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**Acquisition Directorate**

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NCIA/ACQ/2016/1719  
07 October 2016

To : Bidders/Distribution

Subject : **INVITATION FOR BID**

**Replace Submarine Broadcast Control Authority Communications  
Equipment**

**IFB-CO-14311-BCA – AMENDMENT No.2**

Reference(s) : A. AC/4-DS/2261 (1996 Edition)  
B. AC/4-DS(2008)0002, AC/4-DS(2011)0009-FINAL-AS1 (Non Article 5  
NATO-Led Operations Alliance Operation and Missions NSIP  
Procurement Regulations)  
C. Serial 2015/1CM03027  
D. AC/4/(PP)D/27480-ADD1  
E. AC/4-DS(2016)0002  
F. NCI Agency NOI NCIA/ACQ/2016/1306 dated 24 Jun 2016  
G. IFB-CO-14311-BCA, dated 24 August 2016 and subsequent  
Amendments

Dear Sir / Madam,

1. The purpose of this Amendment is to answer Bidder Clarification Questions (Attachment A) and extend the Bid Closing Date.
2. Please be informed that the Bid Closing Date as indicated in the Bidding Instructions, Paragraph 2.6.1, has been changed from 14:00 HOURS (BRUSSELS TIME) on 14 October 2016, to 14:00 HOURS (BRUSSELS TIME), on 25 October 2016 at which time and date bidding shall be closed. Book I Instructions to Bidders (Attachment B) has been updated to reflect this change.
3. The structure of this Amendment is as follows:
  - Cover Letter
  - Attachment A: Bidder Clarification Request Answers
  - Attachment B: Book I Instruction to Bidders
  - Attachment C: Book I Bidding Sheets
  - Attachment D: Book II SSS



NATO Communications  
and Information Agency  
Agence OTAN d'information  
et de communication

Avenue du Bourget 140  
1110 Brussels, Belgium

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4. Requests and responses provided are included at Attachment A. Clarification Requests answered in this Amendment include Clarifications, A.3 to A. 5 and T 27.
5. The Schedule of Supplies and Services and Bidding Instructions are amended as follows: Sub CLIN 1.1.3 is changed from Communication Plan to Quality Control Plan.
6. Prospective Bidders are advised that the NCI Agency reserves the right to cancel this IFB 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. Except as provided herein, all other terms and conditions of the Bid documents remain unchanged.
7. The NCI Agency point of contact for all information concerning this IFB is:

NCI Agency  
Batiment Z  
Boulevard Leopold III  
1110 Brussels, Belgium  
Attention of: Mr. Joseph Vitale – Senior Contracting Officer  
Tel: +32 (2) 707-8321  
Fax: +32 (2) 707-8770  
E-mail: joseph.vitale@ncia.nato.int

FOR THE GENERAL MANAGER:

  
Agata Szydelko  
Deputy Director of Acquisition

**Attachments:**

- Attachment A: Bidder Bidder Clarification Request Answers
- Attachment B: Book I, Instruction to Bidders
- Attachment C: Book I, Bidding Sheets
- Attachment D: Book II, Schedule of Supplies and Services

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United States (electronic copy to <a href="mailto:brussels.office.box@mail.doc.gov">brussels.office.box@mail.doc.gov</a> )	1
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**ATTACHEMENT A  
IFB-CO-14311-BCA-AMD 2**

**BIDDER CLARIFICATION REQUESTS ANSWERS**

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<b>ADMINISTRATION or CONTRACTING</b>				
<b>Serial NR</b>	<b>IFB REF</b>	<b>QUESTION</b>	<b>ANSWER</b>	<b>Status</b>
<b>A3</b>	Book II Part 1 Book I Page I-25	The PIP definition in the Schedule of Supplies and Services spreadsheet is a different composition to that in Bk1 Page I-25 for the Proposal. (e.g. a Communications Plan is listed in the SSS) Would you please clarify which is correct?	The PIP defined in the Instructions to Bidders and SOW is correct. The SSS and Bidding Sheets have been modified accordingly.	<b>AMD 2</b>
<b>A4</b>	Book II Part III Section 32 and SOW sect 8.13.	Would you please confirm whether NATO Codification is required for the contract? The Contract General Provisions states it is required but the SOW states it is not.	NATO Codification is not required but any equipment provided should have a manufacturers part No, nomenclature and serial number for accountability purposes.	<b>AMD 2</b>
<b>A5</b>	Book I Para 3.2.4 and section 3.6	We understand that the Technical Proposal Package should contain three separately bound volumes. However, Sect 3.6 also lists a Table of Contents, Cross-Reference tables to SOW and SRS and an Executive Summary. Should these be included in a fourth separately bound volume within the Technical Proposal Package?	All requirements under Book I Para 3.2.4 and section 3.6 shall be included in the Technical Proposal. The Bidder is reminded that the Technical proposal shall be submitted in electronic format only.	<b>AMD 2</b>

<b>TECHNICAL</b>				
<b>Serial NR</b>	<b>IFB REF</b>	<b>QUESTION</b>	<b>ANSWER</b>	<b>Status</b>
<b>T. 27</b>	Book II Part IV Annex A	<p>It is our understanding that the secondary BCA site (Whitehall) is not being updated as part of this procurement. If this is correct please provide information defining the interface between the two BCA sites used to keep the sites in step with each other if one site should fail: Including:</p> <ol style="list-style-type: none"> <li>1) What is the physical nature of the interface, e.g. Ethernet or serial messaging?</li> <li>2) Can the existing infrastructure, including encryption/decryption, switching, cabling and connectivity, be re-used or is new procurement required?</li> <li>3) What messaging protocol is in use, e.g. TCP/UDP?</li> <li>4) Please provide an outline description of the syntax and semantics of the interface to the legacy SIRTI system at Whitehall?</li> </ol>	<p>A secondary BCA is included in the Schedule of Supplies and Serices at CLIN 7.</p> <ol style="list-style-type: none"> <li>1) The current interface is a serial connection utilising a BID 950. Any replacement connection could be serial or ethernet. The second site is updated via this connection in order to ensure a prompt return to service should the primary and secondary BCA at the main site fail.</li> <li>2) Yes it would be possible to retain the current connectivity and crypto device. The connection is an NCIA provided circuit. It is planned to pass the current serial connection over an IP connection using serial to IP convertors so the circuit would not need to be serial for any proposed replacement.</li> <li>3) The current line is full duplex asynchronous</li> <li>4) Due to classification it is not possible to provide this information at this time.</li> </ol>	<b>AMD 2</b>

TECHNICAL				
Serial NR	IFB REF	QUESTION	ANSWER	Status
		<p>If the secondary BCA is NOT replaced at the same time as the primary BCA then the replacement BCA software will have to communicate with the legacy SIRTl system at Whitehall.</p> <p>Can you confirm that this interface is fully defined and documented such that chosen supplier is able to implement this interface without the need to reverse engineer from the current system?</p>		



NATO Communications and Information Agency  
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**Replace Submarine Broadcast Control Authority  
Communications Equipment**

IFB-CO-14311-BCA

BOOK I

INSTRUCTIONS TO BIDDERS

**AMD 2**

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# 1 INTRODUCTION

## 1.1 Purpose and Scope

- 1.1.1 The NATO Communications and Information Agency (NCI Agency), as designated Host Nation responsible for the implementation of the NATO Communications Infrastructure (NCI) is authorized to award a Contract to a Contractor (hereinafter referred to as “Contractor”).
- 1.1.2 This IFB consists of procurement and implementation of Hardware and Software under NATO Project “Replace Submarine Broadcast Control Authority Communications Equipment (BCA).”
- 1.1.3 The Broadcast Control Authority (BCA) is a portion of the NATO VLF MSK system, which is a ‘Mission Critical System’ (A system that directly supports or escalates command, control or intelligence functions essential for the successful execution of the operational mission). It is particularly vital for dissemination of Water Space Management (WSM) and Prevention of Mutual Interference (PMI) information.
- 1.1.4 The purpose is to replace the Broadcast Control Authority portion of the NATO VLF MSK broadcast system with modern and upgradeable equipment. The current system was implemented in 2002 and is experiencing regular and prolonged failures which is impacting on HQ MARCOM’s ability to provide safe Command and Control of NATO assigned submarines. Many items of hardware are obsolete or difficult to procure and are only provided with short warranty periods (30 days). The software is only compatible with outdated versions of Microsoft Windows and therefore also needs to be replaced.
- 1.1.5 This project will incorporate the main HQ MARCOM site located at Northwood, GBR and the alternate site at Whitehall, GBR referred to forthwith as HQ MARCOM sites.

## 1.2 Overview of the Prospective Contract

- 1.2.1 The Prospective Contract (Book II) requires the selected Contractor to deliver the NATO VLF MSK broadcast system and associated services. The Contractor shall perform all activities required as per Book II Part IV (Statement of Work – SOW) and shall deliver the associated deliverables as per Book II Part I (Schedule of Supplies and Services – SSS). The Contractor’s work encompass the activities described in the SSS and SOW. Final System Acceptance (FSA) for the contract is scheduled for 53 Weeks after Effective Date of Contract (EDC).

1.2.2 The Contract will be governed by Book II, Part II (General Provisions - GP), and Part III (Contract Special Provisions - CSP).

### **1.3 Governing Rules, Eligibility, and Exclusion Provisions**

1.3.1 This solicitation is an Alliance Operations and Mission International Invitation for Bid (AOM IFB) and is issued in accordance with the procedures for International Competitive Bidding set forth in the NATO document AC/4-D/2261 (1996 Edition).

1.3.2 Pursuant to these procedures, bidding is restricted to companies from participating NATO member nations (see Para 2.1.1.5) for which a Declaration of Eligibility has been issued by their respective government authorities or have an existing Basic Ordering in place with the NCI Agency in which the company was nominated by their respective government authorities.

#### **1.3.3 Lowest Price Technically Compliant Method**

1.3.3.1 The evaluation method to be used in the selection of the successful Bidder under this solicitation shall follow the Non Article 5 NATO-Led Operations Alliance Operations and Missions set forth in AC/4-DS(2008)0002, and AC/4-DS(2011)0009-FINAL-AS1.. The successful bid pursuant to this IFB will be that bid which is the lowest price technically compliant in accordance with the evaluation criteria.

1.3.3.2 The bid evaluation criteria and the detailed evaluation procedures are described in Section 4.

1.3.4 This Invitation for Bid will not be the subject of a public Bid opening.

1.3.5 The Bidder shall refer to the Purchaser all queries for resolution of any conflicts found in information contained in this document in accordance with the procedures set forth in Section 2.6 "Request for IFB Clarifications".

### **1.4 Security**

1.4.1 Contractor will be required to handle and store classified material to the level of "NATO SECRET" and the Contractor shall have the appropriate facility and personnel clearances. Should a Contractor be unable to perform the contract due to the fact that the facility clearance has not been provided by their respective national security agency, this lack of clearance cannot be the basis for a claim of adjustment or an extension of schedule, nor the lack of clearance be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination For Default by the Purchaser.

- 1.4.2 Contractor personnel working at NATO sites are required to possess a security clearance of "NATO SECRET". Contractor personnel without such a clearance, confirmed by the appropriate national security authority and transmitted to the cognisant NATO security officer at least fourteen (14) days prior to the site visit, will be denied access to the site. Denial of such access by the Purchaser may not be used by the Contractor as the basis for a claim of adjustment or an extension of schedule nor can the denial of access be considered a mitigating circumstance in the case of an assessment of Liquidated Damages or a determination of Termination for Default by the Purchaser. Contractor personnel who need System Administrator privileges when working on NATO SECRET systems shall be required to hold NATO CTS clearances (see SOW Section 12).
- 1.4.3 Bidders are advised that contract signature will not be delayed in order to allow the processing of security clearances for personnel or facilities and, should the otherwise successful Bidder not be in a position to accept the offered Contract within a reasonable period of time, due to the fact that its personnel or facilities do not possess the appropriate security clearance(s), the Purchaser may determine the Bidder's Offer to be non-compliant and offer the Contract to the next ranking Bidder. In such a case, the Bidder who would not sign the Contract shall be liable for forfeiture of the Bid Guarantee.

## **1.5 Documentation**

- 1.5.1 All documentation, including the IFB itself, all applicable documents and any reference documents provided by the Purchaser are solely to be used for the purpose of preparing a response to this IFB. They are to be safeguarded at the appropriate level according to their classification and reference documents are provided "as is", without any warranty as to quality or accuracy.

## 2 GENERAL BIDDING INFORMATION

### 2.1 Definitions

2.1.1 In addition to the definitions and acronyms set in the Contract Special Provisions (Part II) of the prospective Contract, and the definitions and acronyms set in the Clause entitled "Definitions of Terms and Acronyms" of the Contract General Provisions (Part III) of the prospective Contract, the following terms and acronyms, as used in this Invitation for Bid shall have the meanings specified below:

2.1.1.1 "Bidder": a firm, consortium, or joint venture which submits an offer in response to this solicitation. Bidders are at liberty to constitute themselves into any form of Contractual arrangements or legal entity they desire, bearing in mind that in consortium-type arrangements a single judicial personality shall be established to represent that legal entity. A legal entity, such as an individual, Partnership or Corporation, herein referred to as the "Principal Contractor", shall represent all members of the consortium with the NCI Agency and/or NATO. The "Principal Contractor" shall be vested with full power and authority to act on behalf of all members of the consortium, within the prescribed powers stated in an irrevocable Power of Attorney issued to the "Principal Contractor" by all members associated with the consortium. Evidence of authority to act on behalf of the consortium by the "Principal Contractor" shall be enclosed and sent with the Bid. Failure to furnish proof of authority shall be a reason for the Bid being declared non-compliant.

2.1.1.2 "Compliance": strict conformity to the requirements and standards specified in this IFB and its attachments.

2.1.1.3 "Contractor": the awardee of this solicitation of offers, which shall be responsible for the fulfilment of the requirements established in the prospective contract.

2.1.1.4 "Firm of a Participating Country": a firm legally constituted or chartered under the laws of, and geographically located in, or falling under the jurisdiction of a Participating Country.

