24 PAX for 1 day	-		O&M
8.10	Onsite Support (The Hague, NL)	3.3.6	01.01.2024-31.12.2024	NCIA The Hague	-	Man-Days	12 PAX for 3 days	-		O&M
TOTAL PRICE CLIN 8									-	
Total Firm Fixed Price- Evaluated Options									-	

CO-15040-ANET MILESTONE IMPLEMENTATION SCHEDULE	
Milestone	**Required Completion Date**
Start of Project (PS)	EDC
Project Kick-off Meeting (KCK)	EDC + 1 week
Project Management Review (PMR)	EDC + 1 month
Architecture Review (AR)	EDC + 2 month
First Quarter Review (1Q)	EDC + 3 months
Second Quarter Review (2Q)	EDC + 6 months
Initial Operational Capability (IOC)	EDC + 8 months
Third Quarter Review (3Q)	EDC + 9 months
Fourth Quarter Review (4Q)	EDC + 12 months
Final System Acceptance (FSA)	EDC + 13 months
Fifth Quarter Review (5Q)	EDC + 15 months
Quarter Reviews	Every Quarter

CO-15040-ANET Finance Payment Schedule

CLIN	**1**	**2**		**3**		**4**		**5**		**6**		**7**		**8**	
Milestone / Date															
Start of Project (PS)	NP														
Project Kick-off Meeting (KCK)	NP														
Project Management Review (PMR)	10%														
Architecture Review (AR)	NP														
First Quarter Review (1Q)	15%														
Second Quarter Review (2Q)	20%														
Initial Operational Capability (IOC)	NP														
Third Quarter Review (3Q)	20%														
Fourth Quarter Review (4Q)	20%														
Final System Acceptance (FSA)	NP														
Fifth Quarter Review (5Q)	15%														
Quarter Review		25%	WP2 Activation + 3 months	50%	WP2 Activation + 3 months	25%	WP4 Activation + 3 months	25%	WP5 Activation + 3 months	25%	WP5 Activation + 3 months	25%	WP5 Activation + 3 months	25%	WP5 Activation + 3 months
Quarter Review		25%	WP2 Activation + 6 months	50%	WP2 Activation + 6 months	25%	WP4 Activation + 6 months	25%	WP5 Activation + 6 months	25%	WP5 Activation + 6 months	25%	WP5 Activation + 6 months	25%	WP5 Activation + 6 months
Quarter Review		25%	WP2 Activation + 9 months			25%	WP4 Activation + 9 months	25%	WP5 Activation + 9 months	25%	WP5 Activation + 9 months	25%	WP5 Activation + 9 months	25%	WP5 Activation + 9 months
Quarter Review		25%	WP2 Activation + 12 months			25%	WP4 Activation + 12 months	25%	WP5 Activation + 12 months	25%	WP5 Activation + 12 months	25%	WP5 Activation + 12 months	25%	WP5 Activation + 12 months
TOTAL	100%	100%		100%		100%		100%		100%		100%		100%	

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Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

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PART II

CONTRACT SPECIAL PROVISIONS

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PART II – CONTRACT SPECIAL PROVISIONS

1. DEFINITIONS

1.1 For the purpose of this contract and unless otherwise explicitly indicated, the following definitions shall apply:

1.2 Acceptance: The act of an authorized representative of the Purchaser by which the Purchaser assumes title and ownership of delivered Works rendered as partial or complete performance of the Contract. “Acceptance” in this regard, unless specifically provided otherwise in the Contract Special Provisions, means final Acceptance where the Contract provides for Provisional or Partial Acceptance.

1.3 Basic Ordering Agreement (BOA): Means the separate agreement the Contractor holds with the NCI Agency under the auspices of the NCI Agency BOA Program.

1.4 Contracting Authority: The General Manager of the NCI Agency, the Director of Acquisition of the NCI Agency, the Chief of Contracts of the NCI Agency or the authorised representatives of the Chief of Contracts of the NCI Agency.

1.5 Contractor: The person or legal entity from a Participating Country which has signed this Contract and is a Party thereto.

1.6 General Provisions: Means the General Provisions contained in the Contractor’s BOA.

1.7 Purchaser: NCI Agency, as represented by the General Manager, NCI Agency. The Purchaser is the legal entity who awards and administers the Contract and stands as one of the Contracting Parties.

2. ORDER OF PRECEDENCE

2.1. In the event of any inconsistency in this Contract, the inconsistency shall be resolved by giving precedence in the following order:

a. Part I - The Schedule of Supplies and Services
b. Part II - The Contract Special Provisions
c. Basic Ordering Agreement NCIA/BOA/XXXXX dated XX Month 20XX
d. Part III – The Statement of Work and its Annexes
e. Contractor’s proposal dated [*XX Month 2019 (including Technical Proposal v.xx)*]

3. SCOPE OF WORK

3.1. Improve JRD Reporting Data Collection Capability (CUR 1884) 2017/1IS03033-0/8/9 aims to improve and automate the reporting mechanisms used to process the information originated by the KFOR Liaison and Monitoring Teams (LMTs) and aggregated at JRD (Joint Regional Detachment) level on the Mission Secret (MS) network. The Agency (NCI Agency) has considered several options to obtain the capability and has decided to utilize Advisory Network (ANET) capability that was developed to capture and facilitate the work of advisors.

3.2. The purpose of this Contract is to implement and maintain a robust Advisory Network (ANET) capability to capture and facilitate the work of advisors not only for KFOR mission but also for other NATO missions.

3.3. This Contract covers all performance and deliverables necessary to design, implement, and support the capability. ANET User Stories contained in Annex B and Requirements contained in Annex E of the Contract Statement of Work (SOW) includes the system specifications and requirements.

4. FIRM FIXED PRICE

4.1. This is a Firm Fixed Price Contract. Firm Fixed Prices are established for the supplies and services defined in Part I - Schedule of Supplies and Services,

4.2. The Purchaser assumes no liability for costs incurred by the Contractor in excess of the stated Firm Fixed Price except as provided under other provisions of this Contract.

4.3. The Total Contract price is inclusive of all expenses related to the performance of the present contract.

4.4. The Total Contract price in this Contract is Delivered Duty Paid (INCOTERMS 2000).

5. COMPREHENSION OF CONTRACT AND SPECIFICATIONS

5.1. The Contractor warrants that he has read, understood and agreed to each and all terms, clauses, specifications and conditions specified in the Contract and that this signature of the Contract is an acceptance, without reservations, of the said Contract terms within their normal and common meaning.

5.2. The specifications set forth the performance requirements for the Contractor's proposed work as called for under this Contract. Accordingly, notwithstanding any conflict or inconsistency which hereafter may be found between achievement of the aforesaid performance requirements and adherence to the Contractor's

proposed design for the work, the Contractor hereby warrants that the work to be delivered will meet or exceed the performance requirements of the said specifications.

5.3. The Contractor hereby acknowledges that he has no right to assert against the Purchaser, its officers, agents or employees, any claims or demands with respect to the aforesaid specifications as are in effect on the date of award of this Contract.

a. Based upon impossibility of performance, defective, inaccurate, impracticable, insufficient or invalid specifications, implied warranties of suitability of such specifications, or

b. Otherwise derived from the aforesaid specifications, and hereby waives any claims or demands so based or derived as might otherwise arise.

5.4. Notwithstanding Clause 12 (“Changes”) of the BOA General Provisions or any other clause of the Contract, the Contractor hereby agrees that no changes to the aforesaid specifications which may be necessary to permit achievement of the performance requirements specified herein for the Contractor’s proposed work shall entitle the Contractor either to any increase in the firm fixed price as set forth in this Contract or to any extension of the delivery times for the work beyond the period of performance in the Schedule of Supplies and Services.

6. PLACE AND TERMS OF DELIVERY

6.1. Deliverables under this Contract shall be delivered at such times as set forth in the Schedule of Supplies and Services.

7. CONTRACT STATUS REVIEW AND BREAKPOINTS

7.1. The following events are considered “Critical Progress Milestones” upon which successful completion of the contracted effort depends:

7.1.1. Acceptance in writing by the Purchaser of the Project Management deliverables as presented in the Project Management Review (PMR) to be accomplished not later than the date specified in the Schedule of Supplies and Services (see SOW §4.3).

7.1.2. Acceptance in writing by the Purchaser of the analysis and design deliverables as presented in the Architecture Review (AR) to be accomplished not later than the date specified in the Schedule of Supplies and Services (see SOW §4.4).

7.1.3. Acceptance in writing by the Purchaser of the deliverables of the Quarter Reviews (#Q) Milestone to be accomplished not later than the dates specified in the Schedule of Supplies and Services (see SOW §4.5).

7.1.4. Acceptance in writing by the Purchaser of the deliverables as presented in the Initial Operational Capability (IOC) to be accomplished not later than the date specified in the Schedule of Supplies and Services (see SOW §4.6).

7.1.5. Acceptance in writing by the Purchaser of the deliverables as presented in the Final System Acceptance (FSA) to be accomplished not later than the date specified in the Schedule of Supplies and Services (see SOW §4.7).

7.2. At each of these Critical Progress Milestones, the Purchaser will review the overall Contract status and progress in order to determine if continuation of the Contract remains in the best interest of NATO. Points to be considered in this decision include, but are not limited to:

7.2.2. The number and types of changes made, or expected to be made and their impact on project cost and schedule of the present contract,

7.2.3. Operational, environmental, or technological changes in the requirements for the system,

7.2.4. Level of satisfaction with the product(s) delivered up to the Milestone, according to the specifications for the evaluation criteria provide by the Contractor.

8. PURCHASE OPTIONS

8.1. Work Package 2 (WP2) is an option to the contract, ANET support for RSM Mission and it shall be exercised by a written notice to the Contractor and a contract amendment. The WP2 option would require an approval from the Military Budget Committee.

8.2. Work Package 3 (WP3) is an option to the contract, ANET support for NMI Mission and it shall be exercised by a written notice to the Contractor and a contract amendment. The WP3 option would require an approval from the NATO Investment Committee.

8.3. Work Package 4 (WP4) is an option to the contract, ANET support for NMI Mission and it shall be exercised by a written notice to the Contractor and a contract amendment. The WP4 option would require an approval from the Military Budget Committee.

8.4. Work Package 5 (WP5) is an option to the contract, ANET support for a mission and it shall be exercised by a written notice to the Contractor and a contract amendment.he WP5 option would require an approval from the Military Budget Committee.

8.5. Work Package 6 (WP6) is an option to the contract, ANET support for a mission and it shall be exercised by a written notice to the Contractor and a contract amendment.he WP6 option would require an approval from the Military Budget Committee.

8.6. Work Package 7 (WP7) is an option to the contract, ANET support for a mission and it shall be exercised by a written notice to the Contractor and a contract amendment.he WP7 option would require an approval from the Military Budget Committee.

8.7. Work Package 8 (WP8) is an option to the contract, ANET support for a mission and it shall be exercised by a written notice to the Contractor and a contract amendment.he WP8 option would require an approval from the Military Budget Committee.

8.8. The Purchaser, at his sole and exclusive discretion, shall have the right to exercise multiple times any or all of the Options so identified in Part I Schedule of Supplies and Services, at the prices and terms and conditions listed in this contract, for the duration of the contract period plus (1) year after final completion. If the Purchaser exercises such options, the Contractor shall deliver such specified quantities of additional or alternative supplies and services at such times and to such destinations as instructed by the Purchaser.

8.9. The Contractor understands that there is no obligation under this contract for the Purchaser to exercise any of the optional line items and that the Purchaser bears no liability should it decide not to exercise the options (totally or partially). Further, the Purchaser reserves the right to order another Contractor (or the same), to perform the tasks described in the optional line items of the current contract through a new contract with other conditions.

9. PARTICIPATING COUNTRIES

9.1. The Contractor may issue subcontracts to firms and purchase from qualified vendors in any contributory NATO nations in the project, namely, (in alphabetical order):

ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, NETHERLANDS, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, UNITED KINGDOM, UNITED STATES OF AMERICA.

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

9.3. 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 Country.

9.4. The Intellectual Property Rights for all software and documentation used by the Contractor in the performance of the Contract shall vest with firms from and within Participating Countries and no royalties or license fees for such software and documentation shall be paid by the Contractor to any source that does not reside within a Participating Country.

10. INSPECTION AND ACCEPTANCE

10.1. Acceptance is the action by which the Purchaser formally acknowledges that the Contractor has fully demonstrated that Contract Deliverables are complete or have been performed according to the requirements set in the Contract.

10.2. The supplies and services to be provided by the Contractor's personnel under this Contract shall conform to the highest professional and industry standards and practices. Inspection of the services provided will be made by the Purchaser's Technical representatives or another authorised designee in accordance with the specifications in Part IV - Statement of Work. Services performed by the Contractor which do not conform to the highest professional and industry standards may result in the Purchaser requesting that such work be performed again at no increase in the price of the contract. Repeated instances of work performed which fails to meet the standards and practices may result in termination of the Contract for Default.

10.3. The Purchaser reserves the right to charge to the Contractor any additional cost incurred by the Purchaser for inspection and test when Work is not ready at the time such inspection and test is requested by the Contractor or when re-inspection or retest is necessitated by prior rejection.

10.4. In accordance with the implementation procedures stated in Section 3 of the SOW, any hardware, software, documentation or any other Deliverables provided by the Contractor as part of a site installation shall not be subject to Acceptance until corresponding tests are satisfactorily completed.

10.5. Testing and Acceptance procedures are described in Clause 7 ("Inspection, Acceptance and Rejection") of the BOA General Provisions.

11. COTS PRODUCTS REPLACEMENT

11.1. If any COTS products specified in the Contract are upgraded or discontinued by their original providers for commercial or technological reasons, the Contractor shall propose their substitution by the new versions that are intended as market

replacement of the original products. The proposed items shall provide at equivalent or enhanced performance.

11.2. The Contractor shall provide price and performance data to support an improvement in performance and/or a reduction in price and/or life-cycle support costs. If necessary for evaluation by the Purchaser, the Contractor shall provide a demonstration of the proposed items. Should the Purchaser decide that the proposed item(s) should be included in the contract, an equitable price adjustment will be negotiated and the proposed item(s) shall be added to the Contract by bilateral modification under the authority of this Clause.

12. LIQUIDATED DAMAGES

12.1. If the Contractor fails to:

a) successfully meet the required performance dates as defined in the Schedule of Supplies and Services, or any extension thereof, or

b) deliver and obtain acceptance of the Deliverables or to acceptably perform the services as specified in the Schedule of Supplies and Services to this Contract,

the actual damage to the Purchaser for the delay will be difficult or impossible to determine. Therefore, in lieu of actual damages the Contractor shall pay to the Purchaser, for each day of delinquency in achieving the requirements of Clauses 12.1.a and 12.1.b, fixed and agreed liquidated damages of 0.1% (one tenth of one per cent) per day of the total payment amount for each Payment Event as scheduled in Clause 15 (“Invoices and Payment”) of the Contract Special Provisions.

12.2. Liquidated damages shall be payable to the Purchaser from the first day of delinquency in delivery and shall accrue at the rate specified in the paragraph above to an aggregate sum of all delinquent items not to exceed Fifteen Percent (15%) of the total value of the Contract. These liquidated damages shall accrue automatically and without any further notice being required.

12.3. The Contractor shall not be charged with liquidated damages when the delay arises out of causes beyond the control and without the fault or negligence of the Contractor as defined in Clause 19 (“Termination for Default”) of the BOA General Provisions. In such event, subject to the provisions of Clause 17 (“Disputes and Arbitration” of the BOA General Provisions, the Purchaser shall ascertain the facts and extent of the delay and shall extend the time for performance of the Contract when in its judgment the findings of fact justify an extension.

12.4. In addition, the Purchaser may terminate this Contract in whole or in part as provided in Clause 19 (“Termination for Default”) of the BOA General Provisions. In the event of such a termination, the Contractor shall be liable for Liquidated

Damages accruing to the date of termination, as well as the excess costs stated in the referred clause.

12.5. The amount of Liquidated Damages due by the Contractor shall be recovered by the Purchaser in the following order of priority:

a. By deducting such damages from the amounts due to the Contractor against the Contractor's invoices.
b. By proceeding against any surety or deducting from the Performance Guarantee if any
c. By reclaiming such damages through appropriate legal remedies.

13. BACKGROUND IPR

13.1. This Clause hereby supplements Clause 31 (“Rights in Technical Data”) of the BOA General Provisions.

13.2. Any use of Background IPR as stated in Annex A and Annex B of the Contract Special Provisions for the purpose of carrying out the work pursuant to the Contract shall, subject to any obligation on the part of the Contractor to make payments to any third party in respect of IPR which is licensed from such third party, be free of any charge to Purchaser. The Contractor hereby grants to NATO a non-exclusive, royalty-free and irrevocable license to use and authorise others to use any Background IPR for the purpose of exploiting or otherwise using the Foreground IPR.

13.3. Any use of Background IPR as stated in Annex A and Annex B of the Contract Special Provisions and unless specifically applicable to COTS items, is not limited to the number of users or the number of licenses required by the Contract for the use of the system. With the exception of COTS items, the Purchaser reserves the right to use the Background IPR as stated in Annex A and Annex B for any number of users and number of licenses as required, at no additional cost to the Purchaser.

13.4. The Purchaser may consider open source solutions alongside proprietary ones in developments provided that such solutions are fully compliant with the requirements of this Contract and, particularly Clause 9 (“Participating Countries”) of the Contract Special Provisions. Contractor shall disclose in advance the open source licence associated with the contemplated open source solution. The Purchaser reserves the right to refuse the incorporation of open source solutions that are deemed inadequate for incorporation in a NATO application (e.g., post-back obligations).

14. CHANGES

14.1. The Purchaser may at any time, by written order designated or indicated to be a change order, and without notice to the sureties, if any, make changes within the scope of any Contract or Task Order, as described in Clause 12 (“Changes”) of the BOA General Provisions.

14.2. Except as otherwise provided for in this Contract, prices quoted for the changes, modifications, etc. shall have a minimum validity period of 6 months from submission.

15. INVOICES AND PAYMENT

15.1. Following Purchaser acceptance, in writing, payment for supplies and services furnished shall be made in the currency specified for the relevant portion of the Contract.

15.2. The term of the Contract may not be exceeded without prior approval of the Purchaser. In no case will the Purchaser make payment above the total of the corresponding CLINs.

15.3. No payment shall be made with respect to undelivered supplies; works not performed, services not rendered and/or incorrectly submitted invoices.

15.4. No payment shall be made for additional items delivered that are not specified in the contractual document.

15.5. The Contractor shall be entitled to submit invoices as shown in the “Milestones and Payment” Tab in the Schedule of Supplies and Services.

15.6. Evidence of the acceptance by the Purchaser shall be attached to all invoices.

15.7. The invoice amount shall be exclusive of VAT and exclusive of all Taxes and Duties as per Clause 10 (“Taxes and Duties”) of the BOA General Provisions.

15.8. The Purchaser is released from paying any interest resulting from any reason whatsoever.

15.9. The Contractor shall render all invoices in a manner, which shall provide a clear reference to the Contract. Invoices in respect of any service and/or deliverable shall be prepared and submitted as specified hereafter and shall contain:

15.9.1. Contract number CO-15040-ANET;

15.9.2. Purchase Order number: **[XXXXXXXX]**;

15.9.3. Contract Amendment number (if any);

15.9.4. Contract Line Item(s) (CLIN) as they are defined in the priced Schedule of Supplies and Services;

15.9.5. Bank Account details for International wire transfers.

15.10. The invoice shall contain the following certificate: "*I certify that the above invoice is true and correct, that the delivery of the above described items has been duly effected and/or that the above mentioned services have been rendered and the payment therefore has not been received."* The certificate shall be signed by a duly authorised company official on the designated original.

15.11. Invoices referencing "CO-15040-ANET/ PO (TBD at Contract Award)" shall be submitted in electronic format to:

accountspayable@ncia.nato.int

An Electronic copy shall be sent to the Contracting Officer, at the email address specified in Clause 18.6 of the Special Contract Provisions.

15.12. NCI Agency will make payment within 45 days of receipt by NCI Agency of a properly prepared and documented invoice.

16. RESERVED

17. SUPPLEMENTAL AGREEMENTS, DOCUMENTS AND PERMISSIONS

17.1. The Contractor has submitted all relevant draft supplemental agreement(s), documents and permissions prior to Contract award, the execution of which by the Purchaser is/are required by national law or regulation. If any supplemental agreements, documents and permissions are introduced after Contract award, and it is determined that the Contractor failed to disclose the requirement for the execution of such agreement from the Purchaser prior to Contract signature, the Purchaser may terminate this Contract for Default, in accordance with Clause 19 ("Termination for Default") of the BOA General Provisions hereafter.

17.2. Supplemental agreement(s), documents and permissions, the execution of which by the Purchaser is/are required by national law or regulation and that have been identified by the Contractor prior to the signature of this Contract, but have not yet been finalized and issued by the appropriate governmental authority, are subject to review by the Purchaser.

17.3. If such supplemental agreement(s), documents and permissions are contrary to cardinal conditions of the signed Contract between the Parties, and the Purchaser and the appropriate governmental authority cannot reach a mutual satisfactory resolution of the contradictions, the Purchaser reserves the right to terminate this Contract and the Parties agree that in such case the Parties mutually release each other from claim for damages and costs of any kind, and any payments received by the Contractor from the Purchaser will be refunded to the Purchaser by the Contractor.

17.4. For the purpose of this Contract the following National mandatory Supplemental Agreements are identified:

Type of Agreement	National Authority of Reference	Subject
TBD	TBD	TBD

18. CONTRACT ADMINISTRATION

18.1. The Purchaser reserves the right to re-assign this Contract to a representative(s) for administrative purposes, in whole or in part, provided that the Purchaser shall always be responsible for its obligations under the Contract and for actions or lack of actions of its assigned administrator. The Purchaser undertakes to advise the Contractor in writing whenever this right is to be exercised.

18.2. All notices and communications between the Contractor and the Purchaser shall be written and conducted in the English language. Contract modifications shall only be valid when received in writing from the General Manager, NCI Agency, and/or the NCI Agency Contracting Authority.

18.3. Formal letters and communications shall subsequently be personally delivered or sent by mail, registered mail, courier or other delivery service, to the official points of contact quoted in this Contract. Facsimile and e-mail may be used to provide an advance copy of a formal letter or notice which shall subsequently be delivered through the formal communication means.

18.4. Informal notices and informal communications may be exchanged by all communication means, including telephone and e-mail. All informal communication must be confirmed by a formal letter or other formal communication to be contractually binding.

18.5. All notices and communications shall be effective on receipt.

18.6. Official Points of Contact:

Purchaser	Contractor
NCI Agency	TBD
For contractual matters: Attn: Mr Peter Kowalski Senior Contracting Officer E-mail: Peter.Kowalski@ncia.nato.int	For contractual matters: Attn: TBD Tel:+XXXXX E-mail: XXXXXX xxxxx.xxxxx@xxxxxx.xxx
For technical/project management matters: Attn. TBD Project Manager, Principal Scientist Tel: +31 70 XXXXXX E-mail: TBD	For technical/project management matters: Attn: TBD Project Manager Tel: +xx xxx xx xx xx E-mail: xxx.xxxx@xxxxxx.xxx

or to such address as the Purchaser may from time to time designate in writing.

19. SUB-CONTRACTORS

19.1. The Contractor shall place and be responsible for the administration and performance of all sub-contracts including terms and conditions which he deems necessary to meet the requirements of this Contract in full.

19.2. The Contractor shall not place sub-contracts outside the NATO member Nations unless the prior authorisation of the Purchaser has been obtained. Such authorisation will not be granted when the sub-contract involves the carrying out of classified work.

20. OWNERSHIP AND TITLE

20.1. Ownership and title to all deliverables will pass to the Purchaser upon written notification of acceptance by the Purchaser.

21. SECURITY

21.1. This Article supplements Clause 27 (“Security”) of the BOA General Provisions.

21.2. The Contractor is responsible, in accordance with NATO and National Security regulations, for the proper handling, storage and control of any classified documents and information as may be furnished to the Contractor in relation to the performance of the present Contract.

21.3. The security classification of this Contract is “NATO UNCLASSIFIED”.

21.4. The Contractor is advised that the personnel security process may be lengthy. The Purchaser bears no responsibility for the failure of the Contractor to secure the required clearances for its personnel within the necessary time.

21.5. The Contractor bears full responsibility and liability under the Contract for delays arising from the failure of the Contractor to adhere to the security requirements.

21.6. If during the performance of the Contract, Contractor's personnel need to be escorted because of non-availability of the security clearance required by the Site, the Contractor shall pay to the Purchaser a compensatory fee of 500 Euro per day of escort that may be deducted by the Purchaser univocally and at its sole discretion from any invoice submitted and relevant to the performance under this Contract.

21.7. All NATO CLASSIFIED material entrusted to the Contractor shall be handled and safeguarded in accordance applicable security regulations.

21.8. In the absence of valid security clearances for the Contractor's personnel during the performance of the Contract, the Purchaser reserves the right to terminate the Contract for Default as per Clause 19 (“Termination for Default”) of the BOA General Provisions.

22. KEY PERSONNEL

22.1. The key personnel proposed by the Contractor in its Project Management Plan and that satisfy the personnel requirements laid down in the SOW (§2.4 and 5) are considered to be key to the performance of this Contract and may not be replaced by the Contractor with substitute personnel without the prior written approval of the Purchaser.

22.2. If any options are exercised, the Key Personnel provisions will apply to the option period from the effective date of the Contract.

22.3. The following personnel are considered to be Key Personnel for successful contract performance and are subject to the provisions of this Clause as set forth in the following paragraphs:

Key Personnel	**Name**	**Function within organisation**
Contractor Project Manager (CPM)	TBD	TBD
Contractor Solution Architect (CSA)	TBD	TBD
Contractor Scrum Master (CSM)	TBD	TBD

Contractor Quality Manager (CQM)	TBD	TBD

22.4. Under the terms of this Clause, Key Personnel may not be voluntarily diverted by the Contractor to perform work outside the Contract. In cases where the Contractor has no control over the individual's non-availability (e.g., resignation, sickness, incapacity, etc.), the Contractor shall notify the Purchaser of a change of key personnel within 10 days of the date of knowledge of the prospective vacancy and offer a substitute with equivalent qualifications with no additional costs for the Purchaser. There should be a 1 week overlap between the old and new Key Personnel.

22.5. Contractor personnel proposed in substitution of previously employed Contractor Key Personnel shall be interviewed and approved by the Purchaser Project Manager before substitution acceptance is granted in writing by the Purchaser contracting Authority.

22.6. In the event of a substitution of any key personnel listed in Clause 22.3 and prior to commencement of performance, the Contractor shall provide a CV for the personnel proposed. The CV shall clearly stipulate:

22.6.1. Full details of professional and educational background;

22.6.2. Evidence that the personnel is qualified in pertinent contract related areas per the SOW.

22.7. The Contractor shall take all reasonable steps to avoid changes to Key Personnel assigned to this project except where changes are unavoidable or are of a temporary nature. Any replacement personnel shall be of a similar grade, standard and experience as the individual to be substituted. The Contractor shall endeavour to have an overlap of one week for knowledge transfer in case such a change is requested and approved. The cost of this overlap period shall be borne by the Contractor.

22.8. Furthermore, even after acceptance of a Contractor's staff member on the basis of his/her CV and/or interview, the Purchaser reserves the right to reject the Contractor's staff member, if the individual is not meeting the required level of competence. The Purchaser will inform the Contractor, in writing, including the cause of rejection, in cases where such a decision is taken~~,~~ and the Contractor shall propose and make another staff member available within fifteen working days after the written notification. The Purchaser shall have no obligation to justify the grounds of its decision and its acceptance of staff members shall in no way relieve the Contractor of its responsibility to achieve the contractual and technical requirements of this Contract nor imply any responsibility to the Purchaser.

22.9. After acceptance in writing by the Purchaser of a substitution of staff, based on a CV and/or interview, paragraph shall be applicable again, if necessary.

22.10. The Purchaser may at any time require the Contractor immediately to cease to employ the above named Key Personnel under the present Contract if, in the opinion of the Purchaser, his/her employment is undesirable. The Contractor shall replace any such employee in accordance with Clauses 22.8 and 22.9.

22.11. In those cases where, in the judgment of the Purchaser, the inability of the Contractor to provide a suitable replacement in accordance with the terms of this Clause may potentially endanger the progress under the Contract, the Purchaser shall have the right to terminate the Contract in accordance with the terms of Clause 19 (“Termination for Default”) of the BOA General Provisions.

22.12. Any change of status or reorganization of the Contractor’s practice, or any change in the responsibility for the execution of the Contract shall be reported to the Purchaser immediately when the change or reorganization is promulgated.

22.13. The Contractor’s Key Personnel required to interface directly with the Purchaser’s counterparts, shall have the capability to readily communicate (oral and written fluency) in English and to provide, if requested official documents destined for distribution during the course of the Contract in English.

22.14. The Purchaser may, for just cause, require the Contractor to remove its employee. Notice for removal will be given to the Contractor by the Purchaser in writing and will state the cause justifying the removal. The notice will either demand substitution for the individual involved and/or contain a notice for default and the remedies to be sought by the Purchaser.

23. Personnel Security

23.1. The Contractor shall ensure that all Contractor and Subcontractor personnel that shall work on a NATO site or access operational data have a valid NS clearance as required by NATO policy. The Contractor shall provide proof that each team member is in possession of a valid NS security clearance prior to Contract Award. Although staff working in the back office do not need clearances, they would need a clearance to access or use any NATO system.

23.2. .The Contractor shall process all Contractor and Subcontractor personnel through NATO security at each site, adhering to their procedures for clearances, to obtain security badges for the duration of the on-site activities. Different sites could have different rules and procedures.

23.3. The only exemption is for other Contractor staff who would be only visiting as needed, such as Contractor’s Contracting Officer or other management staff. These visits would require escorting in the absence of security clearances and as such shall be limited to short meetings at NATO premises.

24. ENGINEERING CHANGE PROPOSALS (ECP)

24.1. Engineering Change Proposals (ECP) as defined in this Clause are proposals for changes relevant to tasks, deliverables, technical requirements, processes, schedules or any other term of the contract which are submitted in written form by the Contractor upon request from the Purchaser or independently when such changes are necessary in light of varied facts or circumstances which prevent the execution of the contract in its form.

24.2. Any Engineering Change Proposal (ECP) submitted by the Contractor to the Purchaser shall, in any case contain as a minimum the following elements:

24.2.1. The signature pages following the template provided in Annex C of the Contract Special Provisions and providing all the information required in this template.

24.2.2. A sequential number of ECP identification

24.2.3. Rationale for the changes being proposed

24.2.4. Illustration of any relevant impact to the performance being rendered including but not limited to those relevant to schedules, technical solutions, requirements and delivery time.

24.2.5. List of contract documents affected by the changes being proposed.

24.2.6. Revised copy of the contract documents in native electronic format edited to incorporate the changes being proposed in a way that changes are immediately identifiable.

24.2.7. Total Firm Fixed Price of the ECP and illustration of cost impacts with respect to the total contract Firm Fixed Price and the single CLINs affected.

24.2.8. A revised version of the Contract Schedule of Supplies and Services.

24.3. The Purchaser shall assess the ECP being proposed by the Contractor and, subject to its sole judgment and without recourse by the Contractor, approve or reject the ECP by the mean of written communication to be dispatched solely by the Purchaser’s Contracting Authority.

24.4. Any ECP shall be considered as approved only once the signature pages provided in Annex C have been formally signed by the Purchaser’s Contracting Authority.

24.5. In case of ECP rejection, the Contractor shall proceed with the performance in accordance with the Contract.

24.6. Formally approved ECPs shall be treated as interim authorization to proceed with the changes proposed strictly and limited to the scope, content and price as specified in the approved ECP.

24.7. The Purchaser shall not be liable for any cost incurred by the Contractor for performance rendered, regardless of the nature or time, associated to ECPs not formally approved by the Purchaser's Contracting Authority.

24.8. All formally approved ECPs will be incorporated in the Contract via the issuance of a formal Contract Amendment at the earliest practical time after their issuance.

24.9. The production of any ECP regardless of its final approval or rejection shall be at no cost for the Purchaser.

25. INCORPORATION OF REVISED PROJECT MANAGEMENT AND ENGINEERING DOCUMENTATION DELIVERABLES

25.1. All documentation listed under SOW Chapter 4 is made part of the contract.

25.2. This documentation - because of the nature of the performance under the contract - will be subject to changes and revisions. The frequency and dynamic of these changes and revisions would make it unfeasible to ratify a new version of the documentation via a formal Contract amendment, at the time it is produced and approved by the Purchaser. Consequently during the course of formal reviews the Purchaser Contracting Authority will evaluate any changed documentation and subject to the terms of the contract validate its adequacy and, at its sole discretion provide for its approval in writing indicating which updated documentation is approved.

25.3. Subject to the exception noted in Clause 25.4, any formally Purchaser approved documentation shall be deemed as made part of the contract and shall replace any existent previous version.

25.4. The submission of any proposed revised documentation the implementation of which would cause a variation in Contract price or scope shall be submitted via ECP in accordance with Clause 24 and shall be deemed approved and incorporated into the contract only upon reception in writing of the Purchaser's Contracting Officer approval.

25.5. The Purchaser is not under obligation to approve any proposed revised document except as in accordance with the terms of the present contract. Rejection of any proposed changes shall not discharge the Contractor, in whole or in part, of its responsibility for the performance under the Contract.

25.6. Nothing in this Clause is to be construed as a waiver to any other obligation of the Contractor under the contract.

26. APPLICABLE REGULATIONS

26.1. The Contractor shall be responsible for obtaining permits or licenses to comply with national codes, laws and regulations or local rules and practices in the country of performance under this Contract.

26.2. The Contractor shall take any necessary measure to protect the life and health of persons working or visiting the work area occupied by him. These measures include compliance with the country of performance's safety provisions.

26.3. In the performance of all work under this Contract, it shall be the Contractor's responsibility to ascertain and comply with all applicable NATO security regulations as implemented by the local Headquarters' Security Officer.

27. CODE OF CONDUCT

27.1. NCI Agency Personnel are required to maintain unquestionable integrity and impartiality in relation to procurements initiated by the NCI Agency.

27.2. NCI Agency Personnel shall not disclose any proprietary or contract related information regarding procurement directly or indirectly to any person other than a person authorized by the NCI Agency to receive such information. NCI Agency Personnel shall not disclose any documentation related to a procurement action to any third party without a need to know (e.g., draft statement of work, statement of requirements) unless this is expressly provided under NATO Procurement Regulations or authorized in writing by the Director of Acquisition. During an on-going selection, NCI Agency Personnel shall not disclose any information on the selection procedure unless authorized by the Chairman of the award committee/board. The NCI Agency Personnel concerned will ensure that proper access controls are put in place to prevent disclosure of procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations.

27.3. NCI Agency Personnel will not participate in a source selection if an offer has been provided by a friend, family member, a relative, or by a business concern owned, substantially owned, or controlled by him/her or by a friend, family member or a relative. NCI Agency Personnel appointed as part of an evaluation shall report such links to the Director of Acquisition immediately upon becoming aware of it.

27.4. Contractors will be given specific and coherent statements of work, providing precise explanation of how she/he is going to be employed. Tasks to be performed and minimum qualifications are to be well defined from the start. In addition, supervisors will ensure that contractors do not occupy managerial positions within the Agency.

27.5. NCI Agency Personnel shall not enter into authorized commitments in the name of NCI Agency or NATO unless specifically authorized. NCI Agency Personnel must abstain from making promises or commitment to award or amend a contract or otherwise create the appearance of a commitment from the NCI Agency unless properly authorized by the NCI Agency.

27.6. NCI Agency Personnel shall not endorse directly or indirectly products from industry. Therefore, NCI Agency Personnel shall not name or make statements endorsing or appearing to endorse products of specific companies.

27.7. Industry partners will need to abide with the post-employment measures under this Directive upon submission of their bids / proposals to the NCI Agency. As part of the selection process, industry will be requested to agree with an ethical statement.

27.8. Industry initiatives may include loans, displays, tests or evaluation of equipment and software, requesting NCI Agency speakers at industry gatherings and conferences, inviting speakers from industry to NCI Agency events, consultancy or studies of technical or organizational issues, etc. These initiatives are usually at no cost to the NCI Agency and take place at a pre-contractual phase or before the development of requirements and specifications. While there are benefits associated with the early involvement of industry in the definition of requirements and specifications, this also raises the potential for unfair treatment of potential competitors.

27.9. Industry initiatives which go beyond routine interaction in connection with on-going contracts must be reported to and coordinated by the NCI Agency Acquisition Directorate for approval. Industry initiatives shall be properly documented and governed by written agreements between the NCI Agency and the company concerned where relevant. Such agreements may contain provisions describing the nature of the initiative, the non-disclosure of NCI Agency/NATO information, NCI Agency ownership of any resulting work, the NCI Agency's right to release such work product to future competitors for any follow-on competition or contract, the requirement that any studies must provide non-proprietary solutions and/or an acknowledgement that the participating companies will not receive any preferential treatment in the contracting process.

27.10. Any authorized industry initiatives must be conducted in such a way that it does not confer an unfair advantage to the industry concerned or create competitive hurdles for potential competitors.

27.11. The NCI Agency will not offer employment contracts to former NCI Agency Personnel who departed less than 2 years earlier, unless prior approval by the General Manager has been received.