2.1.1.5 "Participating Country": any of the NATO nations contributing to the project, namely, (in alphabetical order): ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, THE NETHERLANDS, NORWAY, POLAND,

PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, TURKEY, THE UNITED KINGDOM and THE UNITED STATES.

2.1.1.6 "Quotation" or "Bid": a binding offer to perform the work specified in the attached prospective Contract (Book II).

2.1.1.7 "IFB": Invitation for Bid.

2.1.1.8 The Purchaser is defined as the current NCI Agency or its legal successor.

## **2.2 Eligibility and Origin of Equipment and Services**

2.2.1 As stated in Section 1.3.2 above only firms from a Participating Country are eligible to engage in this competitive Bidding process.

2.2.2 In addition, all contractors, sub-contractors and manufacturers, at any tier, must be from Participating Countries.

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

2.2.4 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.

2.2.5 Unless otherwise authorised by the terms of the prospective Contract, the Intellectual Property Rights to all design documentation and related system operating software shall reside in NATO member countries, and no license fees or royalty charges shall be paid by the Contractor to firms, individuals or governments other than within the NATO member community.

## **2.3 Bid Delivery and Bid Closing**

2.3.1 All Bids shall be in the possession of the Purchaser at the address given below in Section 2.3.2 on/or before 12.00 hours (Brussels Time) on ~~3 October 2016~~, ~~14 October 2016~~, **25 October 2016** at which time and date Bidding shall be closed.

2.3.2 Bids shall be delivered to the following address:

2.3.2.1 By Post:

NCI Agency  
ACQ/Contracting (ATTN: Mr. Joseph Vitale)  
Boulevard Leopold III  
1110 Brussels

Belgium

2.3.2.2 Hand Carried Service or courier:

NCI Agency  
ACQ/Contracting (ATTN: Mr. Joseph Vitale)  
Bâtiment Z  
Avenue du Bourget 140  
B-1110 Brussels  
Belgium

2.3.3 Bids submitted by electronic means are not permitted and will not be considered. Bidders are advised that security or other personnel remaining on the premises outside of normal business hours may decline to sign or issue receipts for delivered items.

2.3.4 Late Bids

2.3.4.1 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.

2.3.4.2 *Consideration of Late Bid* – The Purchaser considers that it is the responsibility of the Bidder to ensure that the Bid submission arrives by the specified Bid Closing time. Considering the number and quality of express delivery services, courier services and special services provided by the national postal systems, a late Bid shall only be considered for award under the following circumstances:

2.3.4.2.1 A contract has not already been awarded pursuant to the Invitation for Bid, and,

2.3.4.2.2 The Bid was sent to the address specified in the IFB by ordinary, registered or certified mail not later than ten (10) calendar days before the Bid closing date and the delay was due solely to the national or international postal system for which the Bidder bears no responsibility (the official postmark for ordinary and Registered Mail or the date of the receipt for Certified Mail will be used to determine the date of mailing), or,

2.3.4.2.3 The Bid was hand carried, or delivered by a private courier service and the Bidder can produce a receipt which demonstrates that the delivery was made to the correct address and received by a member of the NCI Agency and the failure to be received by the

Contracting Authority was due to mishandling within the Purchaser's organisation. Adverse weather, technical issues, traffic conditions, or circumstances of a similar nature will not be considered as grounds for acceptance of late bids.

2.3.4.3 A Late Bid which was hand-carried, or delivered by a private courier, for which a proper receipt cannot be produced, cannot be considered for award under any circumstances nor can late Bids which bear no post marks or for which documentary evidence of mailing date cannot be produced.

## 2.4 Requests for Extension of Bid Closing Date

2.4.1 Bidders are informed that requests for extension to the closing date for the IFB shall be submitted by the Bidder only through its respective country's NATO Delegation or Embassy to the Purchaser Point of Contact indicated in Section [2.5.1](#) below. Any request for extension shall be submitted by the respective NATO Delegation or Embassy no later than fourteen (14) calendar days prior to the established Bid closing date. Bidders are advised to submit their request in sufficient time as to allow their respective NATO Delegation or Embassy to deliver the formal request to the Purchaser within the above time limit.

## 2.5 Purchaser's Point of Contact

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

Mr. Joseph Vitale, Senior Contracting Officer  
Acquisition  
Fax: +32.2.707.87.70  
E-mail: [joseph.vitale@ncia.nato.int](mailto:joseph.vitale@ncia.nato.int)

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

NCI Agency  
Boulevard Leopold III  
1110 Brussels, Belgium  
Acquisition Support Group  
Attn: Mr. Joseph Vitale (contact details stated above).

## 2.6 Request for IFB Clarifications

2.6.1 Bidders, during the solicitation period, are encouraged to query and seek clarification of any matters of a contractual, administrative and technical nature pertaining to this IFB.

- 2.6.2 All questions and requests for clarification shall be forwarded to the Purchaser via email using the Clarification Request Form provided at Annex D of this Book I. Such questions shall be forwarded to the point of contact specified in Section 2.5.1 above and shall arrive not later than before half of the bidding period has passed prior to the stated "Bid Closing Date". The Purchaser is under no obligation to answer requests for clarification submitted after this time. Requests for clarification must address the totality of the concerns of the Bidder, as the Bidder will not be permitted to revisit areas of the IFB for additional clarification except as noted in Section 2.6.3, below.
- 2.6.3 Additional requests for clarification are limited only to the information provided as answers by the Purchaser to Bidder requests for clarification. Such additional requests shall arrive not later than fourteen (14) calendar days before the established Bid Closing Date.
- 2.6.4 It is the responsibility of the Bidders to ensure that all Clarification Requests submitted bear no mark, logo or any other form or sign that may lead to reveal the Bidders' identity in the language constituting the clarification itself. This prescription is not applicable to the means used for the transmission of the clarification (i.e. email or form by which the clarification is forwarded).
- 2.6.5 The Purchaser declines all responsibilities associated to any and all circumstances regardless of the nature or subject matter arising from the Bidders' failure or inability to abide to the prescription in Section 2.6.4.
- 2.6.6 The Purchaser may provide for the removal of any form of identification in the body of the clarification request in those instances in which such practice is feasible as well as providing for a re-wording of the clarification request in those cases in which the original language submitted is deemed ambiguous, unclear, subject to different interpretation or revelatory of the Bidder's identity.
- 2.6.7 Bidders are advised that subsequent questions and/or requests for clarification included in a Bid shall neither be answered nor considered for evaluation.
- 2.6.8 Except as provided above, all questions will be answered by the Purchaser and the questions and answers (but not the identity of the questioner) will be issued in writing to all prospective Bidders. The Bidders shall immediately inform the Purchaser in the event that questions posed are not reflected in the answers published.
- 2.6.9 Where the extent of the changes implied by the response to a clarification request is of such a magnitude that the Purchaser deems necessary to issue revised documentation, the Purchaser will do so

by the mean of the issuance of a formal IFB amendment pursuant to AC/4-DS-2261 and in accordance with Section [2.8](#) below.

2.6.10 The Purchaser reserves the right to reject frivolous clarification requests clearly devised or submitted for the purpose of artificially obtaining an extension of the bidding time (i.e. clarifications re-submitted using different wording where such wording does not change the essence of the clarification being requested).

2.6.11 The published responses issued by the Purchaser shall be regarded as the authoritative interpretation of the Invitation for Bid. Any amendment to the language of the IFB included in the answers will be issued as an IFB Amendment and shall be incorporated by the Bidder in his offer.

## **2.7 Requests for Waivers and Deviations**

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

## **2.8 Amendment of the Invitation for Bid**

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

2.8.2 The Purchaser will consider the potential impact of amendments on the ability of prospective Bidders to prepare a proper Bid within the allotted time. The Purchaser may extend the "Bid Closing Date" at its discretion and such extension will be set forth in the amendment document.

2.8.3 All revision or amendments issued by the Purchaser shall also be acknowledged by the Bidder in its Bid by completing the

“Acknowledgement of Receipt of IFB Amendments” at Annex B-2. Failure to acknowledge receipt of all amendments may be grounds to determine the Bid to be non-compliant.

## 2.9 Modification and Withdrawal of Bids

2.9.1 Bids, once submitted, may be modified by Bidders, but only to the extent that the modifications are in writing, conform to the requirements of the IFB, and are received by the Purchaser prior to the exact time and date established for Bid Closing. Such modifications shall be considered as an integral part of the submitted Bid.

2.9.2 Modifications to Bids which arrive after the Bid Closing Date will be considered as "Late Modifications" and will be processed in accordance with the procedure set forth above concerning "Late Bids", except that unlike a "Late Bid", the Purchaser will retain the modification until a selection is made. A modification to a Bid which is determined to be late will not be considered in the evaluation and selection process. If the Bidder submitting the modification is determined to be the successful Bidder on the basis of the unmodified Bid, the modification may then be opened. If the modification makes the terms of the Bid more favourable to the Purchaser, the modified Bid may be used as the basis of contract award. The Purchaser, however, reserves the right to award a contract to the apparent successful Bidder on the basis of the Bid submitted and disregard the late modification.

2.9.3 A Bidder may withdraw its Bid at any time prior to Bid Opening without penalty. In order to do so, an authorised agent or employee of the Bidder must provide an original statement of the firm's decision to withdraw the Bid and remove the Bid from the Purchaser's premises.

2.9.4 Except as provided in Section 2.10.4.2 below, a Bidder may withdraw its Bid after Bid Opening only by forfeiture of the Bid Guarantee.

## 2.10 Bid Validity

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

2.10.2 In order to comply with this requirement, the Bidder shall complete the Certificate of Bid Validity set forth in **Annex B-4**. Bids offering less than the period of time referred to above for acceptance by the Purchaser may be determined to be non-compliant.

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

## 2.11 Bid Guarantee

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

- 2.11.4 Failure to furnish the required Bid Guarantee in the proper amount, and in the proper form and for the appropriate duration by the Bid Closing Date may be cause for the Bid to be determined non-compliant.
- 2.11.5 In the event that a Bid Guarantee is submitted directly by a banking institution, the Bidder shall furnish a copy of said document in the Bid Administration Package.
- 2.11.6 The Purchaser will make withdrawals against the amount stipulated in the Bid Guarantee under the following conditions:
- 2.11.6.1 The Bidder has submitted a bid and, after Bid Closing Date (including extensions thereto) and prior to the selection the compliant bid, withdraws its Bid, or states that he does not consider its bid valid or agree to be bound by its bid;
- 2.11.6.2 The Bidder has submitted a compliant bid, but the Bidder declines to sign the contract offered by the Agency, such contract being consistent with the terms of the Invitation for Bid;
- 2.11.6.3 The Purchaser has offered the Bidder the contract for execution but the Bidder has been unable to demonstrate compliance with the security requirements of the contract within a reasonable time; or
- 2.11.6.4 The Purchaser has entered into the contract with the Bidder but the Bidder has been unable or unwilling to provide the Performance Guarantee required under the terms of the contract within the time frame required.
- 2.11.7 Bid Guarantees will be returned to Bidders as follows:
- 2.11.7.1 To non-compliant Bidders forty-five (45) days after notification by the Purchaser of a non-compliant Bid (except where such determination is challenged by the Bidder; in which case the Bid Guarantee will be returned forty-five (45) days after a final determination of non-compliance);
- 2.11.7.2 To all other unsuccessful Bidders within thirty (30) days following the award of the contract to the successful Bidder;
- 2.11.7.3 To the successful Bidder upon submission of the Performance Guarantee required by the Contract or, if there is no requirement for such a Performance Guarantee, upon contract execution by both parties;
- 2.11.7.4 Pursuant to Section 2.10.4.2 above:

2.11.8 "Standby Letter of Credit" or "SLC" as used herein, means a written commitment by a Belgian financial institution either on its own behalf or as a confirmation of the Standby Letter of Credit issued by a non-Belgian bank to pay all or part of a stated amount of money, until the expiration date of the letter, upon presentation by the Purchaser of a written demand therefore. Neither the financial institution nor the Contractor can revoke or condition the Standby Letter of Credit. The term "Belgian financial institution" includes non-Belgian financial institutions licensed to operate in Belgium.

## 2.12 Cancellation of Invitation for Bid

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

## 2.13 Electronic Transmission of Information and Data

2.13.1 The Purchaser will endeavour to communicate answers to requests for clarification and amendments to this IFB to the prospective Bidders as soon as practicable.

2.13.2 Bidders are cautioned that the Purchaser, when permissible under security classifications, will rely exclusively on electronic mail or portal communication to manage all correspondence related to this IFB, including IFB amendments and clarifications.

## 2.14 Supplemental Agreements

2.14.1 Bidders are required, in accordance with the certificate at **Annex B-7** of these Instructions to Bidders, to disclose any prospective Supplemental Agreements that are required by national governments to be executed by NATO/NCI Agency or successor organisations as a condition of contract performance.

2.14.2 Supplemental Agreements are typically associated with, but not necessarily limited to, national export control regulations, technology transfer restrictions and end user agreements or undertakings.

2.14.3 Bidders are cautioned that failure to provide full disclosure of the anticipated requirements and the terms thereof, to the best of the Bidder's knowledge and experience, may result in the Purchaser withholding award of the contract or cancelling an executed contract if it is discovered that the terms of such Supplemental Agreements contradict salient conditions of the Prospective Contract to the extent

that either key objectives cannot be accomplished or basic contract principles and Purchaser rights have been abridged.

**2.15** Notice of Limitations on Use of Intellectual Property Delivered to the Purchaser

2.15.1 Bidders are instructed to review Clauses 8 and 9 of the Contract Special Provisions and Clause 30 of the Contract General Provisions set forth Parts II and III of Book II herein. These Clauses sets forth the definitions, terms and conditions regarding the rights of the Parties concerning Intellectual Property developed and/or delivered under this contract or used as a basis of development under this contract.

2.15.2 Bidders are required to disclose, in accordance with Annex B-10 and Annex B-11, the Intellectual Property proposed to be used by the Bidder that will be delivered with either Background Intellectual Property Rights or Third Party Intellectual Property Rights. Bidders are required to identify such Intellectual Property and the basis on which the claim of Background or Third Party Intellectual Property is made.

2.15.3 Bidders are further required to identify any restrictions on Purchaser use of the Intellectual Property that is not in accordance with the definitions and rights set forth in the provisions of the Book II prospective Contract concerning use or dissemination of such Intellectual Property.

2.15.4 Bidders are reminded that restrictions on use or dissemination of Intellectual Property conflicting with the Book II terms and conditions or with the objectives and purposes of the Purchaser as stated in the Prospective Contract shall result in a determination of non-compliant bid.

**2.16** Mandatory Quality Assurance and Quality Control Standards

2.16.1 Bidders are requested to note that, in accordance with the Certificate at Annex B-8 hereto, Bidders shall provide documentary evidence that the Bidder possesses a current certification that is compliant with the requirements of Allied Quality Assurance Publication (AQAP) 2110, ISO 9001:2008, or an equivalent QA/QC regime.

2.16.2 Bidders shall further demonstrate that such regime is applied within the Bidder's internal organisation, as well as extended to its relationships with Subcontractors.

2.16.3 If the Bidder is offering a QA/QC regime that is claimed to be equivalent to AQAP 2110 or ISO 9001:2008, the burden of proof of such equivalency shall

be on the Bidder and such evidence of equivalency shall be submitted with the Certificate at Annex B-8 in the Bid Administration Package.

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

### 3 BID PREPARATION INSTRUCTIONS

#### 3.1 General

- 3.1.1 Bidders shall prepare and submit their Bid in accordance with the requirements and format set forth in this IFB. Compliance with all bid submission requirements is mandatory. Failure to submit a bid in conformance with the stated requirements may result in a determination of non-compliance by the Purchaser and the elimination of the bid from further consideration.
- 3.1.2 Bidders shall not simply restate the IFB requirements. A Bid shall demonstrate that the Bidder understands the terms, conditions and requirements of the IFB and shall demonstrate the Bidder's ability to provide all the services and deliverables listed in the Schedules of the prospective Contract. Bidders shall take good note of Para 4.1.4 below in this regard.
- 3.1.3 Bidders are informed that the quality, thoroughness and clarity of the bid will affect the overall evaluation of the bid. Although the Purchaser may request clarification of the bid, it is not required to do so and may make its determination on the content of the bid as written. Therefore, Bidders shall assume that inconsistencies, omissions, errors, lack of detail and other qualitative deficiencies in the submitted bid will have a negative impact.
- 3.1.4 Partial Bids and/or bids containing conditional statements will be declared non-compliant.
- 3.1.5 Bidders are advised that the Purchaser reserves the right to incorporate the successful Bidder's Offer in whole or in part by reference in the resulting contract.
- 3.1.6 If no specific format has been established for electronic versions, Bidders shall deliver documentation in an electronic format which is best suited for review and maintenance by the Purchaser (e.g., Project Master Schedule in MS Project format, Project Highlight Reports in MS Word).
- 3.1.7 All documentation submitted as part of the Bid shall be classified no higher than "NATO RESTRICTED".

#### 3.2 Bid Package Content

- 3.2.1 The complete Bid shall consist of three distinct and separated parts described in the following subparagraphs. Detailed requirements for the structure and content of each of these packages are contained in these Bidding Instructions.

- 3.2.2 The Bid Administration Package, containing one (1) hard copy and one (1) soft copy of the documents specified in Section 3.4 below.
- 3.2.3 The Price Quotation Envelope, containing one (1) paper copy, one (1) Original and two (2 CD ROMs or DVDs) soft copy in MS Excel format of the Price Quotation specified in Section 3.5. The soft copy shall be in MS Excel format which can be manipulated i.e. not an image and be the full and complete price proposal including the CLIN (Contract Line Item Number) Price breakdown sheets.
- 3.2.4 The Technical Proposal Package consisting of three (3) volumes as specified below. Each Volume shall be in a separate binder or file for ease of segregation and handling and shall each be ~~submitted in one (1) hard copy and three (3) soft readable electronic copies in CD ROM format.~~
- 3.2.4.1 Volume 1 – Corporate Organisation / Capital Facilities
- 3.2.4.2 Volume 2 – Corporate Experience
- 3.2.4.3 Volume 3 – Preliminary Project Implementation Plan (PIP)
- 3.2.4.4 Bidding instructions describing the expected contents of each of the three (3) volumes constituting the Technical Proposal Package are in Section 3.6 of this document. Advice to Bidders on how the Purchaser plans to conduct the technical evaluation of each of the three (3) volumes is contained in Section 4.5 of this document.

### 3.3 Package Marking

- 3.3.1 The separate parts of the bid shall be placed in outer containers for delivery. All outer containers into which bidding documents are placed shall be opaque or wrapped in opaque paper, sealed and identified with the following markings:
- 3.3.1.1 SEALED BID IFB-CO-14311-BCA
- 3.3.1.2 BOX X of Y (1 of 3, 2 of 3, etc.)
- 3.3.1.3 NOTIFY Mr. Joseph Vitale (Ext. 8321) UPON RECEIPT
- 3.3.2 Each of the bid parts placed in the outer container(s) shall be separately wrapped (multiple copies of the same document may be wrapped together), and marked as follows:
- 3.3.2.1 Name and address of the Bidder, and

3.3.2.2 The words "SEALED BID" followed by the reference "IFB-CO-14311-BCA"; and the appropriate package marking (i.e., Administration Documentation, Price Proposal etc.).

### **3.4 Administrative Documentation Package**

3.4.1 The Package must include the original of the Bid Guarantee required by Section 2.11 of the Bidding Instructions. If the Bid Guarantee is sent to the Purchaser directly from the Bidder's bank, a letter, in lieu of the actual Guarantee, shall be included specifying the details of the transmittal. Bidders are reminded that the Bid Guarantee shall reflect any extensions to the Bid Validity Date due to extensions in the Bid Closing Date.

3.4.2 The Package shall include the Certificates set forth in Annex B to these Bidding Instructions, signed in the original by an authorised representative of the Bidder. The Certificates are as follows:

3.4.2.1 Annex B-1 (Certificate of Legal Name of Bidder);

3.4.2.2 Annex B-2 (Acknowledgement of Receipt of IFB Amendments);

3.4.2.3 Annex B-3 (Certificate of Independent Determination);

3.4.2.4 Annex B-4 (Certificate of Bid Validity);

3.4.2.5 Annex B-5 (Certificate of Exclusion of Taxes, Duties and Charges);

3.4.2.6 Annex B-6 (Comprehension and Acceptance of Contract Special and General Provisions);

3.4.2.7 Annex B-7 (Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements) with the prospective text of such Agreements, as applicable;

3.4.2.8 Annex B-8 (Certificate of Compliance AQAP 2110 or ISO 9001:2008 or Equivalent), with a copy of the relevant quality certification attached to it;

3.4.2.9 Annex B-9 (List of Prospective Major Subcontractors);

3.4.2.10 Annex B-10 (Bidder Background IPR);

3.4.2.11 Annex B-11 (List of Subcontractor IPR);

3.4.2.12 Annex B-12 (Certificate of Origin of Equipment, Services, and Intellectual Property);

3.4.2.13 Annex B-13 (List of Proposed Key Personnel);

3.4.3 In accordance with Section 3.2.2, the administrative package shall include a hard copy and a CD-ROM/or DVD containing an electronic version of the documentation stated in Sections 3.4.2.1 through 3.4.2.16 above.

### 3.5 Price Quotation

#### 3.5.1 Package Contents

3.5.1.1 This envelope must contain the following documentation and media in the quantities provided in Section 3.2.3:

3.5.1.1.1 Annex A-1 "Bidding Sheets" and, as an annex, the complete set of sheets contained in the electronic file number "2" ("2\_IFB-CO-14311-BCA Book I Annex A Bidding Sheets.xlsx") issued as part of this IFB; and

3.5.1.1.2 CD or DVDs (two (2) copies) each containing an electronic version, in MS Excel, of the documentation stated in Section 3.5.1.1.1 above.

#### 3.5.2 General Rules

3.5.2.1 Bidders shall prepare their Price Quotation by completing the Bidding Sheets referred in Section 3.5.1.1.1 above, in accordance with the instructions specified in Book I Annex A-2.

3.5.2.2 The structure of the Bidding Sheets shall not be changed, other than as indicated elsewhere, nor should any quantity or item description in the Bidding Sheets. The currency(ies) of each Contract Line Item and sub-item shall be shown. The prices provided shall be intended as the comprehensive total price offered for the fulfilment of all requirements as expressed in the IFB documentation including but not limited to those expressed in the SOW.

3.5.2.3 When completing the Bidding Sheets the Bidder shall insert information in all yellow/white cells of the Bidding Sheets and complete the Pricing Summary as instructed. A price for each specified element needs to be supplied on each CLIN. Prices should not be grouped. The prices and quantities entered on the document shall reflect the total items required to meet the contractual requirements. The total price shall be indicated in the appropriate columns and in the currency quoted. 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.

- 3.5.2.4 Bidders shall furnish Firm Fixed Prices for all required items in accordance with the format set forth in the Instructions for preparation of the Bidding Sheets.
- 3.5.2.5 Bidders shall furnish Firm Fixed Prices for all CLINs as defined in the SOW. Purchaser evaluation of the submitted bids will be on the basis of the complete submission including administrative, price and technical components for all CLINs. The Contract will be awarded for CLINs 1 thru 6. CLIN 7 is an unevaluated option.
- 3.5.2.6 Offered prices shall not be "conditional" in nature. Any comments supplied in the Bidding Sheets or in any part of the bid package which are conditional in nature, relative to the offered prices may result in a determination that the bid is non-compliant.
- 3.5.2.7 Bidders are responsible for the accuracy of their Price Quotations. Price Quotations that have apparent computational errors may have such errors resolved in the Purchaser's favour or, in the case of gross omissions, inconsistencies or errors, may be determined to be non-compliant. In the case of inconsistencies between the electronic version of the Bidding Sheets and the paper "hard copy" of the Bidding Sheets, the "hard copy" will be considered by the Purchaser to have precedence over the electronic version.
- 3.5.2.8 Bidders shall quote in their own national currency or in EURO. Bidders may also submit bids in multiple currencies including other NATO member states' currencies under the following conditions:
- 3.5.2.8.1 The currency is of a "participating country" in the project; and
- 3.5.2.8.2 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 subcontracts and their approximate anticipated value should be listed on a separate sheet and included with the Price Quotation.
- 3.5.2.9 The Purchaser, by virtue of his status under the terms of Article IX and X of the Ottawa Agreement, is exempt from all direct and indirect taxes (incl. VAT) and all customs duties on merchandise imported or exported.
- 3.5.2.10 Bidders shall therefore exclude from their price Bid all taxes, duties and customs charges from which the Purchaser is exempted by international agreement and are required to certify

that they have done so through execution of the Certificate at Annex B-5.

3.5.2.11 Unless otherwise specified in the instructions for the preparation of Bidding Sheets in Annex A-1, all prices quoted in the proposal shall be on the basis that all deliverable items shall be delivered "Delivery Duty Paid (DDP)" in accordance with the International Chamber of Commerce INCOTERMS ® 2010.

3.5.2.12 The Bidder's attention is directed to the fact that Price Quotation shall contain no document and/or information other than the priced copies of the Bidding Sheets. Any other document will not be considered for evaluation.

3.5.2.13 All prices bid shall be clearly traceable in the detailed bidding sheets.

3.5.2.14 Any adjustment or discount to prices should be clearly traceable to the lowest level of breakdown in the bidding sheets and should not be aggregated or summed. Any lack of clarity or traceability may render the bid non-compliant.

3.5.2.15 The Bidder 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.

### **3.6 Technical Proposal Package**

3.6.1 It is of the utmost importance that Bidders respond to all of the technical requirements of the Purchaser Statement of Work (including all Annexes) and all the bidding instructions, not only with an affirmation of compliance but also with an explanation of how each requirement will be met. To facilitate bidding and the subsequent evaluation of the Bidder's response to the various sections of the Statement of Work (including all Annexes), bids shall be organised and submitted as follows:

3.6.1.1 Table of Contents

3.6.1.2 Executive Summary

3.6.1.3 Volume 1 – Corporate Organisation/ Capital Facilities

3.6.1.4 Volume 2 – Corporate Experience

3.6.1.5 Volume 3 – Preliminary Project Implementation Plan (PIP) to include the following sections:

- i. PIP Section 1 Project Management (PM) and Control
- ii. PIP Section 2 System Engineering and Design
- iii. PIP Section 3 Quality Assurance (QA)
- iv. PIP Section 4 Configuration Management (CM)
- v. PIP Section 5 Integrated Logistics Support (ILS)
- vi. PIP Section 6 Test and Evaluation
- vii. PIP Section 7 Documentation
- viii. PIP Section 8 System Acceptance
- ix. PIP Section 9 Training
- x. PIP Section 10 Reliability, Availability, Maintainability and Testability (RAMT)
- xi. PIP Section 11 Security Accreditation
- xii. PIP Section 12 Risk Assessment and Management
- xiii. PIP Section 13 Site Installation

3.6.2 Bidders shall include only material relating to the Table of Contents, Executive Summary and the volumes 1 through 3 above in the Technical Proposal. Additional materials such as brochures, sales literature, product endorsements and unrelated technical or descriptive narratives shall not be included in the Technical Proposal. These materials may be included in a separate volume but must not be labelled as the Technical Proposal.

3.6.3 Table of Contents: Bidder shall demonstrate a detailed understanding of the technical requirements. Bidders shall compile a detailed Table of Contents that lists not only the Section Headings but also the major sub-sections, and topic headings required set forth in these Instructions or implicit in the organisation of the Technical Proposal.

3.6.4 Technical Proposal Cross-Reference (Requirement Traceability) Table (BOOK I Annex C): The Bidder shall confirm that he accepts and will perform the requirements described in the Statement of

Work, if awarded the Contract, by completing and submitting the Cross Reference/ Compliance Table as detailed in Annex C. The Bidder shall complete Column three (3) (Bid Reference) 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 that describes how the respective requirements will be met. 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.