27.12. Former NCI Agency Personnel will not be accepted as consultants or commercial counterpart for two (2) years after finalization of their employment at NCI Agency, unless the General Manager decides otherwise in the interest of the Agency and as long as NATO rules on double remuneration are observed. Such decision shall be recorded in writing. Commercial counterparts include owners or majority shareholders, key account managers, or staff member, agent or consultant of a company and/or subcontractors seeking business at any tier with the NCI Agency in relation to a procurement action in which the departing NCI Agency staff member was involved when he/she was under the employment of the NCI Agency. As per the Prince 2 Project methodology, a Project is defined as a “temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case”. For the purpose of this provision, involvement requires (i) drafting, review or coordination of internal procurement activities and documentation, such as statement of work and statement of requirement; and/or (ii) access to procurement information that has not yet been authorized for release for outside distribution, including draft statements of work and requirement documentations; and/or (iii) being appointed as a representative to the Project governance (e.g., Project Board) with access to procurement information as per (ii) above; and/or (iv) having provided strategic guidance to the project, with access to procurement information as per (ii) above.

27.13. In addition to Clause 27.12, former NCI Agency Personnel at grades A5 and above or ranks OF-5 and above are prohibited during twelve months following the end of their employment with the NCI Agency to engaging in negotiations, representational communications and/or advisory activities with the NCI Agency on behalf of a private entity, unless this has been agreed in advance by the NCI Agency General Manager and notified to the Agency Supervisory Board (ASB).

27.14. NCI Agency Personnel leaving the Agency shall not contact their former colleagues in view of obtaining any information or documentation about procurement activities not yet authorized release. NCI Agency Personnel shall immediately report such contacts to the Director of Acquisition.

27.15. The ASB Chairman will be the approving authority upon recommendation by the Legal Adviser when the NCI Agency Personnel concerned by the above is the NCI Agency General Manager and will notify the ASB.

27.16. NCI Agency Personnel leaving the Agency shall sign a statement that they are aware of the post-employment measures set out in this Directive.

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

ANNEX A. CONTRACTOR AND SUBCONTRACTOR BACKGROUND IPR

a. The Contractor Background IPR specified in Table 1 will be used for the purpose of carrying out work pursuant to the prospective Contract.

IPR DESCRIPTION	IPR OWNER	REMARKS/RESTRICTIONS [1]
TBD	TBD	TBD

Table 1 – Contractor Background IPR

b The Contractor represents that it has and will continue to have, for the duration of this Contract, all necessary rights in and to the IPR specified above necessary to meet the Contractor's obligations under the Contract.

c. The Contractor Background IPR stated above complies with the terms specified in Clause 13 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified in the Contract.

[1] Indicate whether the IPR is applicable to a COTS product

ANNEX B. THIRD PARTY IPR

a. The Subcontractor and Third Party Background IPR specified in Table 2 will be used for the purpose of carrying out work pursuant to the prospective Contract.

IPR DESCRIPTION	IPR OWNER	REMARKS RESTRICTIONS[2]
TBD	TBD	TBD

Table 2 – Contractor Background IPR

The Contractor represents that it has and will continue to have, for the duration of this Contract, all necessary rights in and to the IPR specified above necessary to meet the Contractor's obligations under the Contract.

c. The Subcontractor and Third Party Background IPR stated above complies with the terms specified in Clause 13 of the Special Contract Provisions and shall be licensed to the Purchaser according to the terms and conditions specified in the Contract.

[2] Indicate whether the IPR is applicable to a COTS

ANNEX C. TEMPLATE OF ECP SIGNATURE PAGE

Contract: CO-15040-ANET	**ECP Sequential Number[3]:**

Requestor[4]:

Description and Rationale for changes being proposed
[INDICATE IN DESCRIPTIVE TERM THE REASONS UNDERLINING THE NEED FOR A CHANGE, RESULTING BENEFITS AND/OR RELATED RISKS. *[DESCRIBE IN DETAILED AND BULLETTED FORMAT THE CHANGES BEING PROPOSED]* *[WHERE THE ECP BEING SUBMITTED IS THE RESULT OF AN INVESTIGATIVE ACTION REQUESTED BY THE PURCHASER INDICATE SUCH CIRCUMSTANCE AND ANY RELEVANT RECCOMANDATION ASSOCIATED WITH THE IMPLEMENTATION OF THE ECP]* *[INDICATE SCHEDULE CONSTRAINS ASSOCIATE WITH ECP APPROVAL]*

Impact on Project / Contract (other than price)
[INDICATE IN DESCRIPTIVE TERM AND IN DETAIL THE IMPACT IN TERMS OF SCHEDULE OR ACTIVITIES OR IN ANY OTHER PROJECT DOMAIN RESULTING FROM THE IMPLEMENTATION OF THE CHANGES BEING PROPOSED]
Impact on Contract Price

[3] ECP sequential numbers shall be unique and continuous regardless of the status of the ECP (pending / approved / rejected)
[4] Indicate requestor in terms of NCIA or Purchaser

[INDICATE THE COST IMPACT IN TERMS OF OVERALL INCREMENT OR DECREMENT OF CONTRACT PRICE, IDENTIFY ON WHICH CONTRACT SCHEDULE OF SUPPLIES AND SERVICES CLINs THE CHANGES WILL OCCUR , IN WHICH MEASURE FOR EACH CLIN AND FOR WHICH ACTIVITY IDENTIFIED IN BLOCK 4.]

Contract documents to be revised as a result of ECP approval
[LIST CONTRACT DOCUMENTATION TO BE REVISED AS A RESULT OF ECP APPROVAL]

Attachments to ECP (Check as appropriate)

☐ Revised Schedule of Supplies and Services[5]

☐ Complete cost break-down sheets[6]

☐ Revised Statement of Work and/or Annexes[7]

☐ Other documents (Specify _____)[8]

Submitted by

_____ **(Company Name and POC Contact Details)**

[5] Include document and check if Block 6 of the ECP is to be filled
[6] Include document and check if Block 6 of the ECP is to be filled
[7] Include document and check if Block 7 of the ECP is to be filled
[8] Include document and check if Block 7 of the ECP is to be filled

_____ **(Signature)**

Purchaser Determination

_____ **(APPROVED / REJECTED)**

_____ **(Signature)**

_____ **(Contracting Officer Name)**

BOOK II
PART IV

STATEMENT OF WORK (SOW)

FOR

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

(Version 0.1)

September 2019

DOCUMENT CONTROL PAGE

VERSION HISTORY

Version	Author	Date	Reason for Change	Superseded Document
0.1	Yakup Yildirim	15/09/2019	First Draft	-

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1. INTRODUCTION

1.1. Introduction to ANET

1.1.1. Advisor Network (ANET) development has been initiated by the United States (US) Department of Defence (DoD) and NATO Communication and Information Agency (NCI Agency) to capture and facilitate the work of advisors in NATO missions. The ANET technology is published as open-source software at https://github.com/nci-agency/anet and is vendor-agnostic and license-free, making it suitable for competitions of the proposed scale.

1.1.2. NCI Agency (will be referred as Agency in the rest of the document) has considered several options to obtain the capability and has decided to select a company to implement and maintain it via a competition, based on Agency defined criteria.

1.2. Purpose of the Contract

1.2.1. The purpose of this Contract is to implement and maintain a robust ANET capability across NATO Operations.

1.3. Organisation of the Statement of Work

1.3.1. The Statement of Work describes in detail the exact work to be done within the contract and is organised as described below.

1.3.2. Section 1 describes the objectives for the 'Implementation and Maintenance of ANET Capability in Operations' project, the purpose of the contract, the Work Packages and Phases of implementation, constraints and assumptions and an overall structure for the work to be done.

1.3.3. Section 2 describes the Project Management processes to be used in running the Contract.

1.3.4. Section 3 describes the Technical processes and activities to be performed to deliver the Contract scope.

1.3.5. Section 4 describes the formal Milestones, Deliverables for each milestone and the Reviews to be conducted at these milestone events.

1.3.6. Section 5 describes the Resources and Labour categories to be used in the implementation.

1.3.7. Section 6 describes the Documentation requirements.

1.3.8. Section 7 includes the Glossary for the SOW.

1.3.9. ANNEX A references to the Architectural Guidance and Existing set of Products to start as a baseline.

1.3.10. ANNEX B is a User Story document providing KFOR ANET and high level RSM/NMI sample user stories, epics and themes to enable an agile development of the capability.

1.3.11. ANNEX C is a template for the Project Management Plan (PMP).

1.3.12. ANNEX D is a Requirements and Traceability Matrix for the expected services and service requirements.

1.3.13. ANNEX E is a Proof of Technical Competence Questionnaire.

1.4. High-level Objectives for the Project

1.4.1. Design, implement, document and test User Stories iteratively based on the prioritisation and sequencing agreed. Use an Agile approach if practicable and maintain working software in an Agency Test/Reference facility throughout the project to use it during iterations and in formal testing.

1.4.2. Plan and prepare releases based on the prioritisation and apportionment of User Stories/Use Cases.

1.4.3. Support the formal Independent Interoperability Testing and Security Testing executed by the Agency for the releases.

1.4.4. Deploy the releases after formal notification to go ahead.

1.4.5. Provide a limited amount of post-implementation support (training, documentation or other support activities) before handing over to the usage.

1.4.6. Provide operation and maintenance support for NATO-operated ANET service in operations such as the Resolute Support Mission (RSM), the NATO Mission in Iraq (NMI) and the Kosovo Force (KFOR) mission. Such support typically covers preventive monitoring and corrective actions on the service.

1.5. Requirements

1.5.1. The expected service requirements from the Contractor are given in ANNEX D.

1.5.2. The business requirements covering the main functionality of the capability are captured in the User Story document in ANNEX B of this SOW. These are narrated in the form of business-oriented user stories and will be elaborated and detailed as required during the iterative development phase with the Contractor and Purchaser working together to define their final form.

1.5.3. The development of the functionality covering the user stories shall be scheduled/prioritized based on this priority and other factors such as ease of implementation, availability out of the box, dependencies and so on.

1.6. Work Packages (WP) High Level Descriptions

1.6.1. WP1: ANET Support for KFOR Mission

1.6.1.1. This Work Package is covering the implementation scope of ANET for KFOR Mission.

1.6.2. WP2: ANET Support for RSM (Optional)

1.6.2.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to RSM.

1.6.3. WP3: ANET NMI Stand Up (Optional)

1.6.3.1. This Work Package is going to cover the implementation scope of ANET solution deployed to NMI.

1.6.4. WP4: ANET Support for NMI (Optional)

1.6.4.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to NMI.

1.6.5. WP5: ANET Support for a Mission - 2021 (Optional)

1.6.5.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions.

1.6.6. WP6: ANET Support for a Mission - 2022 (Optional)

1.6.6.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions.

1.6.7. WP7: ANET Support for a Mission - 2023 (Optional)

1.6.7.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions.

1.6.8. WP8: ANET Support for a Mission - 2024 (Optional)

1.6.8.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions.

1.7. Assumptions and Constraints

1.7.1. Assumptions

1.7.1.1. Security Accreditation is assumed to be achieved by the Purchaser. The Contractor shall provide the relevant technical design and implementation documentation as part of a contracted service to the NCI Agency Cyber Security experts who would ascertain accreditation for the ANET capability.

1.7.1.2. Contractor is responsible for providing the contracted team with office space, internet connectivity and development computers. The Contractor is responsible to inform itself based on the publicly available documentation for equipment specifications that will meet the requirements.

1.7.1.3. The hosting of the project management, source code and continuous integration environment is a responsibility for the Purchaser.

1.7.1.4. All Contractor Personnel that shall work on a NATO site or access operational data should have NATO Secret Clearance as required by NATO policy.

1.7.2. Constraints

1.7.2.1. The implementation time (from EDC to FSA) shall not exceed 13 months for WP1 – ANET Support for KFOR Mission.

1.7.2.2. Contractor shall comply with Intellectual Property requirements defined in Annex A.

1.7.3. Separate Annexes to the Statement of Work

A. ANET Architectural Guidance and Existing Project Products, RFQ-CO-15040-ANET, Book II, Part IV, Annex A.

B. ANET User Stories, RFQ-CO-15040-ANET, Book II, Part IV, Annex B.

C. Project Management Plan Template, RFQ-CO-15040-ANET, Book II, Part IV, Annex C.

D. Requirements and Traceability Matrix, RFQ-CO-15040-ANET, Book II, Part IV, Annex D.

E. Proof of Technical Competence Questionnaire, RFQ-CO-15040-ANET, Book II, Part IV, Annex E.

1.7.4. Compliance Documents

F. The Concise Oxford English Dictionary, 12th edition, 2011.

G. Alliance C3 Policy Annex 10, NATO Cloud Computing Policy, C-M(2015)0041-REV2, 14 December 2018.

1.7.5. Other References

H. *Going Beyond Scrum-Disciplined Agile Delivery*, White Paper, Disciplined Agile Consortium, 2013 https://www.disciplinedagileconsortium.org/Resources/Documents/BeyondScrum.pdf

2. PROJECT MANAGEMENT

2.1. Introduction

2.1.1. This section outlines the Project Management Task Area for the project.

2.1.2. The goal of the Contractor's project management shall be, wherever possible, to eliminate problems and to ensure that those problems that do occur are identified early, assessed accurately, and resolved quickly in partnership with the Purchaser.

2.2. Project Management Methodology

2.2.1. By default, the Purchaser will apply the PRINCE2 project management methodology to the planning and control of services under this Contract.

2.2.2. The Contractor shall provide all necessary manpower and resources to conduct and support the management and administration of operations in order to meet the objectives of the project.

2.2.3. The Purchaser will mandate a specific Agile approach used for project management of the software development and other technical activities. Figure 1 shows an example of a governed Agile Delivery lifecycle.

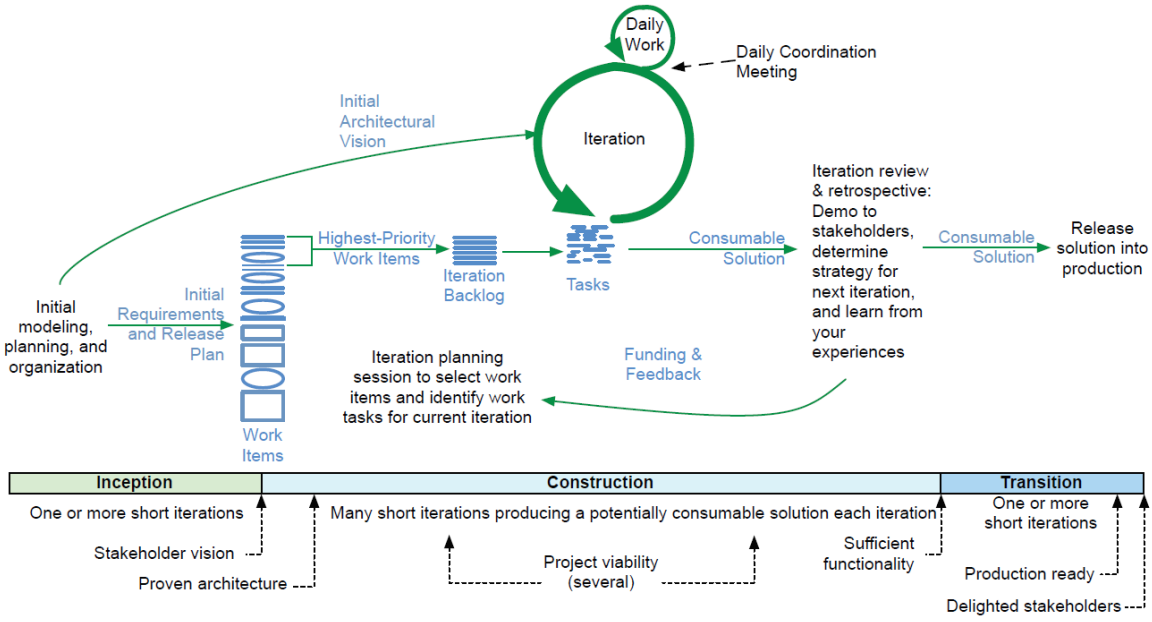

Figure 1 - A Governed Agile Delivery Lifecycle

2.2.4. The Purchaser will use the lifecycle terminology taken from the above reference in this RFQ and in the execution of the project. The following phases will be used:

2.2.5. **Inception Phase:** This phase is where the Purchaser and Contractor Team review the project approach and agree on how the project will be executed. This phase has two separate Milestones, the Project Management Review

(PMR) to review the project plan and management approaches and the Architecture Review (AR) to review the initial architectural vision. Some of the goals associated with this phase are listed:

2.2.5.1. Form initial team;

2.2.5.2. Develop transition plan, comprising of familiarization with ANET-specific technologies, knowledge and product transfer from other contractor and/or NCIA personnel.

2.2.5.3. Develop common project vision (see the Project Management Review in §2.9);

2.2.5.4. Develop Initial Architectural Vision and align with current ANET product direction;

2.2.5.5. Explore the initial scope including the use cases at the appropriate levels;

2.2.5.6. Identify the initial technical strategy;

2.2.5.7. Develop the initial release plan;

2.2.5.8. Define/modify the work environment;

2.2.5.9. Identify risks.

2.2.6. Execution Phase

2.2.6.1. Construction Activities: These are the main iterative development activities for the project. During this phase the Contractor is expected to have working software continuously available for testing and other activities with the guidance of the Agency. Deployment of this software will be planned and executed in the Transition phase. The phase will have iterations compatible with an agile approach. Some of the goals associated with this phase are listed:

2.2.6.1.1. Produce a potentially consumable solution;

2.2.6.1.2. Address changing stakeholder needs;

2.2.6.1.3. Move closer to deployable release;

2.2.6.1.4. Improve quality;

2.2.6.1.5. Prove architecture early.

2.2.6.2. Transition Activities: This foresees the formal testing and deployment of a Release to production. Two major releases and a number of minor (sprint) releases will be expected, the first release will be realised not more than 6 months after the Effective Date of Contract (EDC). Some of the goals associated with this phase are listed:

2.2.6.2.1. Ensure solution is compliant with the project requirements (ANNEX B) and accredited;

2.2.6.2.2. Verify that training materials are available and deliver User and Technical training;

2.2.6.2.3. Deploy the solution;

2.2.6.2.4. Plan and implement transition to the Purchaser team.

2.2.6.3. Post-deployment Support Activities: This foresees a limited duration post-deployment support. Some of the goals associated with this phase are listed:

2.2.6.3.1. Manage incidents and corrective actions;

2.2.6.3.2. Update risk assessment based on system in Production;

2.2.6.3.3. Support the NCI Agency team in their support.

2.2.7. Ongoing Goals

2.2.7.1. These are goals that the project team will have throughout the project, regardless of the phases of the project:

2.2.7.1.1. Fulfil the project mission;

2.2.7.1.2. Grow team members;

2.2.7.1.3. Address risk;

2.2.7.1.4. Improve team process and environment;

2.2.7.1.5. Leverage and enhance existing infrastructure;

2.2.7.1.6. Coordinate activities.

2.3. Purchaser Team

2.3.1. Project Manager: The Purchaser Project Manager (PPM) shall act as the Purchaser's representative and shall be the primary interface between the Contractor and Purchaser after the EDC. The PPM shall be supported by specialists in certain areas who may, from time to time, be delegated to act on the Project Manager's behalf in their area of expertise. The PPM reports to the NCI Agency Project Board (PB). PPM also chairs the checkpoint meetings (see §2.15.3).

2.3.2. Contracting Officer: The Purchaser Contracting Officer (PCO) is the only person in the project who can sign any commercial contracts, instructions or transactions. The PPM, PB members or any other NATO personnel may not make changes to the terms and conditions of the Contract. They may only provide the Purchaser's interpretation of technical matters. All changes to the Contract shall be made through the PCO only.

2.3.3. Technical Lead: The Purchaser Technical Lead (PTL) is a knowledgeable member of the Purchaser team who can act as the technical liaison between the Contractor's technical team and any technical staff on the NATO side.

2.3.4. Product Owner: The Purchaser Product Owner (PPO) or to use another term, the Business Ambassador, is the single interface for the Contractor development team to the Agency. The PPO is responsible for communicating the Customer's vision of and requirements for the project to the Development Team.

2.3.5. Test Manager. The Purchaser Test Manager (PTM) is a qualified individual to manage the formal testing that the capability has to undergo before deployment(s) and to support the PPO in the regular testing activities in the development iterations as required.

2.4. Contractor Team

2.4.1. The Contractor shall provide all necessary manpower and resources 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 Contractor's personnel assigned to work on this project.

2.4.2. The following members of the Contractor team are key personnel for this project and are named the Core Team.

2.4.2.1. Project Manager. The Contractor shall designate a Contractor Project Manager (CPM), who shall direct and co-ordinate the project and resource management activities of the Contractor's project team. The CPM shall be the Contractor's primary contact for the PPM (see §5.3 for the required skillset).

2.4.2.2. Solution Architect. The Contractor shall designate a Contractor Solution Architect (CSA) for the project. The CSA shall lead the Contractor's technical analysis, design, development, integration and follow-on enhancement efforts of the Contractor (see §5.4 for the required skillset).

2.4.2.3. Scrum Master. The Contractor shall designate a qualified individual to serve as the Contractor Scrum Master (CSM) who facilitates the Scrums/Iterations to ensure the team follows the agreed processes in the scrum framework, often facilitates key sessions, and encourages the team to improve (see §5.5 for the required skillset).

2.4.2.4. Quality Manager. The Contractor shall designate a qualified individual to serve as the Contractor Quality Manager (CQM) for Quality activities under this Contract (see §5.6 for the required skillset). The CQM should be organisationally separated from the CPM for independent Quality Assurance.

2.4.2.5. Commercial Manager/Contracting Officer: The Contractor shall designate a qualified individual as Contracting Officer (CCO) to be a counterpart to the PCO. The CCO shall be qualified to sign contracts and engage in other contractual activities with the PCO as required.

2.4.3. The Contractor can be asked to nominate a suitable person in their Management hierarchy to take part in the Project Board and act as the Senior Supplier as per PRINCE2. The CPM can be invited to the Project Board meetings as needed.

2.5. User Involvement

2.5.1. The PPO acts as the user representative and is involved in the iterative development activities of the Contractor during the implementation. Users can be invited to support the PPO when practicable during the testing activities within the iterations.

2.5.2. Users will support the PPO to make sure the acceptance criteria for all user stories are properly defined, so that the PPO can accept stories/features as they are developed and presented within the development iterations.

2.5.3. The User Community will be trained after formal releases in Production.

2.6. Purchaser Furnished Items (PFI)

2.6.1. Infrastructure

2.6.1.1. The Purchaser will provide access to development, test and integration facilities on the necessary NATO Networks.

2.6.1.2. All necessary licenses to be used in the Agency environment will be provided to the Contractor as PFIs.

2.6.1.3. The hosting of the project management, source code and continuous integration environment is a responsibility for the Purchaser.

2.6.2. Purchaser Provided Documentation

2.6.2.1. The Purchaser will provide the Contractor, at EDC, with technical descriptions of existing NATO systems as required for the purpose of determining specific interface requirements between the capability and these systems, if any.

2.6.3. Other Purchaser Support

2.6.3.1. The Purchaser will support the necessary information, which contains the road (product) map of ANET in the different environment to the Contractor.

2.6.3.2. The Purchaser will provide necessary coordination with the other disciplines (Service Desk, Security, HR etc.) in the Agency to ensure a smooth start at EDC.

2.6.3.3. The PPO or his/her delegate will be available at all time during working hours to respond to requirement clarifications and other request for information.

2.7. Co-ordination with Other NATO Projects

2.7.1. The Purchaser will inform the Contractor and provide more detailed information concerning the changes in the operational or technical environment that may emerge as a result of other projects.

2.7.2. The Contractor shall advise the Purchaser on the cost, schedule, and performance impacts of such changes on the project. Assessments requiring in-depth analysis shall be addressed as separate activities under a Work Package.

2.8. Project Website/Portal

2.8.1. The Purchaser is managing a DevOps environment on the unclassified network. A part of this or a dedicated Project Website will be used as the Project Website/Portal which will be the main collaboration tool between Contractor and Purchaser.

2.8.2. At the present moment, the Purchaser is hosting the project at https://github.com/nci-agency/anet and at https://nci-agency.slack.com. The Purchaser reserves the right to relocate the content to an environment that provides at least a comparable level or project, source control management and continuous integration functionality.

2.8.3. The Contractor shall maintain on this website all implementation project documentation releasable to the public, be it management products or specialists products, as soon as it is submitted in first draft version to the Purchaser.

2.8.4. The Contractor shall publish on the ANET DevOps Environment:

2.8.4.1. Work and availability schedule of team members

2.8.4.2. The current status of work items: Requirement implementation, implementation schedule, related documentation, test status, and review processes

2.8.4.3. Project management information, including the PMP, Project Status Reports, RAID Log, Quality Log, all Change Requests (CR);

2.8.5. The website shall identify all relevant classified documents by title, unless a title is itself classified. The classified documents shall be exchanged between the Purchaser and Contractor using the relevant security procedures and shall be separately stored and baselined by the Purchaser.

2.9. Project Management Planning

2.9.1. The Contractor shall establish, provide and maintain a Project Management Plan (PMP) which shall describe how the Contractor shall implement their responsibility under this contract, including details of the project control that shall be applied.

2.9.2. The PMP shall cover all aspects of the project implementation, including the Contractor's project management structure and project control processes, personnel assignments, and external relationships necessary to provide the capability as required by this Contract.

2.9.3. The PMP shall be sufficiently detailed to ensure that the Purchaser is able to assess the Contractor plans with insight into the Contractor's plans, capabilities, and ability to satisfactorily implement the entire project in conformance with the requirements as specified in this SOW.

2.9.4. The PMP shall describe how the various project management processes (Configuration Management, Risk Management, Issue Management, and Quality Assurance etc.) are integrated, either via a tool set and/or internal project management practices.

2.9.5. A Template for the PMP is provided as ANNEX C to this SOW.

2.9.5.1. Annexes

2.9.5.1.1. Product Breakdown Structure, as described in §2.10 .

2.9.5.1.2. Project Master Schedule, as described in §2.11.

2.9.5.1.3. RAID Log, as described in §2.12.

2.9.5.1.4. Quality Plan, as described in §2.14.

2.9.5.1.5. Sample Project Highlight Report, as described in §2.15.4.

2.9.5.1.6. Key Products and Milestones.

2.9.6. The approval of the PMP by the Purchaser signifies only that the Purchaser agrees to the Contractor's approach in meeting the requirements. This approval in no way relieves the Contractor from its responsibilities to meet the requirements stated in this Contract. The requirements of the Contract supersede any statement in the PMP in case of any conflict, ambiguity or omission.

2.9.7. The Contractor shall ensure that the PMP remains up to date throughout the duration of the Project to reflect the actual state of the Contractor's organisation and efforts, and maintain a current copy on the Project Website.

2.10. Product Breakdown Structure

2.10.1. For the purpose of this contract, the deliverables are split into two categories: management products and specialist products. Management products are all contract deliverables and PFIs covered under the Project Management activities in Section 2. Specialist products are all other deliverables and PFIs in this Contract.

2.10.2. The Contractor shall establish and maintain product-based planning which shall include a product description of all products of the project, a project Product Breakdown Structure (PBS).

2.10.3. The Contractor shall not change the PBS without the approval of the Purchaser.

2.11. Project Master Schedule

2.11.1. General Principles

2.11.1.1. The Contractor shall establish and maintain a Project Master Schedule (PMS) that contains all Contract events and milestones, including Contract-related Purchaser events (e.g., Purchaser reviews, provision of specific Purchaser-furnished items) and planned iteration dates.

2.11.1.2. The PMS shall have the overview of the iterative development activities (referred to as Construction) with the understanding that the details for each iteration will be determined later.

2.12. Risk and Issue Management, RAID Log

2.12.1. The Contractor shall establish a Risks, Assumptions, Issues, Decisions (RAID) Log for the project. Each item in this Log shall correspond to a Risk, Assumption, Issue or Decision.

2.12.2. The Contractor shall update and report changes in the RAID Log at bi-weekly checkpoint meetings and all formal review meetings.

2.12.3. Risks

2.12.3.1. In the RAID Log, the Contractor shall identify any management, technical, schedule, and cost risks.

2.12.3.2. Risk Management at the team level is a Contractor responsibility and shall be part of the project tracking as described in §2.15.8.

2.12.4. Assumptions

2.12.4.1. The Contractor shall use the RAID Log for recording assumptions about the project. All assumptions shall be verified by the Purchaser and the status shown on the RAID Log.

2.12.5. Issues

2.12.5.1. The Contractor shall use the RAID Log for monitoring of issues identified and raised by the Contractor or the Purchaser or any member of the project team.

2.12.6. Decisions

2.12.6.1. The Contractor shall use the RAID Log to record all decisions taken in the process. All decisions shall be approved by the Purchaser and the status shown on the RAID Log.

2.13. Configuration Management

2.13.1. The Purchaser will be responsible for the application of all necessary CM procedures throughout the duration of the Contract.

2.13.1.1. The Purchaser shall establish and maintain a process for identifying, reviewing, approving, and tracking all requests for changes to the project baselines.

2.13.1.2. Change Requests (CR) identify proposed changes to requirements, to software baselines.

2.13.2. Requirement Changes: This is managed - as part of the Agile methodology – within the Development Team. New or revised requirements (User Stories) affecting functional change will be approved by the Product Owner and will be assigned to an Iteration Plan, resulting in the removal of one or more requirements from that iteration if required. If any requirement change causes a change in the overall iteration plan structure, then a Project-level Change will be required.

2.13.3. Project-Level Change: These are changes that cannot be handled within one or more iteration plans by the team and will require a project-level change. This shall be raised to the PPM through an appropriate CR form and be discussed in the checkpoint meetings. Once such a change is agreed in principle, any contractual changes required will be prepared and executed by the PCO with support from the PPM and CCO.

2.14. Quality Management

2.14.1. General

2.14.1.1. The Contractor shall support NATO with the establishment, execution, and maintenance of an effective Quality Management program throughout the Contract lifetime.

2.14.1.2. The program shall ensure that procedures are developed, implemented and maintained to adequately control the design, development, production, testing, configuration management, and support of all deliverables.

2.14.2. Quality Assurance Plan

2.14.2.1. The Contractor shall support NATO in planning project quality assurance activities by means of a Quality Assurance Plan (QAP). QAP can be given as a part of PMP document.

2.15. Meetings

2.15.1. General

2.15.1.1. Unless otherwise specified, at least one week before all meetings (other than daily stand-ups and bi-week checkpoint meetings) required under this Contract, the Purchaser shall send an invitation, including the information in Table 1.

Serial	Requirement
1	Purpose
2	Agenda
3	List of participants
4	Date, hour, place, duration

Table 2-1 - Content of Meeting Invitation

2.15.1.2. The Contractor shall record meeting minutes and post them on the Project Website within 1 working days after the meeting.

2.15.1.3. The meeting minutes shall include the information in Table 2.

Serial	Requirement
1	Input documents
2	Time and date of the event
3	Participants
4	Comments raised
5	Decisions taken

Table 2-2 - Content of Meeting Minutes

2.15.1.4. The minutes shall not be used as a mechanism to change the terms, conditions or specifications of the Contract, or as a vehicle to alter the design or configuration of equipment or systems. Such changes shall only be made by agreement, amendment or by authorised mechanisms as set forth in the Contract, although CRs can be raised as a result of recorded intent in meetings.

2.15.2. Daily Stand-Ups

2.15.2.1. These meetings shall include the PTL, PPO, CSM and development team and other stakeholders if required, depending on on-going project activities. In principle these meetings are executed online.

2.15.3. Bi-Weekly Checkpoint Meetings

2.15.3.1. These meetings shall include the PPM, PPO, CSA, CSM and other stakeholders if required, depending on on-going project activities.

2.15.3.2. In principle first bi-weekly checkpoint meeting are executed via VTC, second one are face-to-face and are to be held at the Purchaser’s facility (The Hague).

2.15.4. Monthly Project Highlight Reports

2.15.4.1. The Contractor shall provide, no later than third business day before the second bi-weekly checkpoint meeting of each month, a Project Highlight

Report (PHR). This report shall summarise activities, including the information in Table 2-3.

Serial	Requirement
1	Summary of contract activities during the preceding month
2	Progress of work and schedule status, highlighting any changes since the preceding report;
3	Status of action items
4	Description of any identified problems, anomalies and high risk areas with proposed solutions and corrective actions;
5	Changes in Contractor personnel assignment, as approved by the Purchaser;
6	Plans for activities during the following reporting period.

Table 2-3 - Content of Project Highlight Reports

2.15.4.2. The draft PHR shall be discussed in the checkpoint review meeting and changes shall be agreed, after which the final report will be distributed to all stakeholders.

2.15.4.3. The Contractor shall maintain an archive of PHRs on the Project Website.

2.15.5. Contract Milestone and Review Meetings

2.15.5.1. CPM, CSA and CCO, PPM, PTL and PCO. PTM, PPO, CQM or any other stakeholders could be present as needed. These meetings are held after any milestone activities are completed and would determine if the milestone was passed successfully or whether more work is needed to complete all the required deliverables for the milestone. In principle these meetings are face-to-face and are to be held at the Purchaser's facility (The Hague).

2.15.5.2. Contract milestone meetings will be executed on the same day together with face-to-face bi-weekly checkpoint meetings when appropriate.

2.15.5.3. Milestones are described in detail in Section 4.

2.15.6. Other Meetings

2.15.6.1. The Contractor shall identify to the PPM any other meetings with NATO personnel required to support this Contract.

2.15.6.2. Upon approval by the PPM the Contractor shall schedule and conduct such meetings, which shall be mentioned in that month's Project Highlight Report.

2.15.7. Progress Tracking

2.15.7.1. The true measure of any Agile implementation is working software. The Contractor shall report implementation progress during Construction through dashboards or other visual aids that are constantly available to the whole

project team and can be used as the main tracking mechanism in checkpoint meetings.

2.15.7.2. The metrics shall be available to the Purchaser if not available on an open system.

2.15.7.3. The following metrics shall be part of continuous reporting:

2.15.7.3.1. Velocity

2.15.7.3.2. Burndown chart (for iterations and releases)

2.15.7.3.3. Story point completion ratio (for iterations and releases)

2.15.7.3.4. Defect count by story count

2.15.7.3.5. Cumulative flow diagram

2.15.7.4. The Contractor can add to this list other metrics that they find useful for the team or for the project.

3. TECHNICAL

3.1. General

3.1.1. This section outlines the Software development and support services requirements of the ANET Service Contract provided to NATO operations such as the RSM, the NMI, the KFOR mission and other optional activities.

3.1.2. The Contractor and the Purchaser teams shall form together an Agile-driven team for the development of the ANET capability.

3.1.3. The Contractor shall provide services to cover corrective fixes, preventive maintenance, system change design and implementation, infrastructure maintenance, system testing as well as user and system documentation as further detailed in this SOW.

3.2. Scope

3.2.1. The scope for Software development and support activities in the ANET implementation Contract includes:

3.2.2. Management and Coordination

3.2.2.1. The Purchaser will provide a Purchaser Product Owner (PPO), accountable for the overall service success and acting as a user representative and day-to-day POC

3.2.2.2. The Purchaser will provide a Purchaser Technical Lead (PTL), accountable for the overall technical coherence and integration

3.2.2.3. The PPO will maintain at all times a prioritized list of change requests (including User Stories) and a product road map outlining upcoming sprints and other known targets for the next 6 months.

3.2.2.4. The PTL will maintain at all time a prioritized list of architectural targets, milestones of integrations with 3rd party systems and non-functional change requests.

3.2.2.5. The Contractor shall provide a Scrum Master, accountable for the day-to-day operation of the contracted team within accordance with the roadmap, sprints and user stories agreed with the Product Owner.

3.2.2.6. Scrum Master is to chair and document scrum, refinement and retrospective meetings; maintain awareness of the current progress of the roadmap implementation; coordinate all team activities with Product Owner.

3.2.3. Requirements Analysis, Design and Architecture

3.2.3.1. The Contractor shall analyse and provide initial design and time/cost estimates for the prioritized change requests.

3.2.3.2. If change requests are not sufficiently defined, Team Members are to either request further refinements or propose their own interpretation prior to accepting the change request for

3.2.3.3. The Purchaser is to review and approve initial design and accept estimates.

3.2.3.4. The Contractor is responsible for maintaining User Experience and Software Architecture subject matter expertise in the broad development areas as forecasted by the roadmap of each work package.

3.2.4. Software Engineering, development of data migration/enhancement scripts and interfaces

3.2.4.1. The Product Owner is to review and accept final implementation of each change request.

3.2.5. Functional, non-functional, integration, security and acceptance testing of the solution

3.2.5.1. The Contractor shall implement unit tests and shall document all new features from a user as well as system maintenance point of view.

3.2.6. Documentation and training material development and maintenance

3.2.7. Corrective fixes

3.2.7.1. The contractor is responsible for correcting all critical defects identified with the software. The Purchaser shall maintain at all times a prioritized list of software defects.

3.2.8. Maintenance, routine inspections, and preventive actions

3.2.8.1. The Contractor is responsible for routine inspection of software operation and keeping system components up-to-date with releases from vendors and patched with security releases. The contractor is to routinely improve software quality and work towards decreasing technical debt. The Purchaser will maintain at all times a prioritized list of technical debt.

3.2.8.2. The contractor shall maintain operation of the cloud based ANET software factory consisting of source and project hosting, build services, testing facilities and infrastructure services.

3.2.8.3. NCI Agency shall provide: ANET service customization and deployment, level 1 (user-facing service desk) and level 2 (service operation) support to ANET. NCI Agency shall coordinate level 3 activities, provide contractor with priorities and requirements and coordinate the result validation.

3.2.8.4. Based on the Agile approach, these activities shall be performed iteratively most of the time. The subsequent sections describe how each activity area is covered.