3.6.4.1 The Bidder shall provide as an introduction to this Section, a Cross-Reference (Requirement Traceability) Matrix that lists sequentially, by every paragraph in Statement of Work (SOW) and all Annexes of the SOW of the Prospective Contract, each specified System Requirement Specification of the BCA Replacement Systems and matches that stated System Requirement with the location of the corresponding information in the preliminary design as prepared by the Bidder.

3.6.5 Executive Summary: Bidders shall provide an overview of the salient features of their technical proposal in the form of an executive summary.

3.6.5.1 This summary shall provide general description of the major points contained in each of the required sections of the Technical Proposal and shall demonstrate the Bidder's comprehension of the project systems, their constraints, implementation environment and the problems and risks of project implementation.

3.6.5.2 The Bidder shall discuss not only how the proposal meets the requirements but also how the Bidder intends to overcome the problems and mitigate the risks.

3.6.6 Volume 1 – Corporate Organisation/Capital Facilities

3.6.6.1 This section shall describe the Corporate Structure and organization of the Prime Contractor and the administration of the prospective BCA Replacement Systems Contract within the overall corporate structure. This section shall indicate the chain of authority within the Prime Contractor's organisation from the Project Manager to the Chief Executive Officer.

3.6.6.2 The Bidder shall describe the corporate resources (with posts or names) that are available to support the BCA Replacement Systems Contract that are resident in the organisation of the

Prime Contractor but not directly under the authority of the Project Manager.

- 3.6.6.3 The Bidder shall describe the process by which the Project Manager may have access to these “in-house” corporate resources and what level of authority is required in the Corporation hierarchy to secure the needed resources.
- 3.6.6.4 The Bidder shall provide evidence that the Proposed Project Manager and the Deputy Project Manager (where applicable) are experienced senior personnel with demonstrated capability in managing an acquisition programme of this magnitude. The positions shall have sufficient inherent authority and visibility in the overall corporate structure to properly execute the decisions that will be required to be made in the successful implementation of a project of this size and complexity.
- 3.6.6.5 The Bidder shall describe the responsibilities of its Project Management Office (PMO) and describe the associated staffing and resources.
- 3.6.6.6 The Bidder shall identify his major proposed prospective sub-Contractors for the BCA Replacement Systems, in compliance with Book I Annex B-9. The Bidder shall also submit a detailed and thorough subcontracting plan that identifies subcontractors/sub-vendors and their areas of responsibility/delivery. The plan shall also demonstrate that the prospective sub-contractor(s) will agree to abide by the requirements of the prime contract.
- 3.6.6.7 The Bidder shall include a draft copy of the proposed sub-Contract and a summary of the supplies and or/services to be furnished by the prospective sub-contractor. The Bidder shall include a letter of intent from the proposed sub-Contractor that details its willingness to enter into a sub-Contract with the Bidder if the Bidder shall receive award of the BCA Replacement Systems Contract.
- 3.6.6.8 With regard to major sub-Contracts, the Bidder shall identify those items that are sub-Contracted (assemblies and sub-assemblies) and that are considered to be on the “Critical Path” to meeting the delivery schedule of the Contract.
- 3.6.6.9 For these sub-Contracted items, the Bidder shall provide a rationale for the selection of the sub-Contracted vendor, and an analysis of the vendor. The Bidder shall provide a description of possible alternative sources of supply should the selected sub-

Contractor fail to deliver the required items within the time schedule.

3.6.6.10 The Bidder shall provide a sub-section that identifies the items (assemblies, sub-assemblies) and services that are to be fabricated and/or performed by the corporate resources of the Prime Contractor.

3.6.6.11 The Bidder shall identify the location of the production facilities which will be utilized, and/or the source within the corporate organisation of the services and expertise required.

3.6.6.12 The Bidder shall show existing capital assets and provide a detailed proposal of what additional equipment or facilities that will be acquired or constructed in order to meet the Contract schedule.

3.6.6.13 The Bidder shall further provide a description of any retooling efforts required and a time forecast of when these efforts can be completed.

3.6.6.14 The Bidder shall describe the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of hardware in satisfaction of short-notice or unpredictable customer orders.

### 3.6.7 Volume 2: Corporate Experience

3.6.7.1 The Bidder shall detail his experience in the design, development, fabrication, installation, maintenance and support of Defence Communication and Information (CIS) Systems.

3.6.7.2 The Bidder shall detail his experience over the last three (3) years in the design, manufacture and installation of CIS defence systems in general.

3.6.7.3 The Bidder shall detail his experience of the Bidder over the last three (3) years in the maintenance and support of similarly sized CIS Systems.

3.6.7.4 The Bidder shall detail his experience in delivery of a defence system as offered in its proposal that has been delivered and accepted within the last three (3) years, or that the Bidder is currently under Contract to deliver such system.

3.6.7.5 The Bidder shall demonstrate that its sub-contracted source(s) for critical items have the same level of experience for their respective areas of expertise as is required of the Prime Contractor. Corporate experience encompasses sub-contractors.

- 3.6.7.6 The Bidder shall describe its experience and expertise in providing warranty support and repair-and-replacement service for similar CIS systems for large, geographically-dispersed organisations.
- 3.6.7.7 The bidder shall confirm his and his subcontractor's experience in providing the implementation + Warranty demonstrating examples of work performed for either other NATO or National Contracts.
- 3.6.7.8 Individual skill and experience: The Bidder shall provide resumes of the proposed individuals to perform the technical tasks under the proposed Work Packages and the resumes of the individuals designated as Key Personnel in Annex B-13.
- 3.6.8 Volume 3: Preliminary Project Implementation Plan (PIP):
- 3.6.8.1 The Preliminary PIP shall provide detailed descriptions of how the proposed design will meet each of the specific requirements of the IFB.
- 3.6.8.2 PIP Section 1: Project Management and Control Plan (PMCP)
- 3.6.8.2.1 The Bidder shall develop a preliminary Project Management and Control Plan (PMCP) in accordance with Statement of Work (SOW) paragraph 2.3.of the Prospective Contract. This plan shall identify the significant tasks required to be accomplished and the items to be delivered in the execution of the Contract. The Plan will centre on a preliminary Project Work Breakdown Structure (PWBS) and supporting charts in accordance with SOW paragraph 2.3 of the Prospective Contract.
- 3.6.8.2.2 The Contractor shall also develop a preliminary Project Master Schedule (PMS) in accordance with SOW paragraph 2.3 of the Prospective Contract that shall contain all Contract events and milestones.
- 3.6.8.2.3 The Bidder shall demonstrate the realism of approach to accomplish the work within the time schedule defined in the IFB.
- 3.6.8.2.4 In PMS, the relationship between the Work Packages and project deliverables shall be clearly demonstrated as well as the schedule of sub-contracted performance.
- 3.6.8.2.5 This preliminary PMCP shall also consider all aspects of project management and control and shall demonstrate how all the critical milestones defined in the BOOK II Part I Section 2 will be met.

- 3.6.8.2.6 The Bidder shall not alter or amend the dates for Milestones (BOOK II Part I).
- 3.6.8.2.7 The Bidder shall demonstrate the realism of approach to accomplish the work within the time schedule defined in the IFB. The dates set forth in BOOK II Part I shall be fully supported and coherent by/with the Gantt/PERT diagrams as well as the PWBS.
- 3.6.8.2.8 The Bidder shall demonstrate that he has taken into account the constraints of the implementation environment and reflect this understanding in his draft preliminary Project Management and Control Plan.
- 3.6.8.2.9 The Bidder shall describe the Bidder's approach to supporting the monthly Project Review Meetings.
- 3.6.8.3 PIP Section 2: System Engineering and Design
- 3.6.8.3.1 In this Section, the Bidder shall submit a preliminary System Engineering and Design Plan, including a preliminary System Safety Engineering Plan as a sub-plan, describing the preliminary design of the proposed System.
- 3.6.8.3.2 The Bidder shall support his design with such information as to convincingly demonstrate that the proposed design will meet the safety and security requirements as set forth in SOW Section 4 and Section 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract.
- 3.6.8.3.3 The Preliminary System Engineering and Design Plans shall provide detailed descriptions of how the proposed designs of the projects shall meet each of the specific performance requirements/parameters.
- 3.6.8.3.4 The bidders shall take into account the constraints of the site(s) and number of simultaneous transmissions, as well EMC, in his technical proposal.
- 3.6.8.3.5 The Preliminary System Engineering and Design Plans shall demonstrate that the system as delivered will meet the safety and security requirements.
- 3.6.8.3.6 The Bidder shall describe the Bidder's approach to preparing and maintaining the Engineering Documentation Package.
- 3.6.8.3.7 The Bidder shall provide equipment specification for each capability separately as specified at Book I paragraph 4.4.6.2.6.
- 3.6.8.3.8 The Bidder shall furnish drawings, diagrams and specifications.

- 3.6.8.3.9 The Bidder shall provide predicted performance characteristics and specifications based on engineering analysis and/or extrapolations from previous data.
- 3.6.8.3.10 Bidder shall provide assurance that they understand both the requirements and viable methods for attaining accreditation for their solution in accordance with SOW Section 5 and SOW Annex-A. Failure to provide detailed technical information of these sensitive bidding requirements or omission of any critical information may result in a determination of non-compliance for the entire Bid.
- 3.6.8.3.11 The Bidder shall agree to abide by and implement the security mechanism as defined in the NATO Security Policy and supporting directives as per the IFB references.
- 3.6.8.3.12 The Bidder shall propose automated tools to process classified data and information that shall meet the respective performance and security requirements as stated at Section 5 of the SOW.
- 3.6.8.3.13 This Section (security related) shall be submitted as a self-contained volume or volumes of the Technical Proposal and shall be segregated from the other materials insofar as the nature of the responses will be subject to Security Classification.
- 3.6.8.3.14 The Bidder shall demonstrate and confirm that the hardware to be procured in accordance with this IFB meets the hardware specifications as defined in SOW Annex-A and SOW Annex-B.
- 3.6.8.3.15 The Bidder shall describe the Bidder's Risk Assessment including proposing any appropriate change requests against the Functional Baseline.

#### 3.6.8.4 PIP Section 3: Quality Assurance (QA)

- 3.6.8.4.1 The Bidder shall provide information sufficient to demonstrate that the Quality Assurance and Quality Control (QA/QC) Programme meets the requirements of the Prospective Contract. The Bidder shall provide certification confirming that the Quality Programme meets the equivalent national and/or international standards.
- 3.6.8.4.2 The Bidder shall also describe the QA/QC organisation of his Company and the position it occupies within the management structure of the Company. This shall include the proposed overall QA Manager as well as detailing how the Software, Hardware and Documentation aspects of QA Management shall be exercised.
- 3.6.8.4.3 The proposed Quality Assurance / Quality Control Plan shall show how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation,

inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract.

- 3.6.8.4.4 The proposed QA/QC Plan shall describe the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).
- 3.6.8.4.5 The proposed QA/QC Plan shall describe the Bidder's internal process for the quality review of the deliverables before their release to the Purchaser.
- 3.6.8.4.6 The proposed Quality Plan shall describe how all necessary assistance shall be provided to the Quality Assurance Representative, and how quality records for the prime and any Sub-contractors or consortium members shall be made available for evaluation.
- 3.6.8.4.7 The Bidder shall clearly indicate the Quality-related activities, responsibilities, and controls for the prime and any Sub-contractors and shall state how he intends to ensure compliance of his prospective sub-Contractors and, as applicable, of the prospective suppliers of Commercial-Off-The-Shelf (COTS) equipment with QA/QC requirements of the SOW of the Prospective Contract.

#### 3.6.8.5 PIP Section 4: Configuration Management

- 3.6.8.5.1 The Bidder shall provide a preliminary version of the Bidder's Configuration Management (CM) Plan for BCA Replacement in accordance with SOW Section 7 of the Prospective Contract that shall detail the processes, methods and procedures that would be used to implement the requirements as set forth in the SOW of the Prospective Contract.
- 3.6.8.5.2 The Bidder shall outline how he adopts the Configuration Management processes and deliverables to the scope of this contract as requested in the SOW Section 7.
- 3.6.8.5.3 The Bidder shall demonstrate that the various baselines referred under SOW Section 7 will be established using automated tools.
- 3.6.8.5.4 In addition, the Bidder shall demonstrate that a Configuration Status Accounting (CSA) database will be maintained using software tools during the Contract.
- 3.6.8.5.5 The Bidder shall describe the Bidder's approach to conduct the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline.

3.6.8.5.6 The Bidder shall provide, as part of the CM Plan, A project specific, Configuration Control process description; an initial set of project specific Configuration Item selection criteria for the capabilities; an initial set of project specific Configuration Items (CI) including their attributes and relationships among each other for the Capabilities.

#### 3.6.8.6 PIP Section 5: Integrated Logistics Support

3.6.8.6.1 The Bidder shall provide a high level description of the proposed Integrated Logistics Support Plan. This plan shall cover the requirements of the Prospective Contract as set forth in Section 8 of the Statement of Work.

3.6.8.6.2 The Bidder shall describe its approach to the BCA Replacement system maintenance and Supply Support for both hardware and software and shall describe how it will meet the requirements in accordance with SOW paragraph 8.1 to 8.13 of the SOW of the Prospective Contract. The Bidder shall describe the proposed spares provisioning methodology.

3.6.8.6.3 The Bidder shall prepare draft Customer Support Concept and outline how it adopts the Support processes and deliverables to the scope of this Contract.

#### 3.6.8.7 Section 6: Test and Evaluation

3.6.8.7.1 The Bidder shall describe in detail its approach to develop test and evaluation documentation.

3.6.8.7.2 The Bidder shall identify its proposed test organisation and provide preliminary Test and Evaluation plan by WBS for the allocation of personnel and the time line for the Test activities set forth as requirements in SOW Section 10 of the Prospective Contract.

3.6.8.7.3 This plan shall also include a preliminary Security Test and Verification Plan (STVP) that meets the requirements set forth as in SOW Section 5 of the Prospective Contract.

3.6.8.7.4 The Bidder shall describe the major components, sub-assemblies and assemblies that proposed to be submitted for acceptance on the basis of prior testing and qualification and that are expected to undergo partial testing and extensive testing and evaluation.