3.2.8.5. The existing set of products (ANNEX A) will be provided to the Contractor to start as a baseline for documentation.

3.3. Expected Services per Work Package

3.3.1.1. Expected Service definitions are given in ANNEX D.

3.3.2. WP1: ANET Support for KFOR Mission

3.3.2.1. This Work Package is covering the full implementation scope of ANET for KFOR Mission.

3.3.2.2. Expected Services for WP1 is listed in Table 3-1.

	Effort (days)
WP1 - ANET Support for KFOR Mission	
Software Architecture Service	*10*
Graphic and Application Design Service	*25*
Database Design and Maintenance Service	*25*
Backend Development Service	*25*
Advanced Data Visualization and Data Science Service	*0*
DevOps and Infrastructure Service	*10*
Project Management Service	*10*
Onsite Support	
Site Survey / Training / Event (Kosovo)	8 PAX for 3 days
Meeting @NCIA (The Hague, NL)	20 PAX for 1 day
Onsite Support (The Hague, NL)	10 PAX for 3 days

Table 3-1 - Expected Services for WP1

3.3.3. WP2: ANET Support for RSM (Optional)

3.3.3.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to RSM.

3.3.3.2. Expected Services for WP2 is listed in Table 3-2.

	Effort (days)
WP2 - ANET Support for RSM (Optional)	
Software Architecture Service	*20*
Graphic and Application Design Service	*32*
Database Design and Maintenance Service	*32*
Backend Development Service	*40*
Advanced Data Visualization and Data Science Service	*40*

DevOps and Infrastructure Service	*20*
Project Management Service	*20*
Onsite Support	
Training (Bydgoszcz, PL)	2 PAX for 3 days
Meeting @NCIA (The Hague, NL)	16PAX for 1 day
Onsite Support (The Hague, NL)	8PAX for 3 days

Table 3-2 - Expected Services for WP2

3.3.4. WP3: ANET NMI Stand Up (Optional)

3.3.4.1. This Work Package is going to cover implementation scope of ANET solution to NMI mission.

3.3.4.2. Expected Services for WP3 is listed in Table 3-3

	Effort (days)
WP3 - ANET NMI Stand Up (Optional)	
Software Architecture Service	*5*
Graphic and Application Design Service	*20*
Database Design and Maintenance Service	*20*
Backend Development Service	*20*
Advanced Data Visualization and Data Science Service	*20*
DevOps and Infrastructure Service	*5*
Project Management Service	*5*
Onsite Support	
Training (Bydgoszcz, PL)	2 PAX for 3 days
Meeting @NCIA (The Hague, NL)	4 PAX for 1 day
Onsite Support (The Hague, NL)	2 PAX for 3 days

Table 3-3 - Expected Services for WP3

3.3.5. WP4: ANET Support for NMI (Optional)

3.3.5.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to NMI.

3.3.5.2. Expected Services for WP4 is listed in Table 3-4

	Effort (days)
WP4 - ANET Support for NMI (Optional)	
Software Architecture Service	*8*
Graphic and Application Design Service	*12*
Database Design and Maintenance Service	*12*

Backend Development Service	*20*
Advanced Data Visualization and Data Science Service	*20*
DevOps and Infrastructure Service	*8*
Project Management Service	*8*
Onsite Support	
Training (Bydgoszcz, PL)	2 PAX for 3 days
Meeting @NCIA (The Hague, NL)	16PAX for 1 day
Onsite Support (The Hague, NL)	8PAX for 3 days

Table 3-4 - Expected Services for WP4

3.3.6. WP5: ANET Support for a Mission - 2021 (Optional)

3.3.6.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions for year 2021.

3.3.6.2. Expected Services for WP5 is listed in Table 3-5

	Effort (days)
WP5 - (Mission O&M) - Optional	
Software Architecture Service	*30*
Graphic and Application Design Service	*50*
Database Design and Maintenance Service	*50*
Backend Development Service	*60*
Advanced Data Visualization and Data Science Service	*60*
DevOps and Infrastructure Service	*30*
Project Management Service	*30*
Onsite Support	
Training (Bydgoszcz, PL)	3 PAX for 3 days
Meeting @NCIA (The Hague, NL)	24 PAX for 1 day
Onsite Support (The Hague, NL)	12 PAX for 3 days

Table 3-5 - Expected Services for WP5

3.3.7. WP6: ANET Support for a Mission - 2022 (Optional)

3.3.7.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions for year 2022.

3.3.7.2. Expected Services for WP6 is listed in Table 3-6.

	Effort (days)
WP5 - (Mission O&M) - Optional	
Software Architecture Service	*30*

Graphic and Application Design Service	*50*
Database Design and Maintenance Service	*50*
Backend Development Service	*60*
Advanced Data Visualization and Data Science Service	*60*
DevOps and Infrastructure Service	*30*
Project Management Service	*30*
Onsite Support	
Training (Bydgoszcz, PL)	3 PAX for 3 days
Meeting @NCIA (The Hague, NL)	24 PAX for 1 day
Onsite Support (The Hague, NL)	12 PAX for 3 days

Table 3-6 - Expected Services for WP6

3.3.8. WP7: ANET Support for a Mission - 2023 (Optional)

3.3.8.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions for year 2023.

3.3.8.2. Expected Services for WP7 is listed in Table 3-7.

	Effort (days)
WP5 - (Mission O&M) - Optional	
Software Architecture Service	*30*
Graphic and Application Design Service	*50*
Database Design and Maintenance Service	*50*
Backend Development Service	*60*
Advanced Data Visualization and Data Science Service	*60*
DevOps and Infrastructure Service	*30*
Project Management Service	*30*
Onsite Support	
Training (Bydgoszcz, PL)	3 PAX for 3 days
Meeting @NCIA (The Hague, NL)	24 PAX for 1 day
Onsite Support (The Hague, NL)	12 PAX for 3 days

Table 3-7 - Expected Services for WP7

3.3.9. WP8: ANET Support for a Mission - 2024 (Optional)

3.3.9.1. This Work Package is going to cover Operations & Maintenance Support costs of the full ANET solution deployed to missions for year 2024.

3.3.9.2. Expected Services for WP8 is listed in Table 3-8.

	Effort (days)

WP5 - (Mission O&M) - Optional	
Software Architecture Service	*30*
Graphic and Application Design Service	*50*
Database Design and Maintenance Service	*50*
Backend Development Service	*60*
Advanced Data Visualization and Data Science Service	*60*
DevOps and Infrastructure Service	*30*
Project Management Service	*30*
Onsite Support	
Training (Bydgoszcz, PL)	3 PAX for 3 days
Meeting @NCIA (The Hague, NL)	24 PAX for 1 day
Onsite Support (The Hague, NL)	12 PAX for 3 days

Table 3-8 - Expected Services for WP8

3.4. ANET Architecture

3.4.1. ANET has been operational on NATO-hosted private networks since its original deployment in 2017. It currently comprises of 2 production sites: RSM and NMI, as well as several training installations.

3.4.2. ANET software development has maintained a steady pace of weekly releases since the initial deployment.

3.4.3. The ANET project and software management history can be consulted at http://www.github.com/nci-agency/anet.

3.4.4. The current architecture comprises of a Database Service, an Application Service and an HTML5 front end. Up-to date state of the application can be found at http://www.github.com/nci-agency/anet .

3.5. Iterative Development

3.5.1. A planning and review meeting shall be conducted in the beginning of each iteration. This meeting shall verify the scope of the current iteration (product backlog), the resources and any other issues that would prevent the current iteration from going ahead.

3.5.2. The team shall verify whether each User Story/requirement is “Ready” to be taken into the current iteration. If not, a refinement session with the Product Owner shall be scheduled to refine and detail the requirements until they are ready to be brought into development.

3.5.3. The team will be more or less independent in the main iteration period and should call the Product Owner for early review and testing of developed features as early as possible. The team typically has a short daily meeting to review the work completed, work in progress and any obstacles preventing the completion of their work.

3.5.4. There shall be a review/test session towards the end of the iteration where the Product Owner and user representatives will “Accept” the features if they are “Done”. The Scrum Master would typically be present in this meeting.

3.5.5. There shall be a retrospective meeting to capture lessons learned and to improve the team’s performance or efficiency.

3.6. Requirements

3.6.1. The Contractor shall ensure that a multidisciplinary team of engineers is available for ANET support.

3.6.2. The team as a whole shall be experienced in all of the mentioned skills and technologies given in ANNEX D.

3.6.3. The Contractor shall provide the Contracting Officer resumes of personnel showing experience in a subset of the following areas, or on exceptional basis, a strong evidence of experience in similar technologies.

3.6.4. The Contractor shall ensure employed engineers remain up to date with technologies covered in this SOW as well as familiar with the ANET code base.

3.6.5. When a new team member is introduced, or at the initial project start-up, a ramp-up period of staff getting acquainted with the architecture and up to date with the listed technologies shall be considered. This is to be estimated prior to introduction of individual / team.

3.6.6. Prior to the beginning of an iteration, the following shall be in place:

3.6.6.1. The user stories to be included in the current iteration are defined in a way that there is no ambiguity about what is required that cannot be resolved during the course of the iteration

3.6.6.2. The level of effort associated with developing the stories is understood and any significant risks have been resolved.

3.7. Definition of Ready

3.7.1. The Contractor shall have personnel available to perform the required duties described in this SOW on previously agreed weekdays between the hours of 0900-1700 hrs Monday to Thursday and 0900 – 1500 hrs on Friday. Based on the number of engineers and the budget, the contractor is to propose at least 3 working days a week during which an engineer will be available.

3.7.2. The Purchaser shall have backlogs ready with enough work for at least 3 months, access to development and production environments.

3.7.3. In an Agile process, requirements and specifications for work to be done in each iteration are not expected to be highly detailed and precise. However, some discipline is needed to define a consistent level of readiness that User Stories should meet, in order that they can be taken into a development

iteration. “Definition of Ready” is the term used to describe the criteria for a requirement to be defined mature enough to be brought into a development iteration (or a scrum).

3.7.4. Having a clear definition of ready reduces the possibility of errors and defects due to misunderstandings and/or ambiguity in the requirements. It also minimizes the amount of wasted time if the whole team gets stuck in trying to clear up some poorly or incompletely defined requirements in the middle of an iteration. It provides clear guidance to the requirements definition effort.

3.8. Technical Availability and Response Times

3.8.1. For recurring corrective maintenance or an engineer on-site response time is a 3 working days response time. The contractor’s engineers should respond to outages and trouble calls, assess the situation and provide a timetable for resolution within the required response time.

3.8.2. For change request response time is a 5 working days response time. The contractor’s engineers should provide an initial design, assess the workload and provide a timetable for resolution within the required response time.

3.8.3. On previously agreed working days, the entire team should be available for scrum meetings, either through video conferencing or through online collaboration tools such as Slack

3.8.4. Contractor should correct known vulnerabilities within 21 days or raise an exception with Purchaser.

3.9. Analysis and Design

3.9.1. The Contractor shall conduct analysis and design activities for the ANET implementation (including all interfaces to other systems) to meet the Requirements given as User Stories in ANNEX B. These activities will be conducted iteratively within the planned development sprints. Any decisions that might have an impact on the Architecture shall be recorded and documented.

3.10. Implementation

3.10.1. Software Corrections

3.10.1.1. Contractor shall monitor issues list published at https://github.com/nci-agency/anet

3.10.1.2. Incoming critical issues shall be treated with priority. Contractor is to contact on-site support or Purchaser to obtain additional information when needed. Response shall be in the indicated response times.

3.10.1.3. A critical issue response shall include:

3.10.1.3.1. Description of the total user impact.

3.10.1.3.2. Proposed workaround until corrective action

3.10.1.3.3. Timetable for corrective action

3.10.1.4. Non-critical issues shall be prioritized by Purchaser and incorporated in the SCRUM workflow.

3.10.2. Recurring Maintenance

3.10.2.1. Contractor shall maintenance issues list published at https://github.com/nci-agency/anet

3.10.2.2. Maintenance issues shall be prioritized by Purchaser and incorporated in the SCRUM workflow.

3.10.2.3. Contractor shall periodically (weekly) assess the database quality and application logs. This can be done on NATO site or when permitted by classification, after provision of logs by Purchaser.

3.10.2.4. Contractor shall monitor vulnerability reports issued for 3rd party libraries. Contractor shall take corrective action when required and provide a patch in the requested timelines.

3.10.2.5. Contractor shall keep the underlying 3rd party libraries up to date with the recommended releases by the vendor.

3.10.3. Software Changes

3.10.3.1. Purchaser shall maintain a list of approved and prioritized requests for software changes.

3.10.3.2. Contractor shall assign an engineer to the changes. Engineer shall propose design and execution timelines to Purchaser.

3.10.3.3. After approval, engineer shall implement change and document impact to users.

3.10.3.4. Purchaser should facilitate a user acceptance of the solution

3.10.4. Hosting and Infrastructure Support

3.10.4.1. Development and Test Environment

3.10.4.1.1. Since the project is going to use an Agile approach to the development of the capability, the iterative activities for software configuration and testing shall be done on a Development and Test environment (D&TEnv) which is representative of the Production Environment (PEnv) the capability will eventually be deployed to.

3.10.4.1.2. The Contractor can carry out development, configuration, customisation and testing activities in their factory, but the developed features must be installed/configured on the D&TEnv for the Construction.

3.10.4.1.3. The D&TEnv shall be hosted and supported by the Purchaser, but the Contractor shall install, configure, update, administrator the COTS products or customised software delivering the ANET capability on the D&TEnv.

3.10.4.1.4. Demonstration, test and acceptance activities to be executed collectively by the Contractor team and the Purchaser team shall be carried out on the D&TEnv.

3.10.4.2. Reference Environment

3.10.4.2.1. The Reference environment (REnv) will be a replica of the Production environment and is going to be used for the independent validation and verification activities as part of the Transition.

3.10.4.2.2. The REnv shall be hosted and supported by the Purchaser, and the installation of the ANET software baseline ready for deployment on the REnv shall be performed by the Purchaser staff, with help from the Contractor if required.

3.10.4.3. Production Environment

3.10.4.3.1. The Production environment (PEnv) is going to be used for the deployment of the ANET baseline once it has passed the validation and verification activities and is going to be populated with data through the Data Migration activity.

3.10.4.3.2. The PEnv shall be hosted and supported by the Purchaser, and the installation of the ANET software baseline ready for deployment on the PEnv shall be performed by the Purchaser staff, with help from the Contractor if required. This is the environment in which the Contractor shall conduct the post-Go Live support.

4. PROJECT MILESTONES, REVIEWS AND DELIVERABLES

4.1. Milestones

4.1.1. Although the project is expected follow an Agile methodology, there are some formal milestones (typically tied to payments) where a Review/Gate check is conducted. This effectively makes the approach a Hybrid Agile one.

4.1.2. Table 4-1 shows the formal project milestones.

Code	Milestone	Review Meeting
PS	Start of Project (Effective Date of Contract-EDC)	N
KCK	Project Kick-off Meeting	N
PMR	Project Management Review	Y
AR	Architecture Review	Y
#Q	Quarter Reviews	Y
IOC	Initial Operational Capability	N
FSA	Final System Acceptance	N

Table 4-1 - List of Project Milestones

4.1.3. Figure 2 shows the implementation concept with the major milestones reflected (for WP1). As it can be seen, there are two phases previously mentioned as 'Inception' and 'Execution'. Execution phase as two group of activities as 'Construction' and 'Transition'. Construction is iterative and Transition covers the release of the software being deployed to Production once the development is completed.

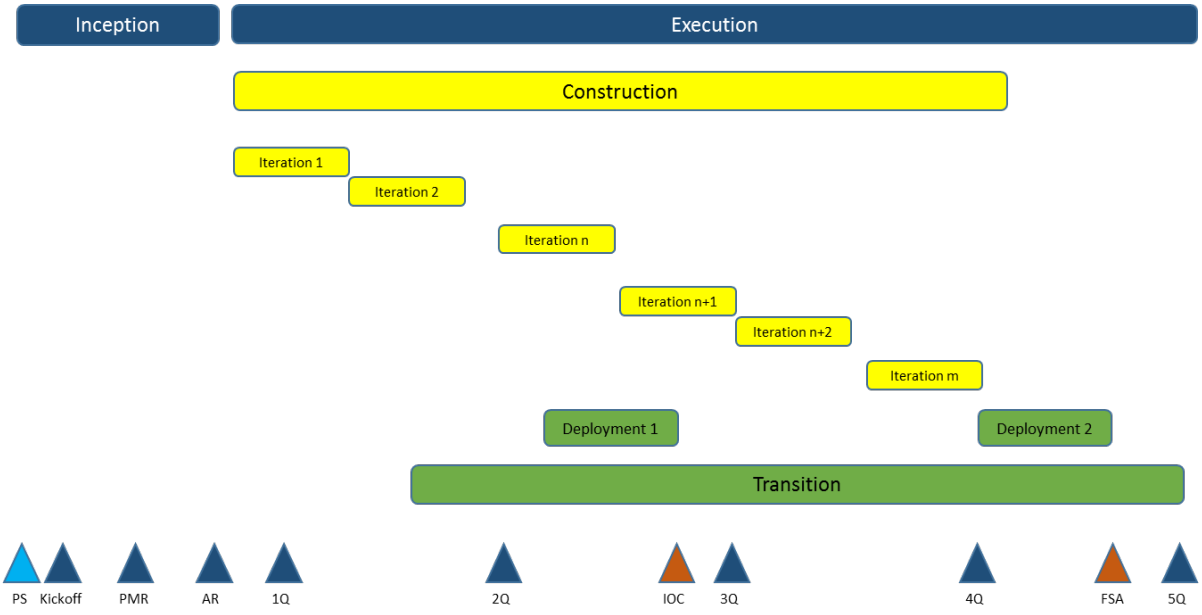

Figure 2 - Implementation Concept

4.1.4. The Contractor shall present during the milestone meetings any changes to the following information:

4.1.4.1. Any changes to the PMS;

4.1.4.2. Any changes in risks or issues that have been identified based on the review for the Milestone;

4.1.4.3. Any CRs that have been raised as a result of the review.

4.2. Project Kick-Off Meeting

4.2.1. The CPM or designated representative shall participate in the project kick-off meeting with the PPM and members of the user community. This meeting shall be held at the Purchaser's facility.

4.2.2. Contractor's attendance in person is necessary.

4.2.3. The Contractor shall be prepared to

- present the draft Project Management Plan used for the Bid and updated if necessary (not to be formally reviewed);
- review Assumptions and Restrictions;

4.3. Project Management Review (PMR)

4.3.1. The purpose of the PMR is to approve the scope and the plan for Contractor activities provided within this Contract.

4.3.2. The Contractor shall provide the deliverables listed in Table 4-2 for the PMR:

Deliverable	SOW Reference
Project Management Plan (PMP)	§2.9
Project Master Schedule (PMS)	§2.10
Risks, Assumptions, Issues, Decisions (RAID) Log	§2.12
Initial Iteration Plan	§2.11.1.5
First Monthly Project Highlight Report	§2.15.4

Table 4-2 - Deliverables to review in the PMR milestone

4.3.3. Entry Criteria for the PMR

4.3.3.1. Contractor has delivered the required deliverables.

4.3.4. Acceptance Criteria for the PMR

4.3.4.1. Purchaser approval of the content of the PMP and its Annexes.

4.3.4.2. Purchaser confirmation of user commitment to the user-related activities and schedule in the PMS.

4.4. Architecture Review (AR)

4.4.1. One of the first activities of the Construction phase is to agree and baseline the architecture of the system to provide a stable basis for the design and implementation effort in the iterations of the Construction phase.

4.4.2. The AR highlights the provision of a robust architecture that will be the basis for iterative development in this Phase. The milestone can be used to determine the following items.

4.4.2.1. Is the application architecture, technical architecture, and data architecture stable?

4.4.2.2. Have all the architecturally-significant requirements been identified?

4.4.2.3. Have all the architecturally-significant requirements been analysed to reveal possible effects on the architecture?

4.4.2.4. Are we certain enough about the solution that we can commit more resources to begin implementation?

4.4.3. The Contractor shall provide the deliverables listed in Table 4-3 for the AR. For documents, more details about the content are provided.

Deliverable	Notes
Documents	
Initial Architecture Vision	
Technical Architecture	Technical architecture requirements and document the strategy you will use for the design and development of the system you are implementing. This task should address the capacity and processing requirements of the final production environment as well as the interim development, test and project support environments.
High-Level Software Architecture Description	The software architecture to be used for implementation
Requirements Traceability Matrix and Roadmap	Requirements (user stories and technical requirements) mapped to components or customisations with initial schedule estimate
System Security and Control Strategy	Security aspects of the solution, to be used as the basis of the Accreditation documentation
Data Acquisition and Conversion Requirements	There is a need to convert a large amount of data from their current capability format to the new ANET capability format. There might also be the need to enhance the data. Only active projects will be migrated.
Testing Strategy	This shall include how testing should be performed in the various stages at the project, which tools should be used (if any) and how, what metrics should be collected, how test data should be produced and what testing environments should be used in the tests. The strategy shall also define the acceptance criteria of the solution.
Environments	
Development Environment	Development environment should be ready before Construction
Test Environment	Test environment should be ready before Construction

Table 4-3 - Deliverables to review in the AR milestone

4.4.4. Entry Criteria for the AR

4.4.4.1. Contractor has delivered all the required deliverables.

4.4.4.2. Draft versions of the documents have been reviewed and final drafts have been delivered for review.

4.4.5. Acceptance Criteria for the AR

4.4.5.1. Purchaser approval of the deliverables for the AR.

4.5. Quarter Reviews (#Q)

4.5.1. This milestone shall check if the Contractor has delivered all required products within the corresponding quarter.

4.5.2. The Q# milestones shall be used to determine the following items.

4.5.2.1. Have the contractor completed the tasks assigned?

4.5.3. The Contractor shall provide the deliverables listed in Table 4-4 for the Q# milestones.

Deliverable	Notes
PHR	All PHRs within that quarter
Updated PMS	Any deviations from the initial plan and the plan for the remainder of the project.

Table 4-4 - Deliverables to review in the Q# milestones

4.5.4. Entry Criteria for the Q#

4.5.4.1. Contractor has delivered all the required deliverables.

4.5.4.2. All relevant workshops and meetings have been concluded.

4.5.5. Acceptance Criteria for the #Q

4.5.5.1. Purchaser approval of the deliverables for the Q#.

4.6. Initial Operational Capability (IOC)

4.6.1. IOC needs to be coordinated with Customer/User and will determine the point of time which an initial capability can be deployed to KFOR Mission as Release 1. This activity will be coordinated by the Purchaser, however as technical support and travel will be expected from the Contractor, this milestone shall be planned in the Project Master Schedule.

4.7. Final System Acceptance (FSA)

4.7.1. FSA needs to be coordinated with customers and will determine the point of time which an initial capability can be deployed to KFOR Mission as Release 2. This activity will be coordinated by the Purchaser, however as technical

support and travel will be expected from the Contractor, this milestone shall be planned in the Project Master Schedule.

5. CONTRACTOR RESOURCES AND LABOR CATEGORY DESCRIPTIONS

5.1. General

5.1.1. This section outlines minimum educational and experience qualifications for Contractor staff. Substitution of experience or education is allowed as outlined in Table 5-1.

Education	Equivalent Education + Experience	Equivalent Experience
Associate's degree		2 years of relevant experience
Bachelor's degree	Associates + 2 years of relevant experience	6 years of relevant experience
Master's degree	Bachelors + 4 years of experience	8 years of relevant experience

Table 5-1 - Education and Experience

5.1.2. Any change in the assignment of the Contractor resources shall be subject to approval from the Purchaser Contracting authority.

5.1.3. Any request for change in the assigned Contractor resources shall be requested by the NATO Contracting Authority to the Contractor Point of Contact for Contract Administration, identifying both the labour category and the period of performance requested.

5.1.4. The Contractor shall propose candidates which meet the requirements listed in this Section, satisfying the requirements stated for the requested labour category.

5.1.5. Performance Assessment Parameters

5.1.5.1. The Purchaser expects the Contractor's Staff to meet the following performance requirements (list not exhaustive):

5.1.5.2. Technical – consisting of:

5.1.5.2.1. Demonstrated technical knowledge at the levels required by this SOW;

5.1.5.2.2. Demonstrated productivity, efficient time management, motivation and proactive attitude;

5.1.5.2.3. Demonstrated experience with the main COTS capability to be used to implement ANET.

5.1.5.2.4. Effectiveness in providing the required level of support for the entire ANET implementation Contract, as required by this SOW;

5.1.5.2.5. Ability to effectively collaborate and communicate with the other key stakeholders, as required by this SOW;

5.1.5.2.6. Ability to identify risk factors and alternatives for alleviating risk;

5.1.5.2.7. Ability to identify and solve problems expeditiously;

5.1.5.2.8. Ability to employ the standard tools/methods/ procedures applicable to the tasks, as required by this SOW;

5.1.5.3. Management – consisting in:

5.1.5.3.1. Overall communication with Purchaser's Staff;

5.1.5.3.2. Effectiveness and reliability of Contractor's personnel;

5.1.5.3.3. Ability to effectively manage sub-contractors (if any);

5.1.5.3.4. Planning, scheduling, and monitoring;

5.1.5.4. Customer Satisfaction – consisting in:

5.1.5.4.1. Contractor's personnel overall performance;

5.1.5.4.2. Contractor's personnel ability to be cooperative, business-like and concerned with the interests of the customer;

5.1.5.4.3. Contractor's personnel inter-personal skills

5.2. Levels of Expertise

5.2.1. Consultant Support is divided into the following classifications dependent on education and experience:

5.2.1.1. **Level 1:** The most senior or principal staff. Individuals in this category possess unusual and unique technical knowledge and experience in the given discipline. These individuals are normally the corporate experts on a subject. An advanced degree, normally a doctorate would be expected at this level. If a doctorate is not possessed, extensive and unique experience would be required. An individual at this level would be expected to have published literature in his field or have been a collaborator on published works.

5.2.1.2. **Level 2:** Individuals in this category are Senior Staff that are experts in their discipline with considerable experience. Individuals at this level have normally been Lead Staff on large and complex projects within the company or been responsible for significant research work within the company. The individual would be expected to have a minimum of a Master's Degree, if not

a doctorate. If such educational level has not been attained, extensive or unique knowledge or experience would be required.

5.2.1.3. **Level 3:** Individuals in this category are considered journeymen staff, personnel with excellent knowledge and significant experience in their discipline. The individual would normally be expected to have a minimum of a Baccalaureate Degree but may compensate for a lack of formal education by extensive or unique experience. An individual at this level would be expected to have assisted senior staff on major projects in his field.

5.3. Contractor's Project Manager (CPM)

5.3.1. The Contractor's Project Manager shall be responsible for project management, performance and completion of tasks and deliveries. In particular, he/she shall be responsible for:

5.3.1.1. Establishing and monitoring project plans and schedules with full authority to allocate resources to insure that the established and agreed upon plans and schedules are met

5.3.1.2. Managing costs, technical work, project risks, quality, and corporate performance

5.3.1.3. Managing the development of designs and prototypes, test and acceptance criteria and implementation plans

5.3.1.4. Establishing and maintaining contact with Purchaser, sub-contractors, and project team members

5.3.1.5. Having regular contact and information exchange with the Purchaser PM.

5.3.1.6. Escalating issues and risks to the relevant escalation hierarchy in a timely manner.

5.3.1.7. Managing the sub-contractors' work at the project level

5.3.1.8. Providing administrative oversight and serving as a liaison between the Purchaser and corporate management

5.3.1.9. Ensuring that all activities conform to the terms and conditions of the contract

5.3.2. Education. Master's degree in management, engineering, or business administration.

5.3.3. Experience. At least 5 years in information systems design and project management. At least two years as the project manager for an effort of similar scope, preferably including the application of a formal project management methodology such as PRINCE2 or PMI. At least two years' experience with Agile teams, experience with Agile methods such as Scrum or Kanban. Recent implementation experience with the COTS tool in the proposal.

5.4. Contractor's Solution Architect (CSA)

5.4.1. The CSA shall be responsible for planning and co-ordination activities in the project management and engineering areas. In particular, he/she shall be responsible for:

5.4.1.1. Providing comprehensive definition of all aspects of system development from analysis of mission needs to verification of system performance;

5.4.1.2. Providing competency in technical disciplines as applied to government and commercial information and communications systems;

5.4.1.3. Preparing trade-off studies and evaluations for vendor equipment;

5.4.1.4. Recommending design changes/enhancements for improved system performance;

5.4.1.5. Supervising the work of a design, integration, test, and implementation team;

5.4.1.6. Coordinating the overall solution (within the Contractor and Purchaser teams) and Functional and Technical coherence of the solution

5.4.2. Education: Master's degree in engineering or computer science.

5.4.3. Experience: At least 7 years' experience in the design and integration of systems. At least 3 years' experience with Agile teams and experience with Agile methods such as Scrum or Kanban.

5.5. Contractor's Scrum Master (CSM)

5.5.1. The CSM shall be responsible for:

5.5.1.1. Implement project management best practices

5.5.1.2. Keep all parties informed of project progress

5.5.1.3. Schedule, Chair and document all Scrum-related meeting activities

5.5.2. Education: Bachelor's degree.

5.5.3. Experience: At least 5 years' experience in the design and integration of systems. At least 3 years' experience with Agile teams, formal certification/training as a Scrum Master.

5.6. Contractor's Quality Manager (CQM)

5.6.1. The CQM shall establish and maintain process for evaluating software and associated documentation. In particular, he/she shall be responsible for:

5.6.1.1. Determining the resources required for quality control

5.6.1.2. Maintaining the level of quality throughout the system life cycle

5.6.1.3. Developing project quality assurance plans

5.6.1.4. Conducting formal and informal reviews at predetermined points throughout the system life cycle

5.6.1.5. Applying quality checks to document deliverables

5.6.2. Education: Bachelor's degree.

5.6.3. Experience: At least 5 years working with quality control methods and tools. At least 3 years supporting system development and test projects. Recent experience with Quality Assurance in Agile development.

6. DOCUMENTATION REQUIREMENTS

6.1. General

6.1.1. All documentation provided to the Purchaser shall be written in English with spelling and usage based on the Concise Oxford English Dictionary, 11th edition [Reference E].

6.1.2. The convention to be used for numbers appearing in textual documents is for a comma to be the thousands separator and a period to be the decimal separator (e.g. 1,365,276.24).

6.1.3. The convention to be used for dates appearing in free text (e.g. quoting dates of meetings) is day-month-year and not month-day-year.

6.1.4. Documentation shall not be marked with corporate logos or contain warnings limiting the rights to use or reproduction.

6.1.5. The security classification of the documentation shall follow agreed NATO security guidelines.

6.2. Reports

6.2.1. For all reports delivered under this Contract, the Contractor shall ensure the following standards are met.

6.2.2. The report shall be candid, forthright, and complete. Material that is unflattering to the Purchaser or Contractor, but relevant to the purposes of process improvement, must be included.

6.2.3. The report shall contain only material that can be supported by evidence and confirmed by independent analysis.

6.2.4. The report shall provide evidence to support or justify the conclusions reached.

6.2.5. The report shall be concise. If necessary, supporting data shall be placed in appendices or referenced as backup material.

6.2.6. The report shall include an Executive Summary of not more than one page in length.

6.2.7. The report shall use charts, graphs, matrices, tables, and other illustrative techniques to present data in an easily-understood form. Each illustration shall be accompanied with a narrative showing how the data displayed is relevant to the process improvement.

6.3. Formatting

6.3.1. Unless otherwise directed by the Purchaser, the Contractor shall furnish requested documentation as follows:

6.3.2. All contractual documentation shall be delivered in electronic format (via Project Website).

6.3.3. All project management documentation (e.g., plans, schedules, reports, etc.) shall be delivered as electronic copies in MS Office format.

6.3.4. Documentation shall be distributed as follows:

6.3.4.1. An electronic copy to the Project Workspace.

6.3.4.2. Notification and link for document to PPM and PTL.

6.3.5. Each document shall contain the following information for identification

6.3.5.1. Version of the document.

6.3.5.2. Due date.

6.3.5.3. Delivery date.

6.3.5.4. CLIN number or SOW reference.

6.3.5.5. Status (e.g. accepted/approved/draft…).

6.4. Formal Reviews

6.4.1. This project uses a Hybrid Agile approach, thus there are some milestones at which certain reviews are done and this involves reviewing documents. However, the main Construction phase will use an Agile approach and as such we minimise the document requirements in this phase. However, there are a few exceptions to this:

6.4.1.1. The development team will start with the background of an Initial Architecture Vision, which summarizes the architectural background and guidance for design and implementation. Any decisions taken during the implementation which has an impact on the architecture shall be recorded and the Architecture document updated in parallel.

6.4.1.2. The work items for the development team will be derived from a User Story document that captures the user requirements. As these might change during the development iterations, all changes to stories shall be captured in parallel and be available as a baselined set of user stories by the time the deployment is reached.

6.4.2. Reviews for such documentation during the development iterations shall be conducted in parallel to avoid a long review and editing period at milestone reviews and shall not be considered formal.

6.4.3. The procedures described in this section mainly cover the formal reviews that would finalise and accept the deliverables within a milestone review meeting (see §4.1).

6.4.4. The Contractor shall submit all documentation for formal Purchaser review as described below. At each review cycle, the Purchaser will state if the document is or is not likely to be accepted in its Final version.

6.4.4.1. The Purchaser decides whether the Milestone deliverable requirements are satisfied based on this revised draft and inform the Contractor about this decision in the Milestone Review meeting.

6.4.5. Even if a document has been formally reviewed and accepted during a Review Meeting, the Contractor shall remain responsible for updating the document to reflect changes in the system requirements, design, or support arrangements.

7. ACRONYMS

Abbreviation	Description
AFPL	Approved Fielded Product List
AR	Architecture Review
CCO	Contractor Contracting Officer
CI	Configuration Item
CIS	Communications and Information Systems
CLIN	Contract Line Item Number
CM	Configuration Management
COTS	Commercial Off-The-Shelf
CPM	Contractor Project Manager
CQM	Contractor Quality Manager
CR	Change Request
CSA	Contractor Solution Architect
D&TEnv	Development and Test Environment
EDC	Effective Date of Contract
FSA	Final System Acceptance
IOC	Initial Operating Capability
IT	Information Technology
IT&V	Independent Testing & Verification
KCK	Kick-off
MoSCoW	Must Haves, Should Haves, Could Haves and Won't Haves
NATO	North Atlantic Treaty Organisation
NCIA	NATO Communication and Information Agency
NR	NATO R*strict*d
NS	NATO S*cr*t
NU	NATO Unclassified
O&M	Operations and Maintenance
PB	Project Board

PBS	Product Breakdown Structure
PCO	Purchaser Contracting Officer
PD	Product Description
PE	Project End
PEnv	Production Environment
PFI	Purchaser-Furnished Items
PHR	Project Highlight Report
PMI	Project Management Institute
PMP	Project Management Plan
PMR	Project Management Review
PMS	Project Master Schedule
PPM	Purchaser Project Manager
PPO	Purchaser Product Owner
PRINCE2	Projects in Controlled Environments 2nd Version
PS	Project Start
PTL	Purchaser Technical Lead
PTM	Purchaser Test Manager
QA	Quality Assurance
QAP	Quality Assurance Plan
RAID	Risks, Assumptions, Issues, Decisions
REnv	Reference Environment
RFC	Request for Change
RFQ	Request for Quotes
SOW	Statement Of Work
TBC	To be Confirmed
VTC	Video-teleconferencing
WBS	Work Breakdown Structure
WP	Work Package

ANNEX A. ARCHITECTURAL GUIDANCE AND EXISTING PROJECT PRODUCTS

The architectural guidance and existing set of products that will be provided to the Contractor that are part of this Statement of Work is provided as a separate Annex.

ANNEX B. ANET USER STORIES

The set of user stories that are part of this Statement of Work is provided separately as an MS Word document.

ANNEX C. PROJECT MANAGEMENT PLAN TEMPLATE

A Microsoft-Word template for the Project Management Plan that shall be submitted as part of the Bid and updated throughout the project as needed is provided separately as Annex C.

ANNEX D. REQUIREMENTS AND TRACEBILITY MATRIX

A Microsoft-Word file for the Requirements and Traceability Matrix is provided separately as Annex D.

ANNEX E. PROOF OF TECHNICAL COMPETENCE QUESTIONNAIRE

A Microsoft-Word file for the proof of technical competence questionnaire is provided separately as Annex E.

SCIENTIA PRO VIGILIA

Architectural Guidance and Existing Project Products

Statement of Work (SOW) – Annex A

For

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

(Version 0.1)

September 2019

DOCUMENT CONTROL PAGE

VERSION HISTORY

Version	Author	Date	Reason for Change	Superseded Document
0.1	Vassil Iordanov, Yakup Yildirim	15/09/2019	First Draft	-

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1 CONTRIBUTION REQUIREMENTS

1.1 Software License Compliance

1.1.1. The ANET source code is published under the MIT license below. The contractor will need to comply with the terms of the license for all existing and newly produces code.

1.1.2. MIT License

1.1.2.1. Copyright (c) 2017-2019 NATO Communication and Information Agency

1.1.2.2. Copyright (c) 2016-2017 U.S. Federal Government (in countries where recognized)

1.1.2.3. Permission is hereby granted, free of charge, to any person obtaining a copy of this software and associated documentation files (the "Software"), to deal in the Software without restriction, including without limitation the rights to use, copy, modify, merge, publish, distribute, sublicense, and/or sell copies of the Software, and to permit persons to whom the Software is furnished to do so, subject to the following conditions:

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1.1.2.5. The software is provided "as is", without warranty of any kind, express or implied, including but not limited to the warranties of merchantability, fitness for a particular purpose and non-infringement. In no event shall the authors or copyright holders be liable for any claim, damages or other liability, whether in an action of contract, tort or otherwise, arising from, out of or in connection with the software or the use or other dealings in the software.