3.6.8.7.5 If there are elements of the System that are proposed to be submitted on the basis of a Certificate of Conformity based on prior test and qualification, the Bidder shall provide a summary of the particulars and especially the dates of the prior tests and for whom the testing was executed.

3.6.8.7.6 The Bidder shall describe how the proposed Certificate of Conformity or request for exemption of testing based on prior qualification will be processed from QA and CM aspects.

3.6.8.7.7 The Bidder shall describe the preliminary version of procedures and controls to be employed for testing of components, sub-assemblies and assemblies that are sub-Contracted and tested at sub-Contractor's facilities.

#### 3.6.8.8 PIP Section 7: Documentation

3.6.8.8.1 In this Section, the Bidder shall provide a preliminary Documentation Plan by WBS to detail the resources allocated and the schedule of work to deliver the documentation required in SOW Section 13 of the Prospective Contract.

3.6.8.8.2 In this plan, The Bidder shall describe how it proposes to comply with each of the documentation requirements detailed in SOW Section 13 of the Prospective Contract.

3.6.8.8.3 The Bidder shall also identify the documentation team and the individual responsible within its organisation for ensuring such documentation is delivered on schedule and to the Contract requirements.

#### 3.6.8.9 PIP Section 8: System Acceptance

3.6.8.9.1 The Bidder shall develop a System Acceptance Plan in accordance with Statement of Work (SOW) Section 11 of the Prospective Contract. The Bidder shall provide a preliminary System Acceptance Plan by WBS for the allocation of personnel and the time schedule to accomplish all the activities required and ensure the timely delivery of all documentation and other deliverables required for successful Final Systems Acceptance (FSA).

#### 3.6.8.10 PIP Section 9: Training

3.6.8.10.1 The Bidder shall provide a preliminary Training Plan in accordance with SOW Section 14 of the Prospective Contract, detailing the training methodology for training of test personnel, operators, maintainers and system administrators, schedules for the initial training of personnel, the proposed training materials and the proposed delivery schedule of those materials.

3.6.8.10.2 The Bidder shall describe its training organisation and demonstrate that adequate staffing in its organisation will be available to train the student population and meet the schedule without impacting on other activities.

3.6.8.10.3 The Bidder shall describe its approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bidder shall describe the Bidder's approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept.

3.6.8.11 PIP Section 10: Reliability, Availability, Maintainability and Testability.

3.6.8.11.1 The Bidder shall provide a preliminary Reliability, Availability, Maintainability and Testability (RAMT) plan compliant with the requirements stated in SOW Section 9 of the Prospective Contract

3.6.8.11.2 The Bidder shall provide calculations that demonstrate that the **BRASS BCR and sSystems** meets the RAMT requirements set forth in SOW Section 9 of the Prospective Contract. The Bidders shall provide these calculations based as much as possible on actual data derived from operational experience of fielded systems and components and extrapolations therefrom, and shall provide a full description of the source data utilised, providing equipment numbers, owners, location and inclusive dates.

3.6.8.11.3 The Bidder shall predict the MTBF (Main Time Between Failure) of the system it proposed and justify that the total availability of the system is within the requested values as specified at SOW.

3.6.8.12 PIP Section 11: Security Accreditation Plan

3.6.8.12.1 In this Section, the Bidder shall provide a preliminary Security Accreditation Plan (SAP) by WBS to detail the resources allocated and the schedule of work to obtain the Security Accreditation and to meet the security requirements set forth in SOW Section 5 of the Prospective Contract.

3.6.8.12.2 The Bidder shall confirm that it understands and accepts security accreditation documentation review and approval procedures, as defined in the IFB Book II Part III Contract General Provisions, Clause 22.

3.6.8.13 PIP Section 12: Risk Assessment and Management Plan

3.6.8.13.1 In order to demonstrate overall comprehension of the requirements set forth in the Prospective Contract, the Bidder shall provide a preliminary Risk Assessment and Management Plan (RAMP) defining his strategy for risk management to meet the requirements as set forth in SOW paragraph 2.7 of the Prospective Contract.

#### 3.6.8.14 PIP Section 13: Site Installation

- 3.6.8.14.1 In this Section, the Bidder shall provide a preliminary plan that thoroughly describes the civil works, power and site preparation requirements that must be accomplished to properly install and operate the proposed BCA Replacement system as set forth in SOW Section 12 , SOW Annex A, and SOW Annex B of the Prospective Contract.
- 3.6.8.14.2 The Bidder shall provide adequate information regarding the requirements in order to quantify the magnitude of total civil works that must be accomplished on site prior to arrival of the equipment for installation.
- 3.6.8.14.3 The Bidder shall specify any characteristics of the BCA Replacement systems that constrain the type of civil works that are to be performed to prepare the sites.
- 3.6.8.14.4 Bidder shall confirm its understanding and acceptance of the site access requirements as defined in the IFB.

## 4 BID EVALUATION AND CONTRACT AWARD

### 4.1 General

- 4.1.1 The evaluation of Bids will be made by the Purchaser solely on the basis of the requirements specified in this IFB.
- 4.1.2 All bids will be evaluated solely using the formulae, evaluation criteria and factors contained herein. Technical Proposals will be evaluated strictly against the technical criteria and not against other Technical Proposals submitted.
- 4.1.3 The evaluation of bids 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 that is not identified in the Bid.
- 4.1.4 The Bidder shall furnish with its Bid all information requested by the Purchaser in Book 1, **Section 3 Bid Preparation Instructions**. Significant omissions and/or cursory submissions may result in a determination of non-compliance without recourse to further clarification. The information provided by the Bidder in its proposal shall be to a level of detail necessary for the Purchaser to fully comprehend exactly what the Bidder proposes to furnish as well as its approach and methodologies.

- 4.1.5 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 assessment of the bid 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 purpose of the clarification stage is not to elicit additional information from the Bidder that was not contained in the original submission or to allow the Bidder to supplement cursory answers or omitted aspects of the Bid. The Bidder is not permitted any cardinal alteration of the Bid regarding technical matters and shall not make any change to its price quotation at any time.
- 4.1.6 The Purchaser reserves the right, during the evaluation and selection process, to verify any statements made concerning experience, facilities, or existing designs or materials by making a physical inspection of the Bidder's facilities and capital assets. This includes the right to validate, by physical inspection, the facilities and assets of proposed subcontractors.
- 4.1.7 The Contract resulting from this IFB will be awarded to the Bidder whose offer, as evaluated by the Purchaser, is the lowest priced Bid in compliance with the requirements of this IFB. The evaluation will be conducted in accordance with NATO Bidding Procedures as set forth in document AC/4-D/2261 (1996 Edition). Evaluation of this IFB will be conducted in accordance with the "One Envelope" procedure in which only the Technical Proposal of the lowest Bidder is evaluated for compliance with the requirements of the IFB. The Bidder who has offered the lowest priced, technically compliant Bid will then be offered the Contract for award.

## **4.2 Administrative Evaluation**

- 4.2.1 Prior to opening the Price Proposal Package, Bids will be reviewed for compliance with the Bid Submission Requirements of this Invitation for Bid. These are as follows:
- 4.2.1.1 The Bid was received by the Bid Closing Date and Time;
- 4.2.1.2 The Bid was packaged and marked properly;
- 4.2.1.3 The Bidder has submitted a Bid Guarantee in the required form, in the required amount and for the required validity in the Administrative Package;
- 4.2.1.4 The Administrative Package contained all the information required in the originally signed copies of the required Certificates in BOOK I Annex B hereto;

- 4.2.1.5 A Bid that fails to conform to the above requirements may be declared non-compliant and may not be evaluated further by the Purchaser;
- 4.2.1.6 A Bid that fails to conform to the above requirements may be declared non-compliant and may not be evaluated further by the Purchaser;
- 4.2.1.7 If it is discovered, during either the Technical or Price evaluation, that the Bidder has taken exception to the Terms and Conditions of the Prospective Contract, or has qualified and/or otherwise conditioned its offer on a modification or alteration of the Terms and Conditions or the language of the Statement of Work, the Bidder **may be determined to have submitted a non-compliant Bid.**

### 4.3 Price Evaluation

- 4.3.1 The Bidder's Price Quotation will be first assessed for compliance against the following criteria:
  - 4.3.1.1 The Price Quotation meets the requirements set forth in the Bid Preparation Section and the Instructions for Preparation of the Bidding Sheets in Annex A-2;
  - 4.3.1.2 Detailed pricing information has been provided and is adequate, accurate, traceable, and complete; and
  - 4.3.1.3 The Price Quotation meets requirements for price realism and balance as described below in Section 4.3.2;
  - 4.3.1.4 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.
  - 4.3.1.5 Basis of Price Comparison:
    - 4.3.1.6 The Purchaser will convert all prices quoted into EURO for purposes of comparison and computation of grand total price. 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.
    - 4.3.1.7 The Evaluated Bid Price will be the summation of CLINs 1-6. CLIN 7 is an unevaluated priced option and not included as a part of the ranking of the bids.

	Priced CLINs Apart of the Evaluation
CLIN 1	Project Activities and Project Management
CLIN 2	Engineering
CLIN 3	Implementation
CLIN 4	Test and Acceptance
CLIN 5	Support
CLIN 6	Equipment Delivery

4.3.1.8 Inconsistencies and discrepancies in bid price quotation.

4.3.1.8.1 In case of inconsistencies, discrepancies and/or contradictory pricing information in the different parts of the bid price submission and notwithstanding the possibility for the Purchaser, at its sole discretion to obtain clarification from the bidder, for the purpose of determining the total price of the Bid, the following order of precedence shall apply:

4.3.1.8.1.1 Hard Copies Submission;

4.3.1.8.1.2 Bidding Sheet Grand Total as indicated by the Bidder;

4.3.1.8.1.3 Total of the Bid calculated from the indicated Total Prices(s) indicated per CLIN(s);

4.3.1.8.1.4 Electronic Submission;

4.3.1.8.1.5 Bidding Sheet Grand Total as indicated by the Bidder;

4.3.1.8.1.6 Total of the Bid calculated from the indicated Total Prices(s) indicated per CLIN(s).

4.3.2 Price Balance and Realism

4.3.2.1.1 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.

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

4.3.2.1.3 Labour Costs that, when amortised over the expected or proposed direct labour hours, indicate average labour rates far below those prevailing in the Bidders locality for the types of labour proposed;

- 4.3.2.1.4 Direct Material costs that are considered to be too low for the amounts and types of material proposed, based on prevailing market prices for such material;
- 4.3.2.1.5 Numerous Line Item prices for supplies and services that are provided at no cost or at nominal prices.
- 4.3.2.1.6 If the Purchaser has reason to suspect that a Bidder has artificially debased its prices in order to secure Contract award, the Purchaser will request clarification of the bid in this regard and the Bidder shall provide explanation on one of the following bases:
- 4.3.2.1.6.1 An error was made in the preparation of the price quotation. The Bidder must document the nature of the error and show background documentation regarding the preparation of the price quotation that convincingly demonstrates that an error was made by the Bidder. In such a case the Bidder may request to remain in the competition and accept the contract at the bid price, or to withdraw from the competition;
- 4.3.2.1.6.2 The Bidder has a competitive advantage due to prior experience or internal business/technological processes that demonstrably reduce cost to the Bidder resulting in an offered price that is realistic. The Bidders explanation must support the technical proposal offered and convincingly and objectively describe the competitive advantage of and savings achieved by the advantage over the standard marked costs, practices and technology;
- 4.3.2.1.6.3 The Bidder understands that the submitted price quotations are unrealistically low in comparison with the level of effort required. In this case, the Bidder is required to estimate the potential loss and show that the financial resources of the Bidder are adequate to withstand such a reduction in revenue.
- 4.3.2.1.7 If a Bidder fails to submit a comprehensive and convincing explanation for one of the based above, the Purchaser shall declare the bid non-compliant and the Bidder will so be notified in accordance with the procedures set forth in paragraph 13(iii)(b) of AC/4-D/2261(1996 Edition). Non-compliance for reasons of bid realism is a basis for lodging a complaint under the dispute procedure.
- 4.3.2.1.8 If the Purchaser accepts the Bidder's explanation of mistake in paragraph 4.3.2.1.6 and allows the Bidder to accept the Contract at the offered price, or the Purchaser accepts the Bidder's explanation pursuant to paragraph 4.3.2.1.6 above, 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.

- 4.3.2.1.9 If the Bidder presents a convincing rationale pursuant to paragraph 4.3.2.1.6 above, no additional action will be warranted. The Purchaser, however, reserves its right to reject such an argument if the rationale is not compelling or capable of objective analysis. In such a case the Bid may be determined to be non-compliant.
- 4.3.2.1.10 In the case of incrementally funded projects, the cost and pricing methodology used by the winning Bidder on the base contract will be used as the basis for all follow-on contracts or amendments to the base contract where these are proposed for IC agreement without competition.

#### **4.4 Technical Evaluation**

- 4.4.1 Upon determination of the lowest-priced Bid as described above, the Bid shall be evaluated to confirm compliance with the SOW associated with the respective sections of the Technical Proposal.
- 4.4.2 In order for a Bid to be determined to be technically compliant, the Bidder shall have submitted a Technical Proposal (TP) that has met the following criteria after evaluation by the Purchaser:
- 4.4.2.1 Following the Table of Contents, the Bidder shall have included the completed Technical Proposal Cross-Reference (Requirement Traceability) Table at BOOK I Section IV Annex C. The Bidder shall have completed Column 3 (Bid Reference) of the Table referred above, 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.
- 4.4.2.2 The Bidder shall have provided an overview of the salient features of their technical proposal in the form of an executive summary.
- 4.4.2.3 This summary shall have provided general description of the major points contained in each of the required sections of the Technical Proposal and shall have demonstrated the Bidder's

understanding of the project, implementation environment and the problems and risks of project implementation.

4.4.2.4 The Bidder shall have discussed in detail not only how the proposal meets the requirements but also how the Bidder intends to overcome the problems and mitigate the risks.