1.2 Developer Certificate of Origin

1.2.1 When submitting source code, the authors needs to sign the following Developer Certificate of Origin ("DCO")[1]

1.3 General contribution guidelines

1.3.1 General contribution guidelines to the ANET source repository can be found at ANET repository[2].

[1] https://github.com/NCI-Agency/anet/blob/candidate/Contributors.md
[2] https://github.com/NCI-Agency/anet/blob/candidate/CONTRIBUTING.md

2 TECHNICAL REFERENCES

2.1 Project Hosting References

2.1.1 ANET has been developed using GitHub.com as a project hosting environment. The project is located at: https://github.com/nci-agency/anet

2.1.2 The ANET team has been following a Scrum methodology. The project's Kanban board can be found at: https://github.com/NCI-Agency/anet/projects/1

2.1.3 Software change requests, such as implementation of new features, enhancements or bug fixes, are tracked in this repository: https://github.com/NCI-Agency/anet/issues

2.1.4 Implementation of change requests is planned in sprints and milestones which are maintained as a roadmap: https://github.com/NCI-Agency/anet/milestones

2.1.5 All changes to ANET source code are submitted via Pull Requests, which can be found here: https://github.com/NCI-Agency/anet/pulls

2.1.6 Pull requests are peer-reviewed, and do have to forego a certain number of quality checks such as:

2.1.6.1 Continuous Integration builds on CI platforms such as travis https://travis-ci.org/NCI-Agency/anet as well as Azure https://dev.azure.com/advisornetwork/anet/_build?definitionId=1

2.1.6.2 Automated user tests executed on testing platforms such as Browser Stack: https://automate.browserstack.com/public-build/SHc2WTI5cFg2Z2h2NFVzMWlYbXVkM2xCYTdZMzVPV2FzRUhEVUpEL3NTUT0tLTdFVy9CWmlRa04yMGlCZldialMxc3c9PQ==--097d5f51f524d9e66cffde76b48cc2116bbe3372

2.1.7 Test coverage reporting platforms such as CodeCov.io: https://codecov.io/gh/NCI-Agency/anet

2.2 ANET Software Architecture

2.2.1 Overview

2.2.1.1 ANET2 is comprised of three major components: the Database, an Application server, and the User Interface.

2.2.1.1.1 **DB**: ANET2 uses a Microsoft SQLServer database to store all data, keep backups, provide consistency of relationships, and perform advanced search. ANET2 requires SQLServer 2016 or higher. More details on the Schema of the Database is available in the Developer Documentation.

2.2.1.1.2 **Application Server**: ANET2's primary server functions, business logic, and authorization is performed in a Web Application server written in Java on the Dropwizard Web-Application Framework. This server receives requests from users, determines if they are authorized and valid, and then performs the

necessary fetching or manipulation of data in the Database. The application server runs over HTTP/HTTPS (port 80/443) and communicates with clients using standard JSON data formats. More detail about the APIs exposed from the application server is avaiable in the Developer Documentation. The application server requires Java version 1.8 to run.

2.2.1.1.3 **User Interface:** ANET2's user interface is a website that users will access using any modern web browser

2.3 Network Architecture

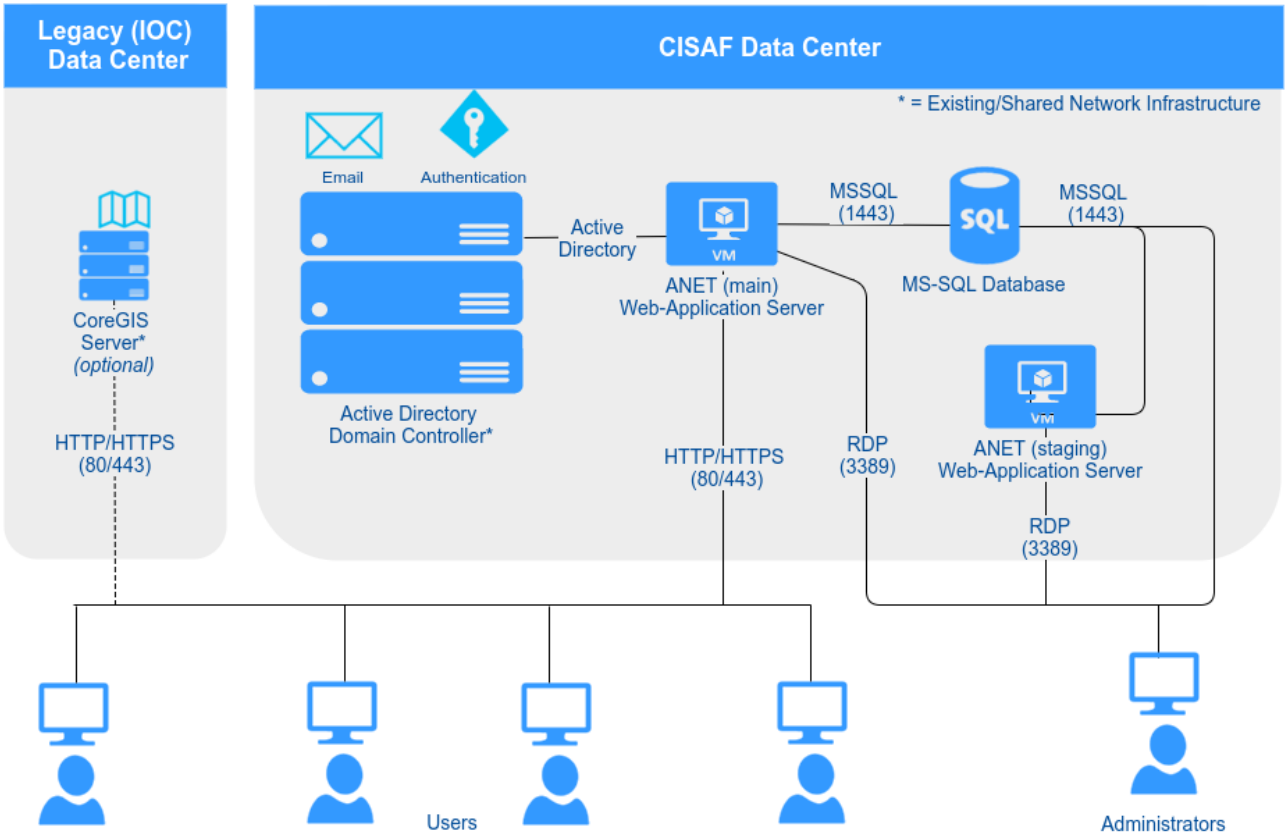

Figure 1 ANET Network Architecture

2.3.1 **Client:** The client can be any users on the appropriate network with a modern web-browser. ANET uses HTTP/HTTPS (ports 80/443) to communicate between the client and server.

2.3.2 **Application Server:** The ANET Application Server can run on any Windows Server operating system. Recommended system configuration is: 300 GB HDD, 64 GB RAM, and 8x CPU cores. The Application server must be able to communicate with the Database server, the Windows Domain Controller for AD Authentication, and the SMTP server for outbound mail.

2.3.3 **Database**: ANET requires at least a Microsoft SQL Server 2016 Database.

2.3.4 **Backup:** Backups should be taken daily from the SQL Database and transferred to a separate file server for safe keeping. Database backups can be taken through any means that capture the full state of the database. The ANET.xml configuration file and audit logs should be backed up from the Web-Application Server.

2.3.5 **Authentication**: User Authentication in production is done via Windows Domain Authentication.

2.3.6 **Map Imagery Server:** To enable the ANET maps, you will need a source of Map imagery. ANET supports local cached tiles, WMS servers, or ArcGIS servers with a REST API enabled.

2.3.7 **Production vs Test Environments**: It is recommended to have a separate Production and Test environment that mirror each other as closely as possible. However, it is totally acceptable to have less resources for the Test environment.

ANET User Stories

Statement of Work (SOW) – Annex B

For

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

(Version 0.1)

September 2019

DOCUMENT CONTROL PAGE

VERSION HISTORY

Version	Author	Date	Reason for Change	Superseded Document
0.1	Vassil Iordanov, Yakup Yildirim	15/09/2019	First Draft	-

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1 INTRODUCTION

1.1 Background

1.1.1. Advisor Network (ANET) development has been initiated by the United States (US) Department of Defence (DoD) and NATO Communication and Information Agency (NCI Agency) to capture and facilitate the work of advisors in NATO missions. The ANET technology is published as open-source software at https://github.com/nci-agency/anet and is vendor-agnostic and license-free, making it suitable for competitions of the proposed scale.

1.1.2. ANET has been operational on NATO-hosted private networks since its original deployment in 2017. It currently comprises of 2 production sites: RSM and NMI, as well as several training installations.

1.1.3. ANET software development has maintained a steady pace of weekly releases since the initial deployment.

1.1.4. The ANET project and software management history can be consulted at http://www.github.com/nci-agency/anet.

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2 KFOR USER STORIES

2.1 Background

2.1.1 KFOR and supporting nations have set up advising teams that frequently report the situation in their area to their respective organizational sections.

2.1.2 Reports are generated by the individual advisors and submitted to the HQs. Once these reports are received, the sections assess / sanitise and collate the information into a single template before sending to their headquarters.

2.1.3 This information is injected into a database with a front end for to find and process the reports for analysis purposes.

2.1.4 There is a critical requirement to improve an existing reporting and data collection capability for reasons of consistency, timeliness and security.

2.2 User Stories

2.2.1 Advisors can report in near real-time their activities, through standardized from and over both classified and unclassified networks.

2.2.2 Advisors are assisted while drafting reports – non-classified information such as locations and position names is verified against databases.

2.2.3 Advisors can work on their draft reports on an unclassified network for a limited time period, before that information is removed and transferred to a classified environment for further collation.

2.2.4 Advisors can use laptops and/or portable devices to draft report content and include amplifying information such as pictures and documents.

2.2.5 Advisors should be able to plan their future work through calendar capabilities.

2.2.6 Data managers can approve and publish reports on a classified network.

2.2.7 All users can search for, and read all published reports on a classified network.

2.2.8 Data managers can approve suggested additions and modifications to people’s names, positions, organizational structures, locations

2.2.9 Data managers and analysts can aggregate and analyse incoming reports and produce analytical summaries based on geographical, calendar, and content-specific features.

2.2.10 System administrators can reconfigure the system to adapt to the mission’s specific vocabulary

2.2.11 System administrators have access to tools facilitating the import of existing data.

2.2.12 System administrators can define the report templates, by adding modifying fields.

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2.2.13 System administrators can define approval workflow per advisor organization.

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3 SAMPLE NMI AND RSM USER STORIES

3.1 Background

3.1.1 Use stories for these mission are subject to frequent changes. They have been provided below in order to give an indication of the complexity of the planned changes

3.2 User Stories

3.2.1 Users can perform link analysis

3.2.2 Users can integrate their enterprise email clients (through WebCal) with their engagement schedule in ANET.

3.2.3 Users are notified of calendar conflicts, including both advisors and advisees.

3.2.4 Users are able to design and publish analytical dashboards by visually composing custom searches with geographical, temporal and other analytical components.

3.2.5 User information from several existing sources, such as Active Directory sources, is continuously merged with the data in ANET.

3.2.6 Trainers can use a simulation engine to batch produce people, positions, organizations, locations and reports for the purpose of training scenario generation.

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Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

Project Management Plan

Template

RFQ-CO-15040-ANET – Part IV – Statement of Work - Annex C

Contractor: TBD

NATO Contract Number: CO-15040-ANET

Reference: SOW Paragraph 2.9

Contractor Project Manager : TBD

Address: -

Issue Date:	
Contractor Authorisation:	-
NCI Agency Approval:	
Date:	

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Document Control

Changes History

Version Number	Date	Author	Change	Status (Draft / Authorised)
1.0			Draft version delivered as part of the ANET Bid	First Issue

Authorised by

Name	Role	Date
	NCI Agency Project Manager	
	Contractor	

Distribution

Status	Location
Electronic master (all other copies are uncontrolled)	
Purchaser and Supplier personnel	Project Website and Collaborative Working Environment
Supplier personnel	

References

1 References as appropriate

Definitions

Term	Meaning
None	

Acronyms

Acronym	Meaning
None	

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Acronym	Meaning

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1 Introduction

Advisor Network (ANET) has been developed by the United States (US) Department of Defence (DoD) and NATO Communication and Information Agency (NCI Agency) to capture and facilitate the work of advisors in NATO missions. The ANET technology is published as open-source software at https://github.com/nci-agency/anet and is vendor-agnostic and license-free, making it suitable for competitions of the proposed scale.

NCI Agency (will be referred as Agency in the rest of the document) has considered several options to obtain the capability and has decided to select a company to implement and maintain it via a competition, based on Agency defined criteria.

This document is a formal Project Management Plan (PMP) that provides the framework for undertaking the project delivery activities deemed necessary to implement the ANET Capability ready for on-going future service.

The project will contain 5 different work packages (WP1: ANET Support for KFOR Mission, WP2: ANET Support for RSM, WP3 ANET NMI Stand Up, WP4 ANET Support for NMI and WP5 ANET Support for a new Mission), the same project management methodology will be applied all the WPs where applicable.

1.1 Background

<Some information to be added from the Contract to provide background information to the product>

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2 Project Definition

2.1 Vision

This section describes the vision of the Contractor for the delivery of this Contract.

Our vision is to deliver ……..

2.2 Objectives

This section lists the objectives for the project.

In order to achieve the vision the objectives of the project:

- Objective 1
- Objective 2
- Objective N

2.3 Project Scope

This section defines the breakdown of the project such as Work Packages, main tasks etc.

The scope of the plan is Work Packages (1, 2, 3, ..) of the NCI Agency ANET RFQ.

2.4 Major Deliverables

This section describes the main deliverables of the project.

Major Deliverables for the Project will be:

- Environments established
- Workshops conducted
- Etc.

2.5 Constraints

This section describes the constraints that are imposed by the Statement of Work or by the Contractor's own processes or approach.

This table shows the project constraints.

Ref	Description	Constraint Type	Work Package
C001	The solution must meet all requirements as specified in the requirements list provided at RFQ unless otherwise agreed.	Requirements	All
C002	All requirements must be those described in the Annex E to SOW provided by NCI Agency and NATO at RFQ or be technically linked derivations of those requirements.	Requirements	All

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Ref	Description	Constraint Type	Work Package
C003	Design and capability is constrained by the enabling architecture of Bi-Strategic Commands Automated Information Systems (Bi-SC AIS) Functional and Core Services.	Design	All
C004	All designs must meet INFOSEC and NCIRC Technical Centre Directives for Security.	Design and Security	All

2.6 Assumptions

This section lists all the assumptions the Contractor shall be working under.

This table shows our assumptions.

Ref	Description	Assumption Type	Work Package
A0001	The Effective Contract Date is XXXXXXX	Commercial	All
A0002	NCI Agency will provide the development environment as GFIs and all necessary documentation to implement ANET capability for the defined WPs.	Delivery	All
	.. as required		

2.7 Dependencies

This section lists all the internal and external dependencies for the project, including the Purchaser Furnished Items the Contractor will be depending upon

The following two tables show the dependencies.

2.7.1 External Dependencies

Dependency	Description
ED01	
ED02	

2.7.2 Internal Dependencies

Dependency	Description
ID01	
ID02	

2.7.3 Purchaser Furnished Items

The following customer supplied products are required in order that the Contractor Team can implement ANET Capability:

- DevOps Environment:
  - o
  - o

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- Other:
    - etc

2.8 Project Acceptance Criteria

This section shall list all the deliverables and the acceptance criteria for them. However, the details shall be captured in individual Product Descriptions for these deliverables

Short Name	Long Name	Description	Acceptance Criteria	Products to be delivered
PMR	Project Management Review	Project Management Review: Initial Baseline of the Project Management Plan (PMP) submitted by Contractor. This is an updated version of the PMP delivered as a response to the RFQ.	• Purchaser approval of the content of the PMP and its Annexes	• Project Management Plan (PMP) • Project Master Schedule (PMS) • RAID Log • Initial Iteration Plan • First PHR
AR	Architecture Review	The AR highlights the end of the Elaboration Phase and the expectation is that most of the analysis and design has been completed at this point in the project.	• Purchaser approval of the deliverables for the AR.	• Technical Architecture • High-Level Software Architecture Description • Requirements Traceability Matrix and Roadmap • System Security and Control Strategy • Data Acquisition and Conversion Requirements • Testing Strategy • Development Environment • Test Environment
#Q	Quarter Reviews	This milestone shall check if the Contractor has done everything necessary within the corresponding quarter	• Purchaser approval of the deliverables for the #Q.	• Project Highlight Reports • Updated PMS
IOC	Interim Operational Capability	IOC needs to be coordinated with Customer/User and will determine the point of time which an initial capability can be deployed to KFOR Mission as Release 1.	• Purchaser approval of the deliverables for the IOC.	• IT Transition Report • Training

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Short Name	Long Name	Description	Acceptance Criteria	Products to be delivered
FSA	Final System Acceptance	FSA needs to be coordinated with customers and will determine the point of time which an initial capability can be deployed to KFOR Mission as Release 2.	• Purchaser approval of the deliverables for the FSA. • Purchaser Confirmation for the plan for Post-Go-Live Support. • Purchaser acknowledgement of successful IT Transition.	• IT Transition Report • Training

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3 Project Approach & Guiding Principles

3.1 Project Approach

This section describes how the project would be executed.

<As per PRINCE 2>

3.2 Methods and Best Practices

This section describes the methods and best practices to be used within the project.

3.2.1 PRINCE 2

The Project Management approach used is based on PRINCE2 (Projects in a Controlled Environment), with a number of Project Management Methodology techniques used within the overall PRINCE framework. The key attributes of the PRINCE methodology used are:

- Specification of the Project in the form of a number of Stages
- Each Stage culminating in a major Product and Review
- Scope of the Project defined in terms of the PRINCE Products
- PRINCE Products categorised into Quality, Management and Specialist Products
- The Project Organisation and interfaces defined at the project initiation
- Project Planning, control, and reporting in a standardised format
- Project Products scheduled in a hierarchy called a Product Breakdown Structure
- All key Project Processes defined in a Quality Management System outlined in the Project's Quality Management Plan

3.3 Tools

This section describes the tools to be used for the delivery within the project.

The following tools will be utilised in the delivery of the ANET Project.

<Should cover Project Management, Issue and Risk Management, Modelling and other Software Engineering tools as needed, PFIs will not be given in this section.>

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4 Project Organization

4.1 Roles and Responsibilities of each Organizational Unit

Internal structure, including a project organizational diagram.