4.4.3 The Technical Evaluation Criteria is cited in the following paragraphs below:

4.4.4 Volume 1: Corporate Organisation/Capital Facilities

4.4.4.1 The Bidder shall have proposed a Corporate Structure and organization of the Prime Contractor and the administration demonstrating that the BCA Replacement Systems Contract has high visibility within the overall corporate organisation. This section shall have indicated the chain of authority within the Prime Contractor's organisation from the Project Manager to the Chief Executive Officer. The Corporate Structure described shall have adequate depth of resources with the overall corporate organisation to ensure a reserve capability in order to successfully perform the Contract.

4.4.4.2 The Corporate Structure described shall have demonstrated that the Project Manager has sufficient authority and priority within the organisation to access in timely manner corporate resources that are not directly under his control as Project Manager.

4.4.4.3 The Bidder shall have described the process by which the Project Manager may have access to these "in-house" corporate resources and what level of authority is required in the Corporation hierarchy to secure the needed resources.

4.4.4.4 The Bidder shall have provided the comprehensive Curriculum Vitae (CV) for the Project Manager proposed for this project and also the Deputy Project Manager (where applicable). The Bidder shall have provided a narrative describing the rationale for the selection of these individuals for these posts and have provided detailed descriptions of the experience of the individuals in managing procurement programmes of this magnitude. This section shall have described the authority and responsibility (and the limits) of the Project Manager and the Deputy Project Manager within the overall corporate organisation. The narrative shall have described the circumstances at which the Project Manager must refer decision-making authority to the next level of corporate management.

4.4.4.5 The Bidder shall have described the responsibilities of its Project Management Office (PMO) and described the associated staffing

and resources. The description of the staffing and resources shall have covered everything needed to conduct and support the management and administration of operations in order to meet the objectives of the project, including taking all reasonable steps to ensure continuity of personnel assigned to work on this project.

- 4.4.4.6 The Bidder shall have identified his major proposed prospective sub-Contractors for the BCA Replacement Systems, as stated in Book I Section IV Annex-B-14. The Bidder shall have also submitted a detailed and thorough sub-Contracting plan that identifies major sub-Contractors/sub-vendors and their areas of responsibility/delivery. The plan shall have agreed with the Project Control Plan, in that delivery of sub-Contracted items and assemblies, critical components is identified. The plan shall have demonstrated that the Bidder can effectively manage, monitor and control the proposed sub-Contractors and that the sub-Contractors will agree to abide by the requirements of the prime Contract as pertains to flow-down provisions. Such a declaration of sub-contractors to abide by the requirements of the prime contract shall have been available in the Bidder's proposal.
- 4.4.4.7 The Bidder shall have included a draft copy of the proposed sub-contract, as applicable. The Bidder shall have included a letter of intent from the proposed sub-contractor that details its willingness to enter into a sub-contract with the Bidder if the Bidder shall receive award of the BCA Replacement Systems Contract and a summary of the supplies and/or services to be furnished by the prospective sub-contractor.
- 4.4.4.8 With regard to major sub-Contracts, the Bidder shall have identified those items that are sub-Contracted (assemblies and sub-assemblies) and that are considered to be on the "Critical Path" to meeting the delivery schedule of the Contract.
- 4.4.4.9 The Bidder shall have provided a description of the parts of the project that he intends to sub-Contract and demonstrate that the chosen sub-Contractors have adequate assets and capacity to fulfil their role to that they have been allocated. The Bidder shall have demonstrated that such sub-Contracted facilities and assets are available to meet the anticipated schedule, and have provided sufficient alternative arrangements in case of the failure to deliver of critical sub-Contracted items.
- 4.4.4.10 The Bidder shall have provided a sub-section that identifies the items (assemblies, sub-assemblies) and services that are to be fabricated and/or performed by the corporate resources of the Prime Contractor.

4.4.4.11 The Bidder shall have identified the location of the production facilities that will be utilized, and/or the source within the corporate organisation of the services and expertise required. For corporate production facilities, the Bidder shall have provided analytical evidence that adequate capacity exists in order that the required items may be made within the time schedule of the Prospective Contract.

4.4.4.12 The Bidder shall have demonstrated existing capital assets and provide a detailed proposal of what additional equipment or facilities will be acquired or constructed in order to meet the Contract schedule.

4.4.4.13 The Bidder shall further have provided a description of any retooling efforts required and a time forecast of when these efforts can be completed.

4.4.4.14 The Bidder shall have described the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of hardware in satisfaction of short-notice or unpredictable customer orders. The description must have provided sufficient evidence to confirm that the Bidder will be able to meet the timelines and other shipment and task requirements of the SOW.

#### 4.4.5 Volume 2: Corporate Experience

4.4.5.1 The Bidder shall have been an established system developer having substantial experience in the last three (3) years in the design, manufacturing, installation, maintenance and support of Defence Communication and Information Systems (CIS).

4.4.5.2 The Bidder shall have demonstrated that he has delivered within the last three (3) years, or is under Contract to deliver CIS Defence systems. Alternatively, the Bid shall be based on an existing design that has been operationally tested and the test results certified by national authorities. The design need not be identical to the requirements of this Contract but must be of sufficient similarity that cardinal modifications to the basic design will not have to be undertaken, thus increasing the confidence of the Bidder's ability to deliver within schedule.

4.4.5.3 The Bidder shall have demonstrated the experience over the last three (3) years in the maintenance and support of similarly sized Defence Communication and Information Systems.

4.4.5.4 The Bidder shall have documented that it has delivered a CIS defence system as offered in its proposal and gained acceptance in the last three (3) years, or be currently under contract to deliver

such system in an operational capacity. In this sense, “operational capacity” shall not include a current research and development contract or a contract for prototype system(s) but a system to be used and operated as part of a National and/or NATO communications system.

- 4.4.5.5 The Bidder shall have provided the same information required above for the major sub-contractors for critical assemblies and subassemblies. The sub-contractors need not be manufacturers of the Communication and Information Systems as a whole, but must demonstrate the level of experience for which they are proposed to deliver or services for which they are proposed to perform.
  - 4.4.5.6 The Bidder shall have described its experience and expertise in providing warranty support and repair-and-replacement service for similar Defence Communication and Information systems for large, geographically-dispersed organisations. The bidder shall have proven his experience and expertise for warranty support, repair and replacement service with required documentation.
  - 4.4.5.7 The bidder shall have confirmed his and his subcontractor’s experience in providing the implementation + warranty by demonstrating examples of work performed for either other NATO or National Contracts.
  - 4.4.5.8 Individual skill and experience: The Bidder shall have provided resumes of the proposed individuals to perform the technical tasks under the proposed Work Packages and the resumes of the individuals designated as Key Personnel in Annex B-13. For each role identified, the resumes shall have demonstrated that they have the expected knowledge, capability and experience to meet the requirements of this Contract.
- 4.4.6 Volume 3: Preliminary Project Implementation Plan (PIP)
- 4.4.6.1 PIP Section 1: Project Management and Control Plan (PMCP)
    - 4.4.6.1.1 The Bidder shall have submitted a preliminary Project Management and Control Plan (PMCP) that conforms with the requirements of SOW paragraph 2.3 of the Prospective Contract. This plan shall have identified the significant tasks required to be accomplished and the items to be delivered in the execution of the Contract. The preliminary Project Work Breakdown Structure (PWBS), the preliminary Project Master Schedule (PMS) and supporting charts shall have thoroughly described the steps necessary to achieve delivery of the BCA Replacement Systems within the Contract terms and schedule. The preliminary PMCP shall have been logical

and realistic, demonstrating the Bidder's appreciation of the complexity of the Project and his experience in managing large programmes.

- 4.4.6.1.2 The Bidder shall also have developed a preliminary Project Master Schedule (PMS) in accordance with SOW paragraph 2.3 of the Prospective Contract that shall contain all Contract events and milestones. The PMS shall have correlated with the PWBS. The PMS shall have included activity network, activity GANTT / Program Evaluation Review Technique (PERT) charts, milestone, and critical path views of the project schedule, showing detailed and high level schedules with associated resources. This Plan shall have been detailed to the level at which all deliverable items required under the Contract are identified and accounted for by a work path that shows the interconnectivity of the various task.
- 4.4.6.1.3 The Bidder shall have demonstrated the realism of approach to accomplish the work within the time schedule defined in the IFB. The Bidder shall have submitted a PMCP compliant with BOOK II Part I and the Gantt/PERT diagrams set forth in BOOK II Part I.
- 4.4.6.1.4 In the PMS, the relationship between the Work Packages and project deliverables shall have been clearly demonstrated as well as the schedule of sub-Contracted performance and deliveries shall have been clearly integrated into this Plan.
- 4.4.6.1.5 This preliminary PMCP shall also have considered all aspects of project management and control and shall have demonstrated how all the critical milestones defined in the BOOK II Part I Section 2 will be met.
- 4.4.6.1.6 The Bidder shall have not altered or amended the dates for Milestones (BOOK II Part I). These dates shall have been incorporated into the resultant Contract of the successful Bidder.
- 4.4.6.1.7 The Bidder shall have demonstrated the realism of approach to accomplish the work within the time schedule defined in the IFB. The dates set forth in BOOK II Part I shall have been fully supported and coherent by/with the Gantt/PERT diagrams as well as the PWBS. Separately, Bidders may propose earlier delivery dates than those stated in BOOK II Part I. Where dates offered are earlier than those set forth in the Prospective Contract, the Purchaser may, at its discretion, accept such dates and the alternative Milestone Schedule will be inserted in the resultant contract.
- 4.4.6.1.8 The Bidder shall have demonstrated that he has taken into account the constraints of the implementation environment and reflected

this understanding in his draft preliminary Project Management and Control Plan.

#### 4.4.6.2 PIP Section 2: System Engineering and Design

- 4.4.6.2.1 The Bidder shall have submitted a Preliminary System Engineering and Design Plan, describing the preliminary design of the proposed BCA Replacement System and including a preliminary System Safety Engineering Plan as sub-plan that conform to the requirements of SOW Section 4 of the Prospective Contract.
- 4.4.6.2.2 The Bidder shall have supported this design with such information as to convincingly demonstrate that the proposed design will meet the safety and security requirements as set forth in SOW Section 4 and Section 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract. Bidder's technical proposed design shall have provided detailed information on how the Bidder intends to meet performance, functional or architectural requirements defined in the IFB. Failure to provide detailed technical information any of the bidding requirements or omission of the critical information may result in a determination of non-compliance for the entire Bid.
- 4.4.6.2.3 The Preliminary System Engineering and Design Plans shall have provided detailed descriptions of how the proposed designs of both projects shall have met each of the specific performance requirements/parameters of the areas detailed at SOW paragraph 4.2 of the Prospective Contract.
- 4.4.6.2.4 The Preliminary System Engineering and Design Plans shall have contained as much detail as is practicable in order to demonstrate that the system as delivered will meet the safety and security requirements as set forth in SOW Section 4 and SOW Section 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract.
- 4.4.6.2.5 The Bidder shall have described the Bidder's approach to preparing and maintaining the Engineering Documentation Package throughout the design, integration, test and site surveys activities, ensuring consistency between all the documents included in that documentation package.
- 4.4.6.2.6 For each Hardware Contract Line Item Number (CLIN); the Bidder shall have included in his bid a detailed list of the COTS components proposed to be supplied as part of that CLIN. The product name, manufacturer name, and manufacturer's part

number, version, or release number shall have been stated. If a generic or non-vendor specific component is proposed, the Bidder shall have provided the item name.

- 4.4.6.2.7 The Bidder shall have included in his bid a detailed specification sheet for each item of equipment the Bidder proposes to provide in satisfaction of contractual requirements.
- 4.4.6.2.8 The Bidder shall furnish drawings, diagrams and specifications. If the proposed BCA Replacement Systems are based on a design that has been tested and the results certified by a national authority, the test performance data shall also have been provided and data projections included for elements that were not tested.
- 4.4.6.2.9 The Bidder shall have provided predicted performance characteristics and specifications based on engineering analysis and/or extrapolations from previous data.
- 4.4.6.2.10 Bidder's technical proposed designs for BCA Replacement systems shall have provided detailed information on how the Bidder intends to meet performance, functional or architectural requirements defined in the SOW and all Annexes. Failure to provide detailed technical information any of the bidding requirements or omission of the critical information may result in a determination of non-compliance for the entire Bid.
- 4.4.6.2.11 Bidder shall have provided assurance that they understand both the requirements on the isolator functionality and viable methods for attaining accreditation for their solution in accordance with SOW Section 5 and SOW Annex-A. Failure to provide detailed technical information of these sensitive bidding requirements or omission of any critical information may result in a determination of non-compliance for the entire Bid.
- 4.4.6.2.12 The Bidder shall have agreed to abide by and implement the security mechanism as defined in the NATO Security Policy and supporting directives as per Section 5 of the SOW.
- 4.4.6.2.13 The Bidder shall have proposed automated tools to process classified data and information that shall meet the respective security requirements as stated at Section 5 of the SOW.
- 4.4.6.2.14 The Section related to security shall have been submitted as a self-contained volume or volumes of the Technical Proposal and shall have been segregated from the other materials insofar as the nature of the responses will be subject to Security Classification.

4.4.6.2.15 The Bidder shall have demonstrated and confirmed that the hardware and software to be procured in accordance with this IFB meets the specifications as defined in SOW Annex-A.

4.4.6.2.16 The Bidder shall have described the Bidder's Risk Assessment including proposing any appropriate change requests against the Functional Baseline.

#### 4.4.6.3 PIP Section 3: Quality Assurance (QA)

4.4.6.3.1 The Bidder shall have submitted a preliminary version of the Quality Assurance/Quality Control (QA/QC) Plan in accordance with SOW Section 6 of the Prospective Contract. Within this plan, the Bidder shall have addressed all the requirements of the Contract concerning QA and QC as set forth in Article 25 of the Contract Special Provisions and SOW Section 6 of the Prospective Contract. The Bidder shall have also identified the QA/QC systems (that he intended to apply to the performance of this contract and shall demonstrate that his choice complies with the applicable requirements).

4.4.6.3.2 The Bidder shall have provided that the QA/QC organization in his company has enough competence with demonstrated capability in managing Quality Programme of a project of this magnitude. The QA/QC organization and the QA Manager have sufficient inherent authority and visibility in the overall corporate structure to properly execute the Software, Hardware and Documentation aspects of QA Management of a project of this size and complexity.