4.1.1 Contractor

Contractor is responsible for the following:

- Overall Project Management
- Target System Architecture and Design
- Implementation and Go Live
- Training
- Post-Production support.
- Overall coordination of development and integration processes
- ctc.

4.2 Organisational Structure

Roles and responsibilities of each organizational unit.

Key personnel, their qualifications, and their responsibilities.

Organizational boundaries between the project organization and the parent and subcontracted organizations

4.2.1

Figure XXXX: Project Organizational Diagram

4.2.2 Key Personnel, their Qualifications, and their Responsibilities

Contractor and Sub-Contractors will supply the Key Roles as requested by the Purchaser.

ANET Project Manager

The Contractor Project Manager is …….

ANET Solution Architect

The Contractor Solution Architect is.

ANET Quality Manager

The Contractor Quality Manager is …..

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4.2.3 Contractor Team Roles and Responsibilities

4.2.3.1 Roles and Responsibilities of the Core Team

Role	Responsibility
Contractor Project Manager	The Contractor Team Project Manager will: have overall responsibility for project management, performance and completion of tasks and delivery orders be accountable for Contractor delivery be Contractor's primary contact for NCI Agency's ANET Project Manager and will conduct all major project design, test, and status reviews be prepared at all times to present and discuss the status of Contract activities with the NCI Agency's Project Manager, Contracting Officer, or Technical Lead <and other responsibilities>
Contractor Solution Architect	The Contractor Team Solution Architect will: report to the Contractor Project Manager be responsible for the enhancement of the Target Architectural Model and Blueprint as the basis for architecture guidance and assurance be responsible for the consistency of all technical products once base-lined and the consistency of the overarching baseline of Data, Infrastructure, Processes, and Architecture for the entire project <and other responsibilities>
Contractor Quality Manager	The Contractor Team Quality Manager will: produce the Quality Plan ensure Contractor and Sub-contractors meet quality expectations and are compliant with ISO 9001 <and other responsibilities>
….	…

4.2.3.2 Other Contractor Team Members

Role	Responsibility
Some Role	As required

4.2.4 Purchaser Roles and Responsibilities

Role	Responsibility
Purchaser Project Manager	The Purchaser Project Manager will: chair the Integrated Project Management Team meetings report regularly to the ANET Project Board be a member of regular Risk Reviews, Quality Meetings, Change Advisory Board and Change Control Board <and other responsibilities>

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5 Project Management Processes

Project start-up, including staffing, basis of cost and schedule estimates, and project infrastructure.

Project control, including monitoring, reporting, and change management of work packages.

5.1 Project Control

5.1.1 Review & Reporting

Purchaser involvement via Formal Reviews, (in) formal meetings, reporting, modification and change, implementation, verification, approval, acceptance and access to facilities.

5.1.1.1 Highlight Report

A report will be compiled by the Contractor Project Manager. This will be passed to the Purchaser Project Manager (which may be passed on to senior management) on how the project has performed against the Project Plan. The final version will be provided to NCI Agency no later than the 3rd business day of each month.

5.1.1.2 Contractor Bi-Weekly Checkpoint Report

The report will focus on:

- follow-ups from previous reports
- activities during the period
- products completed during the period
- problems or deviations from the plan
- planned work for the next two periods
- issues and risks arising
- product completions next two periods.

5.1.1.3 Quality Reviews

Deliverable Quality Reviews

Quality Reviews will be scheduled and recorded as outlined in the Project Quality Management Plan.

The results of, and statistics associated with, Quality Reviews will be reported by the Contractor Quality Manager on a regular basis as part of the Highlight Report.

5.1.2 Exception Process

Any activities, which are slipping with reference to the Project Plans, must be brought immediately to the attention of Purchaser Project Manager.

5.1.3 Issue Management

Issue management, including the identification, reporting, assessment, and logging of project issues.

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Issues will be managed in line with the Contractor Team's Issue Resolution Strategy which reflects PRINCE2 methodologies. With particular reference to the Contractor Team's management of issues within the ANET Project:

- Issues may arise that impact the scope of supply, policy, methods or products to be employed. Each item is a statement that something may impact timescales and/or costs and needs resolution before it has an effect on the project plan.
- The Issues Log is used for recording and tracking problems and issues as events occur in the project. The Log also provides visibility of the project's current issues for the Integrated Project Management Team, Senior Management and Project Personnel.
- The Project Managers jointly review and maintain the Issues Log. Issues can be raised by anyone with an interest in the project via the appropriate Project Manager. The Issues Log is reviewed at each Checkpoint and Integrated Project Management Team meeting.
- Stakeholders might raise Candidate Issues using the ANET Project Portal. These issues would be reviewed and categorised by the NCI Agency Project Manager. If a candidate issue is approved, it will be added to the official Project Issue Log. It may also be converted into a Risk and added to the Risk Register.
- The progress, outcomes, and associated statistics for all issues will be reported by the Contractor Team ANET Project Manager on a regular basis as part of the weekly Checkpoint Report/Briefing.

5.1.4 Risk Management

Risk management, including the Contractor's process for risk identification, assessment, mitigation, monitoring, and reporting.

Risks will be managed in line with the Contractor Team's ANET Risk Management Strategy which reflects PRINCE2 methodologies. With particular reference to the Contractor Team's management of risk within the ANET Project:

- etc

5.2 Change Control

Change Management, including the handling of change requests, the change control process to be utilised etc.

5.2.1

The Change Management process will cover the PRINCE2 Component 'Change Control' as a control of the ANET project, and ITIL Service Transition 'Change Management' as a control of the ANET service. This is in order to ensure that any changes to scope, hardware and software are appropriately assessed (risk and impact), prioritised, planned, tested, documented and reviewed in line with NCI Agency best practice guidance.

5.2.2 Roles and Responsibilities

Contractor will appoint staff with specific tasks of managing Change Control and Change Management. Further details of roles and responsibilities can be found in the chapter on Project Organization above. We will appoint the following roles.

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5.2.2.1 Contractor Requirements and Change Manager

- <example>

5.2.2.2 Contractor Configuration Manager/Librarian

- <if needed>

5.2.3 Establishing a Change Control Process

Contractor will work in cooperation with Purchaser Project Manager (PPM) to define the most suitable approach to the delivery, management and governance of the change to meet all stakeholder objectives. At a high level, the process will observe the following guidelines:

- <guidelines>

5.2.4 Description of Process

A process flow for managing change requests with the Purchaser is shown the Figure.

Figure XXXX: Assuring Delivery through Change Management

5.3 Purchaser involvement

5.3.1 Integrated Project Management Team

<description>

5.3.2 Formal Reviews

<description>

5.3.3 (In)Formal Meetings

<description>

5.4 Project Monitoring, Control & Reporting

<description>

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6 Communications Management

Communications management, its establishment, maintenance and use, Project Status Reports and all other communications with the Purchaser.

This section describes the methods for communication, reporting, meetings, the plans for internal and external communications.

6.1 Time

The standard time for the project will be Central European Time (CET) or GMT +1hr. All meetings will be arranged based on CET.

6.2 Project's Website

The PMP shall describe how Project Website shall be used to maintain communication between the Purchaser and the Contractor.

The project will use an unclassified but managed Project Website and Collaborative Working Environment on which all relevant unclassified ANET project documentation and datasets will be maintained. This will allow NCI Agency and the Contractor, to share content, collaborate and work efficiently online as a team.

Functionality will include:

<description>

6.2.1 Establishment of Project Website

<description>

6.2.2 Maintenance of Project Website

<description>

6.2.3 Use of Website

<description>

6.3 Project Reporting

<description>

6.4 Meetings

6.4.1 ANET Project Kick-Off Meeting

<description>

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6.4.2 Project Management Review (PMR)

<description>

6.4.3 Project Quarter Reviews

<description>

6.4.4 Process for Formal Reviews

See the Quality Plan for a description of the process to run a formal review.

6.5 Communications Plan

6.5.1 Internal Communications

Stakeholder	Communication Aim	Communication Method	Communication Frequency	Activity Owner

6.5.2 External Communications

Stakeholder	Communication Aim	Communication Method	Communication Frequency	Activity Owner

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Annex A. Product Breakdown Structure

The PBS is driven from the PMS.

The PBS is available as a separate product.

The PBS shall describe the hierarchical structure that breaks down a final product into its constituent sub-products. The PBS shall distinguish between management products and specialist products.

The PBS shall describe the products to a sufficient level of detail to understand what is needed to build the final product and to clarify and identify all necessary work for the creation of the final product.

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Annex B. Project Master Schedule

The PMS (Project Master Schedule)

The PMS shall identify the start and finish dates, duration, predecessors, successors, and resource requirements for each activity at the relevant level.

The PMS shall include the delivery dates for all management products (e.g., project plans, Project Status Reports), including at least the initial version and the final one.

The Contractor shall use the Microsoft Project 2010 or later to prepare this schedule and deliver in this format.

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Annex C. RAID Log

The Risks, Assumptions, Issues, Decisions (RAID) Log is available as a separate product.

Risks

The Contractor shall rate each risk as High, Medium, or Low, based on its probability of occurrence and its impact on cost, schedule, and quality.

The Contractor shall identify for each risk the measures being taken to mitigate any risk rated as high on any factor and make an assessment of the risk rate in case of implementation of the mitigation measures.

Assumptions

The Contractor shall use the RAID Log for recording assumptions about the project. All assumptions shall be verified by the Purchaser and the status shown on the RAID Log.

Issues

The Contractor shall use the RAID Log for monitoring of issues identified and raised by the Contractor or the Purchaser or any member of the project team.

Decisions

The Contractor shall use the RAID Log to record all decisions taken in the process. All decisions shall be approved by the Purchaser and the status shown on the RAID Log.

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Annex D. Quality Assurance Plan

The Quality Assurance Plan is available as a separate product.

The PMP shall describe how Contractor will establish and use quality management programme, including quality assurance of work processes, internal verification and validation, Formal Reviews and audits.

The PMP shall define the major quality checkpoints that will be implemented while executing the project and the quality process to be used at each checkpoint.

The PMP shall cite any references used in the quality management, such as methodologies, tools or best practice material.

The PMP shall identify the organization and responsibilities of the quality assurance team and its relation to the project team.

If sub-contracted quality resources are used, the PMP shall describe the controls and processes in place for monitoring the sub-Contractor's work against agreed timelines and levels of quality.

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Annex E. Sample Project Highlight Report

The Project Highlight Report (PHR) for ANET will be produced by the Contractor Project Team.

Summary of contract activities during the preceding month

Progress of work and schedule status, highlighting any changes since the preceding report;

Status of action items

Description of any identified problems, anomalies and high risk areas with proposed solutions and corrective actions;

Changes in Contractor personnel assignment, as approved by the Purchaser;

Plans for activities during the following reporting period.

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Annex F. Key Products and Milestones

The Key Products and Milestones are listed

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Requirements and Traceability Matrix

Statement of Work (SOW) – Annex D

For

Implementation and Maintenance of Advisor Network (ANET) Capability in Operations

(Version 0.1)

September 2019

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1 REQUIRED SERVICES

1.1 Software Architecture Service

1.2 Graphic and Application Design Service

1.3 Database Design and Maintenance Service

1.4 Backend Development Service

1.5 Advanced Data Visualization and Data Science Service

1.6 DevOps and Infrastructure Service

1.7 Project Management Service

1.8 Onsite Support

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2 SERVICE REQUIREMENTS

2.1 Multiple roles can be attributed to the same individual, as well as single roles could be shared across individuals as long as the skills listed below are covered by the team.

2.2 Software Architecture Service

2.2.1 Experience in software architecture, development and coding in various languages (Java, JavaScript, Python etc.)

2.2.2 Experience with data-centric, event-driven and micro service architectures

2.2.3 Experience with GraphQL, DataLoader, in general with data query manipulation concepts and languages

2.2.4 Experience with state management tools such as Redux and React Hooks

2.2.5 Knowledge of Design Patterns, as well as DevOps and general software development best practices

2.2.6 MSc/MA or higher in computer science, engineering or relevant field

2.3 Graphic and Application Design Service

2.3.1 Experience with producing visual designs, story boards, and user interface prototypes

2.3.2 Experience with designing user interface layouts

2.3.3 Experience with interactive designs

2.3.4 Strong background in Usability and Human Factors

2.3.5 Knowledge of StyledComponents, BlueprintJS

2.3.6 BSc/BA or higher in graphics design or relevant field

2.3.7 Frontend Development

2.3.7.1 Experience in User-Interface design

2.3.7.2 Experience with implementing Geo-spatial user interface interaction

2.3.7.3 Experience in Data Visualization

2.3.7.4 Knowledge of ReactJS, Redux, Formik, DraftJS, Yup, D3js, LeafletJS

2.3.7.5 Familiarity with Advanced HTML5 layout design

2.3.7.6 BSc/BA or higher in computer science, engineering or relevant field

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2.4 Backend Development Service

2.4.1 Advanced knowledge of the JAVA and Python languages, microservice and backend implementation and best practices

2.4.2 Advanced knowledge of data mapping, data caching concepts and

2.4.3 Experience with performance profiling

2.4.4 Experience with security technologies such as OAuth, SAML, OpenID, JWT

2.4.5 Knowledge of DropWizard, GraphQL, Guice, pac4j, Gradle

2.4.6 BSc/BA or higher in computer science, engineering or relevant field

2.4.7 Database Design Service

2.4.7.1 Knowledge of MS SQL, Postgres, CouchDB, Liquibase

2.4.7.2 Experience with database optimization and profiling

2.4.7.3 Experience with database management best practices, design of maintenance plans including optimizations and backups

2.4.7.4 BSc/BA or higher in computer science, engineering or relevant field

2.5 Advanced Data Visualization and Data Science Service

2.5.1 Experience with Machine Learning, Classification

2.5.2 Experience with Natural Language Processing Service

2.5.3 Knowledge of Data science Scipy, Numpy, Scikit-learn, Nltk, pytext-nlp, tqdm, panda, pillow, keras

2.5.4 BSc/BA or higher in computer science, engineering or relevant field

2.6 DevOps and Infrastructure Service

2.6.1 Code maintenance and build

2.6.1.1 Knowledge of Webpack, Gradle, Babel

2.6.2 Source code maintenance

2.6.2.1 Knowledge of Git and release management tools

2.6.3 DevOps and continuous integration

2.6.3.1 Knowledge of Travis, Azure Pipeline

2.6.4 Infrastructure services

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2.6.4.1 Knowledge of Debian / Ubuntu Linux OS, bash scripting, Docker containers, Docker compose and Kubernetes

2.6.5 Testing and Training

2.6.5.1 Knowledge of Browserstack, Storybook, Wdio, Selenium, Hopscotch

2.6.6 BSc/BA or higher in computer science, engineering or relevant field

2.7 Project Management Service

2.7.1 Possession of SCRUM Master Certification

2.7.2 Experience as a SCRUM Master

2.7.3 BSc/BA or higher in system engineering or relevant field

2.8 On Site Support

2.8.1 Training

2.8.2 Meetings

2.8.3 Onsite Support

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3 TEAM REQUIREMENTS

3.1 Knowledge of Scrum of all team members

3.2 Past experience of most of the team on the same scrum project(s)

3.3 ISO 9001 certification

3.4 Security clearances and other generic requirements imposed by the NATO procurement process

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4 VALIDATION CRITERIA

4.1 The delivery of each requirement will be validated, per work package, based on the following criteria:

4.1.1 Service delivery acceptance will be based either on a presence metric (i.e. number of working days per time period) or on an occurrence basis (i.e. number of trips per period)

4.1.2 Service quality acceptance will be based on a periodic technical product review performed by the PPO. Whenever available, existing Agile review processes such as Pull Request reviews can be used in lieu of a dedicated review.

4.1.3 Service documentation acceptance will be based on a periodic documentation review performed by the PPO. Whenever available, existing Agile review processes such as Pull Request reviews can be used in lieu of a dedicated review.

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5 REQUIREMENTS TRACEABILITY MATRIX

	Service Delivery Acceptance	**Service Quality Acceptance**	**Documentation Acceptance**	**BID Reference**
Software Architecture Service	Presence accounting	Product review	Product review	Bidder to complete
Graphic and Application Design Service	Presence accounting	Product review	Product review	Bidder to complete
Database Design and Maintenance Service	Presence accounting	Pull Request review	Pull Request review	Bidder to complete
Backend Development Service	Presence accounting	Pull Request review	Pull Request review	Bidder to complete
Advanced Data Visualization and Data Science Service	Presence accounting	Pull Request review	Pull Request review	Bidder to complete
DevOps and Infrastructure Service	Presence accounting	Product review	Product review	Bidder to complete
Project Management Service	Presence accounting	Product review	Product review	Bidder to complete
Onsite Support				
Training (Bydgoszcz, PL)	Individual trips	Product review	n/a	Bidder to complete
Meeting @NCIA (The Hague, NL)	Individual trips	Product review	n/a	Bidder to complete
Onsite Support (The Hague, NL)	Individual trips	Product review	n/a	Bidder to complete

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Proof of Technical Compliance Questionnaire

Statement of Work (SOW) – Annex E

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1 BACKGROUND

1.1 The goal of this questionnaire is to:

1.1.1 provide a mean to assess the technical compliance of the bidder's team,

1.1.2 as well to provide the bidder with a sense of the complexity of routine tasks.

1.2 The bidder is encouraged to approach the questionnaire as a team and to explore **https://github.com/nci-agency/anet** prior to answering.

2 QUESTIONARE

2.1 Assume you are designing a client communicating through GraphQL with a server. The client is using GraphQL queries, subscriptions and mutations with a complex data model. In less than 250 words, please describe the major differences between the Apollo GraphQL client's cache and the Hermes cache, and how they would influence your choice of caching.

2.2 Assume you are designing the user interface of a ReactJS-based web software component that requires numerous custom components. In less than 250 words, please describe the major differences between CSS-in-JS styling and traditional stylesheets. Please describe which specific library you would use and why.

2.3 Your application contains historical data of the number of occurrences of a certain event through time. You are asked to design a widget that indicates the trends in the history over the past 3 months. While using no more than 3 distinct colours, please provide a story board of maximum 1 page that details the designs for:

2.3.1 a text-only representation (icons are permitted)

2.3.2 a small widget of 150px by 32px

2.3.3 a responsive widget

2.4 Your team is presented with the following user story by a subject matter expert: "Any ANET user should be able to upload and attach documents to engagement reports". Your team has determined that the user story needs refinement. Please compile a list with a maximum of 10 questions for the expert to help refine the story.

2.5 Your team is tasked with developing MS SQL maintenance plans for an ANET instance. Within 250 words, please elaborate their frequencies, the steps they should contain, and the specific tasks performed at each step.

2.6 Your team has been asked to introduce automated Java memory leak tests to ANET's unit and end-to-end testing. Within 250 words, please elaborate on the feasibility, utility and potential approach for such tests.

2.7 You are kindly requested to install ANET in your development environment, compile it, start it, generate the GraphQL schema and attach it as a response to this question.