4.4.6.3.3 The proposed Quality Assurance / Quality Control Plan shall have demonstrated how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract.

4.4.6.3.4 The proposed QA/QC Plan shall have described the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).

4.4.6.3.5 The proposed QA/QC Plan shall have described the Bidder's internal process for the quality review of the deliverables before their release to the Purchaser.

4.4.6.3.6 The proposed Quality Plan shall have described how all necessary assistance shall be provided to the Quality Assurance Representative or his delegated National QAR, and how quality

records for the prime and any Sub-contractors or consortium members shall be made available for evaluation.

4.4.6.3.7 The Bidder shall have provided information similar to that set forth in sub-paragraphs of 4.5.9.c above in order to demonstrate the conformance to the QA/QC Contract requirements by the major sub-Contractors and suppliers and shall have stated how he intends to ensure compliance of his prospective sub-Contractors and, as applicable, of the prospective suppliers of Commercial-Off-The-Shelf (COTS) equipment with QA/QC requirements of the SOW of the Prospective Contract.

#### 4.4.6.4 PIP Section 4: Configuration Management

4.4.6.4.1 The Bidder shall have submitted a preliminary Configuration Management Plan, for BCA Replacement that conforms with the requirements of SOW Section 7 of the Prospective Contract. The Bidder shall have demonstrated that his proposed Configuration Management procedures meet the requirements of SOW Section 7 of the Prospective Contract. The Bidder shall further provide details of his existing CM organisation.

4.4.6.4.2 The Bidder shall have outlined how he adopts the Configuration Management processes and deliverables to the scope of this contract as requested in the SOW Section 7.

4.4.6.4.3 The Bidder shall have demonstrated that the various baselines referred under SOW paragraph 7.5 will be established using automated tools.

4.4.6.4.4 In addition, the Bidder shall have demonstrated that a Configuration Status Accounting (CSA) database will be maintained using software tools during the Contract.

4.4.6.4.5 The Bidder shall have described the Bidder's approach to conducting the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline.

4.4.6.4.6 The Bidder shall have provided, as part of the CM Plan, A project specific, Configuration Control process description; an initial set of project specific Configuration Item selection criteria for the capabilities; an initial set of project specific Configuration Items (CI) including their attributes and relationships among each other for the Capabilities.

#### 4.4.6.5 PIP Section 5: Integrated Logistics Support

- 4.4.6.5.1 The Bidder shall have provided a high level description of the proposed Integrated Logistics Support Plan. This plan shall have covered the requirements of the Prospective Contract as set forth in Section 8 of the Statement of Work.
- 4.4.6.5.2 The Bidder shall have described his approach and how he will meet the requirements for the BCA Replacement systems maintenance and Supply Support for both hardware and software in accordance with SOW paragraph 8.1 to 8.13 of the Prospective Contract. The Bidder shall have described the proposed spares provisioning methodology.
- 4.4.6.5.3 The Bidder shall have prepared draft Customer Support Concept and outlined how he adopts the Support processes and deliverables to the scope of this contract. The Bidder shall have provided as part of the following Draft Support Concept:
- 4.4.6.5.3.1 A project specific, Problem Management process description including all Bidder resources (number and labour categories of staff, nature and quantities of any other required resources) that he will use to provide this 2nd Level Support.
- 4.4.6.5.3.2 A "Problem Analysis Report"- Template;
- 4.4.6.5.3.3 Draft Maintenance Concept. The Bidder shall have outlined how he adapts the Maintenance processes and deliverables to the scope of this contract;
- 4.4.6.5.3.4 Draft Transportation Plan. The Bidder shall have outlined how he adopts the Transportation processes and deliverables to the scope of this contract.
- 4.4.6.6 PIP Section 6: Test and Evaluation
- 4.4.6.6.1 The bidder shall have described in detail his approach to developing test and evaluation documentation.
- 4.4.6.6.2 The Bidder shall have submitted a preliminary version of the Test and Evaluation Plan for BCA Replacement system for FAT, and SAT for the allocation of personnel and the time line for the Test activities that meets the overall requirements and objectives of SOW Section 10 of the Prospective Contract.
- 4.4.6.6.3 The Bidder shall have submitted as integral part of the testing activities provide a preliminary Security Test and Verification Plan (STVP) that meets the requirements set forth as in SOW Section 5 of the Prospective Contract.

4.4.6.6.4 The Bidder shall have provided comprehensive information about the major components, sub-assemblies and assemblies that are expected to undergo partial testing and extensive testing and evaluation prior to FAT, and SAT.

4.4.6.6.5 If there are elements of the System that are proposed to be submitted on the basis of a Certificate of Conformity based on prior test and qualification, the Bidder shall also have provided a summary of the particulars and especially the dates of the prior tests and for whom the testing was executed.

4.4.6.6.6 The Bidder shall have described how the proposed Certificate of Conformity will be processed from QA and CM aspects.

4.4.6.6.7 The Bidder shall have adequately described his proposed methods to ensure the testing in compliance with Contract requirements of components, sub-assemblies and assemblies that are sub-Contracted and tested at sub-Contractor facilities.

#### 4.4.6.7 PIP Section 7: Documentation

4.4.6.7.1 In this Section, the Bidder shall have provided a preliminary Documentation Plan by WBS to detail the resources allocated and the schedule of work to deliver the documentation required in SOW Section 13 of the Prospective Contract.

4.4.6.7.2 In this plan, The Bidder shall have described how he proposes to comply with each of the documentation requirements detailed in SOW Section 13 of the Prospective Contract.

4.4.6.7.3 The Bidder shall also have identified the documentation team and the individual responsible within his organisation for ensuring such documentation is delivered on schedule and to the Contract requirements.

#### 4.4.6.8 PIP Section 8: System Acceptance

4.4.6.8.1 The Bidder shall have provided a preliminary System Acceptance Plans for the BCA Replacement system by WBS for the allocation of personnel and the time schedule to accomplish all the activities required and ensure the timely delivery of all documentation and other deliverables required for successful Final Systems Acceptance (FSA) in order to meet the requirements as set forth in SOW Section 11 of the Prospective Contract.

#### 4.4.6.9 PIP Section 9: Training

4.4.6.9.1 The Bidder shall have submitted two preliminary Training Plans for the BCA Replacement system, that demonstrate that he fully

understands the Training requirements set forth in SOW Section 14 of the Prospective Contract detailing the training methodology for training of test personnel, operators, maintainers and system administrators, schedules for the initial training of personnel, the proposed training materials and the proposed delivery schedule of those materials and thoroughly addresses the salient features of such requirements, such as schedule, material, media and content.

4.4.6.9.2 The Bidder shall have described his training organisation and demonstrated that adequate staffing in his organisation will be available to train the student population and meet the schedule without impacting on other activities. The Bidder shall have described the medium/media to be utilised in his proposed training method.

4.4.6.9.3 The Bidder shall have described his approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bid shall have described the Bidder's approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept.

4.4.6.10 PIP Section 10: Reliability, Availability, Maintainability and Testability

4.4.6.10.1 The Bidder shall have provided a preliminary Reliability, Availability, Maintainability and Testability (RAMT) plan compliant with the requirements stated in SOW Section 9 of the Prospective Contract.

4.4.6.10.2 The Bidder shall have provided calculations that convincingly demonstrated that the proposed BCA Replacement systems design will meet the Reliability, Availability, Maintainability and Testability (RAMT) requirements set forth in the SOW Section 9 of the Prospective Contract. The Bidders shall have provided these calculations based as much as possible on actual data derived from operational experience of fielded systems and components and extrapolations therefrom, and shall have provided a full description of the source data utilised, providing equipment numbers, owners, location and inclusive dates.

4.4.6.10.3 The Bidder shall have predicted the MTBF of the system he proposed and justify that the total availability of the system is within the requested values as specified at SOW. The Bidder shall provide calculations that demonstrate that the BCA Replacement System meets the RAMT requirements of the IFB.

## 4.4.6.11 PIP Section 11: Security Accreditation

- 4.4.6.11.1 The Bidder shall have submitted a preliminary Security Accreditation Plan and shall have convincingly demonstrated that the proposed plan will meet the Security requirements set forth in SOW Section 5 of the Prospective Contract.
- 4.4.6.11.2 The Bidder shall have confirmed that he understands and accepts security accreditation documentation review and approval procedures, as defined in the IFB Book II Part II Section 2 Contract General Provisions, paragraph 22.

## 4.4.6.12 PIP Section 12: Risk Assessment and Management

- 4.4.6.12.1 The Bidder shall have provided a preliminary Risk Assessment and Management Plan (RAMP) defining his strategy for risk management to meet the requirements as set forth in SOW paragraph 2.7 of the Prospective Contract. The Bidder shall have demonstrated the adequacy of monitoring and control activities to ensure early detection of problem areas and to schedule risk. The Bidder shall have identified the possible risks involved in the performance of the Contract and shall have convincingly demonstrated that his approach offers adequate, logical and pragmatic means for risk identification, assessment, mitigation, monitoring, and reporting the risks, as well as methods for overcoming setbacks to the project throughout the Contract duration.

## 4.4.6.13 PIP Section 13: Site Installation

- 4.4.6.13.1 The Bidder shall have provided specific and comprehensive information concerning the civil works, Power and site preparation requirements that must be accomplished to properly install and operate the proposed BCA Replacement systems as set forth in SOW Section 12, SOW Annex A, and SOW Annex B of the Prospective Contract. The bidder shall have demonstrated his concept and technical solutions including sufficient degree of details. The Bidder shall also have provided specific and comprehensive information concerning the civil works, power and site preparation requirements necessary to have been completed prior to the installation of the delivered BCA Replacement Systems.
- 4.4.6.13.2 The Bidder shall have confirmed his understanding and acceptance of the site access requirements as defined in the IFB.

## Annex A Bidding Sheets

Provided as Excel Workbook file (“2\_IFB-CO-14311-BCA Book I Annex A Bidding Sheets.xlsx”)

## **Annex A-1. Bidding Sheets**

On behalf of the firm stated below I hereby offer the Purchaser the services and deliverables (collectively referred as "ITEMS") set forth in the attached schedules<sup>1</sup>, at the specified prices, and subject to the terms and conditions stated in IFB-CO-14311-BCA.

Date : .....

Signature : .....

Name & Title : .....

Company : .....

Bid Reference : .....

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<sup>1</sup> Bidders must fill out, print, and attach to this cover page a hardcopy of the worksheets contained in the file "2\_IFB-CO-14311-BCA - Book I Annex A Bidding Sheets.xlsx" that was provided to them as part of the IFB package.

## **Annex A-2. Instructions for the Preparation of Bidding Sheets**

### **1. INTRODUCTION**

Bid pricing requirements as addressed in this Annex are mandatory. Failure to abide to the prescriptions of bid submission referred in this section may lead to the bid being declared non-compliant and not being taken into consideration for award.

No alteration of the bidding sheets including but not limited to quantity indications, descriptions or titles are allowed with the sole exception of those explicitly indicated as allowed in this document. Additional price columns may be added if multiple currencies are bid, including extra provisions for all totals.

### **2. GENERAL REQUIREMENTS**

Bidders shall follow the specific instructions provided in each worksheet.

**Bidders shall insert information in all **yellow** cells.**

The prices and quantities entered on the document shall reflect the total items required to meet the contractual requirements. The total price shall be indicated in the appropriate columns.

In preparing the Bidding Sheets, Bidders shall ensure that the prices of the Sub-items total the price of the major item of which they constitute a part.

All metrics (e.g., cost associated with labour) will be assumed to be standard or normalised to 7.6 hour/day, for a five day working week at NATO sites and Contractor facilities located within Europe and 8 hours/day at NATO sites and Contractor facilities located in the United States.

Should the bid be in other than Euro currency, the award of the contract will be made in the currency or currencies of the bid.

Bidders are advised that formulae are designed to ease evaluation of the Bidders proposal have been inserted in the electronic copies of the Bidding Sheets. Notwithstanding this the Bidder remains responsible for ensuring that their figures are correctly calculated and should not rely on the accuracy of the formulae electronic copies of the Bidding Sheets.

If the Bidder identifies an error in the spreadsheet, it should notify the Purchaser who will make a correction and notify all the Bidders of the update.

Any discounted or reduced prices offered by the Bidder must be traceable to a CLIN or CLINs at the lowest level. Prices and detail of the traceability of application of the discount shall be clearly identified in the supporting detail sheets and applied at the unit price level.

### **3. STRUCTURE OF BIDDING SHEETS.**

The Bidding Sheets provided in MS Office Excel format are organised according to the following structure:

- Instructions
- Section 1:
  - Offer Summary
  - CLIN Summary Sheet
- Section 2:
  - Detailed Bidding Sheets

### **4. COMPLETING SECTION 1 (Offer Summary & CLIN Summary Sheet)**

Section 1, CLIN X Sheets correspond to the Schedule of Supplies and Services of the Prospective Contract. Each Work Package (WP) included in the contract is represented by a detailed schedule showing the Contract Line Items (CLINs) included within the scope of the Work Package (Detailed bidding sheet tabs) and a detailed cost breakdown attached to each WP schedule.

#### **4.1 Filling the CLIN Summary & Offer Sheet**

Bidders shall fill in the CLIN summary sheet based on the information provided in the detailed bidding sheets (CLIN Price Breakdown sheets). The detailed bidding sheets are broken down in to the categories listed in Section 5. Bidders are expected to aggregate the prices in the detailed bidding sheets that make up the line items in the CLIN summary sheet. The line items in the CLIN Summary Sheet shall be all **INCLUSIVE** of the price being bid in order to fulfil the requirement for the line item in the CLIN Summary Sheet. Bidders shall make sure that the total price indicated in the Detailed Bidding Sheets matches the price stated in the CLIN summary sheet for the same corresponding CLIN or sub-CLIN. The Offer Summary must be traceable to the CLIN Summary Sheet to provide a high level summary.

### **5. COMPLETING SECTIONS (Detailed Bidding Sheets)**

Bidders are instructed to prepare their cost proposals in sufficient detail to permit thorough and complete evaluation. For each of the CLINs the Bidder shall use the separate Detailed CLIN Breakdown Sheets as provided, adding additional sheets if multiple currencies are used. Bidders shall change the currency in the header of the Sheets if necessary. Bidders do not need to fill in yellow cells not pertinent to their bid.

## 5.1. MATERIAL

A. Purchased Parts: Provide a consolidated priced summary of individual material quantities included in the various tasks, orders, or contract line items being proposed and the basis for pricing.

(1) Raw Material: Consists of material in a form or state that requires further processing. Provide priced quantities of items required for the proposal. Show total cost.

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

(3) The Bidder shall provide a level of detail down the unique sellable item level (e.g. smartcards, OCSP, RAs, etc.)

(4) The Bidder shall provide unit prices that shall be EXCLUSIVE of any applicable overhead, general and administrative costs, profit, costs associated to travel, per-diem and/or incidentals as well as Personnel Installation costs at the sites of performance. Factors for overhead shall be applied in the MATERIAL LABOUR OVERHEAD section of the detailed bidding sheet to the total cost of material.

## 5.2 DIRECT LABOUR

Show the hourly rate by year and the total hours for the categories and disciplines of direct labour proposed.

Unit prices shall be EXCLUSIVE of any applicable overhead, general and administrative costs, profit, costs associated to travel, per-diem and/or incidentals as well as Personnel Installation costs at the sites of performance. Factors for overhead shall be applied in the DIRECT LABOUR OVERHEAD section of the detailed bidding sheet to the total cost of direct labour.

## 5.3 SUBCONTRACT LABOUR

Show the hourly rate by year and the total hours for the categories and disciplines of subcontract labour proposed. Unit prices shall be EXCLUSIVE of any applicable overhead, general and administrative costs, profit, costs associated to travel, per-diem and/or incidentals as well as Personnel Installation costs at the sites of performance. Factors for overhead shall be applied in the SUBCONTRACT LABOUR OVERHEAD section of the detailed bidding sheet to the total cost of subcontract labour.

## 5.4 TRAVEL

Show the number of trips being made, the number of people travelling, the number of days per trip, the cost of traveling (e.g. flight costs), and the daily per diem rate.

Insert comments/descriptions/references/explanation of calculation method under the 'Notes' column including the location & reference to SOW.

#### 5.5 OTHER DIRECT COSTS

- a. Special Tooling/Equipment. Identify and support specific equipment and unit prices. Use a separate schedule if necessary.
- b. Individual Consultant Services. Identify and support the proposed contemplated consulting. State the amount of services estimated to be required and the consultant's quoted daily or hourly rate.
- c. Other Costs. List all other direct charge costs not otherwise included in the categories described above (e.g., services of specialized trades, computer services, preservation, packaging and packing, leasing of equipment, ex-pat costs etc.) and provide bases for pricing.

#### 6. GRAND TOTAL

This is the Bidders final Firm Fixed Price total for the identified CLIN or sub-CLIN and should match the price entered in the corresponding summary sheets in Section 1 of the bidding sheets.

## **Annex B Prescribed Administrative Forms and Certificates**

## **Annex B-1. Certificate of Legal Name of Bidder**

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

FULL NAME OF CORPORATION: \_\_\_\_\_

DIVISION (IF APPLICABLE): \_\_\_\_\_

SUB DIVISION (IF APPLICABLE): \_\_\_\_\_

OFFICIAL MAILING ADDRESS  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

TELEFAX No: \_\_\_\_\_

POINT OF CONTACT REGARDING THIS BID:

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

ALTERNATIVE POINT OF CONTACT:

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorised Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

## Annex B-2. Acknowledgement of Receipt of IFB Amendments

I confirm that the following amendments to Invitation for Bid IFB-CO-14311-BCA have been received and the Bid, as submitted, reflects the content of such amendments.

Amendment no.	Date of Issued	Date of receipt	Initials

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorised Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

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

It is hereby stated that:

- a. We have read and understand all documentation issued as part of IFB-CO-14311-BCA. Our Bid submitted in response to the referred solicitation is fully compliant with the provisions of the IFB and the prospective contract.
- b. Our Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Bidder or with any competitor;
- b. The contents of our Bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other Bidder or to any competitor; and
- c. No attempt has been made, or will be made by the Bidder to induce any other person or firm to submit, or not to submit, a Bid for the purpose of restricting competition.

Date : .....

Signature : .....

Name & Title : .....

Company : .....

Bid Reference : .....

## **Annex B-4. Certificate of Bid Validity**

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

.....  
Date

.....  
Signature of Authorised Representative

.....  
Title

.....  
Company

## **Annex B-5. Certificate of Exclusion of Taxes, Duties and Charges**

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

.....  
Date

.....  
Signature of Authorised Representative

.....  
Title

.....  
Company

## **Annex B-6. Comprehension and Acceptance of Contract Special and General Provisions**

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

.....  
Date

.....  
Signature of Authorised Representative

.....  
Title

.....  
Company

## **Annex B-7. Disclosure of Requirements for NCI Agency Execution of Supplemental Agreements**

I, the undersigned, as an authorised representative of \_\_\_\_\_, certify the following statement:

All supplemental agreements, defined as agreements, documents and/or permissions outside the body of the Contract but are expected to be required by my Government, and the governments of my subcontractors, to be executed by the NCI Agency, or its legal successors, as a condition of my firm's performance of the Contract, have been identified, as part of the Bid.

These supplemental agreements are listed as follows:

Examples of the terms and conditions of these agreements have been provided in our Offer. The anticipated restrictions to be imposed on NATO, if any, have been identified in our offer along with any potential conflicts with the terms, conditions and specifications of the Prospective Contract. These anticipated restrictions and potential conflicts are based on our knowledge of and prior experience with such agreements and their implementing regulations. We do not certify that the language or the terms of these agreements will be exactly as we have anticipated.

The processing time for these agreements has been calculated into our delivery and performance plans and contingency plans made in the case that there is delay in processing on the part of the issuing government(s).

We recognise that additional supplemental agreements, documents and permissions presented as a condition of Contract performance or MOU signature after our firm would be selected as the successful Bidder may be cause for the NCI Agency, or its legal successors, to determine the submitted bid to be non-compliant with the requirements of the IFB;

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

.....  
Date

.....  
Signature of Authorised Representative

.....  
Title

.....  
Company

## **Annex B-8. Certificate of Compliance AQAP 2110 or ISO 9001:2008 or Equivalent**

I hereby certify that \_\_\_\_\_ (name of Company) possesses and applies Quality Assurance Procedures/Plans that are equivalent to the AQAP 2110 or ISO 9001:2008 as evidenced through the attached documentation<sup>2</sup>.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorised Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

\_\_\_\_\_  
<sup>2</sup> Bidders must attach copies of any relevant quality certification.

### Annex B-9. List of Prospective Major Subcontractors

Name and Address of Subcontractor	DUNS Number <sup>3</sup>	Primary Location of Work	Items/Services to be Provided	Estimated Value of Subcontract

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorized Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

<sup>3</sup> Data Universal Numbering System (DUNS). Bidders are requested to provide this data in order to help NCIA to correctly identify major (one that exceeds 15% of total contract value) Subcontractors. If a Subcontractor's DUNS is not known this field may be left blank.





**Annex B-12. Certificate of Origin of Equipment, Services, and Intellectual Property**

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

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

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

(c) the intellectual property rights for all software and documentation incorporated by the prospective Contractor and/or its Sub-contractors into the work shall vest with persons or legal entities from and within NATO participating nations and no royalties or licence fees for such software and documentation shall be paid by the Contractor to any source that does not reside within a NATO participating nation

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorised Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

**Annex B-13. List of Proposed Key Personnel**

Position	SOW Reference	Labour Category	Name	Designation Period
Project Manager	2.3.2.ii			EDC through Contract completion
Technical Lead	2.3.2.ii			EDC through Contract completion
Service Manager	2.3.2.ii			EDC through Contract completion

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Authorised Representative

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

## Annex C Bid Guarantee - Standby Letter of Credit

Standby Letter of Credit Number:

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

Beneficiary: NCI Agency, Financial Management Office  
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 € 100,000 (One Hundred Thousand Euro). We are advised this Guarantee fulfils a requirement under Invitation for Bid IFB-CO-14311-BCA 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 he 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 Invitation for Bid, or

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

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

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 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 has been notified by {issuing bank} of its election not to automatically extend the expiry date of letter of credit number {number} dated {date} pursuant to the automatic renewal clause (or to terminate the letter of credit). As of the date of this certificate, no suitable replacement letter of credit, or equivalent financial guarantee has been received by the NCI Agency from, or on behalf of (NAME OF BIDDER), and the NCI Agency, as beneficiary, hereby draws on the standby letter of credit number \_\_\_\_\_ in the amount of € (Amount up to the maximum available under the LOC), such funds to be transferred to the account of the Beneficiary number \_\_\_\_\_ (to be identified when certificate is presented).”

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

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

8. Multiple drawings are allowed.

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

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

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

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

## **Annex D Clarification Request Form**

**INSERT COMPANY NAME HERE**  
**INSERT SUBMISSION DATE HERE**

### **INVITATION FOR BID IFB-CO-14311-BCA**

## **Procurement of Hardware and Software under NATO Project “Replace NATO VLF MSK Broadcast Control Authority (BCA)”**

### **Annex D CLARIFICATION REQUEST FORM**

**INSERT COMPANY NAME HERE**  
**INSERT SUBMISSION DATE HERE**

<b>ADMINISTRATION or CONTRACTING</b>				
<b>Serial NR</b>	<b>IFB REF</b>	<b>QUESTION</b>	<b>ANSWER</b>	<b>Status</b>
<b>A.1.</b>				
<b>A.2.</b>				
<b>A.3.</b>				
<b>A.4.</b>				

**INSERT COMPANY NAME HERE**  
**INSERT SUBMISSION DATE HERE**

<b>PRICE</b>				
<b>Serial NR</b>	<b>IFB REF</b>	<b>QUESTION</b>	<b>ANSWER</b>	<b>Status</b>
P.1				
P.2				
P.3				
P.4				
P.5				
P.6				

**INSERT COMPANY NAME HERE**  
**INSERT SUBMISSION DATE HERE**

<b>TECHNICAL</b>				
<b>Serial NR</b>	<b>IFB REF</b>	<b>QUESTION</b>	<b>ANSWER</b>	<b>Status</b>
<b>T.1</b>				
<b>T.2</b>				
<b>T.3</b>				

## **Annex E Bid-Requirements Cross Reference Matrix (BRCM)**

Bidders shall complete the columns:

- “Bid Reference” indicating where in their Bid the associated Bid Instruction Reference is addressed. Bid Reference shall be provided in the form “Volume # - Doc # - Section #”

One copy of the duly completed BRCM shall be included in the Technical Proposal Package (Volume 3).

The Bidders shall note that the traceability between Bidding Instructions and the SOW (including annexes A, and B.) is not necessarily both ways. Therefore the Bidders shall indicate “n/a” (not applicable) in the BRCM as needed.

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.1 This Volume shall describe the Corporate Structure and organization of the Prime Contractor and the administration of the prospective BCA Replacement Systems Contract within the overall corporate structure. This Volume shall indicate the chain of authority within the Prime Contractor’s organisation from the Project Manager to the Chief Executive Officer.</p>	<p>Paragraph 4.4.4 Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.1. The Bidder shall have proposed a Corporate Structure and organization of the Prime Contractor and the administration demonstrating that the BCA Replacement Systems Contract has high visibility within the overall corporate organisation. This Volume shall have indicated the chain of authority within the Prime Contractor’s organisation from the Project Manager to the Chief Executive Officer. The Corporate Structure described shall have adequate depth of resources with the overall corporate organisation to ensure a reserve capability in order to successfully perform the Contract.</p>	
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.2 The Bidder shall describe the corporate resources (with posts or names) that are available to support the BCA Replacement Systems Contract that are resident in the organisation of the Prime Contractor but not directly under the authority of the Project Manager.</p>	<p>Paragraph 4.4.4 Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.2. The Corporate Structure described shall have demonstrated that the Project Manager has sufficient authority and priority within the organisation to access in timely manner corporate resources that are not directly under his control as Project Manager.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.3 The Bidder shall describe the process by which the Project Manager may have access to these “in-house” corporate resources and what level of authority is required in the Corporation hierarchy to secure the needed resources.</p>	<p>Paragraph 4.4.4 Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.3. The Bidder shall have described the process by which the Project Manager may have access to these “in-house” corporate resources and what level of authority is required in the Corporation hierarchy to secure the needed resources.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.4 The Bidder shall provide evidence that the Proposed Project Manager and the Deputy Project Manager are experienced senior personnel with demonstrated capability in managing an acquisition programme of this magnitude. The positions shall have sufficient inherent authority and visibility in the overall corporate structure to properly execute the decisions that will be required to be made in the successful implementation of a project of this size and complexity.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.4. The Bidder shall have provided the comprehensive Curriculum Vitae (CV) for the Project Manager proposed for this project and also the Deputy Project Manager (where applicable). The Bidder shall have provided a narrative describing the rationale for the selection of these individuals for these posts and have provided detailed descriptions of the experience of the individuals in managing procurement programmes of this magnitude. This Volume shall have described the authority and responsibility (and the limits) of the Project Manager and the Deputy Project Manager within the overall corporate organisation. The narrative shall have described the circumstances at which the Project Manager must refer decision-making authority to the next level of corporate management.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.5 The Bidder shall describe the responsibilities of its Project Management Office (PMO) and describe the associated staffing and resources.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.4.6 The Bidder shall have described the responsibilities of its Project Management Office (PMO) and described the associated staffing and resources. The description of the staffing and resources shall have covered everything needed to conduct and support the management and administration of operations in order to meet the objectives of the project, including taking all reasonable steps to ensure continuity of personnel assigned to work on this project.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.6 The Bidder shall identify his major proposed prospective sub-Contractors for the BCA Replacement Systems, in compliant with Book I Annex B-9. The Bidder shall also submit a detailed and thorough subcontracting plan that identifies subcontractors/sub-vendors and their areas of responsibility/delivery. The plan shall also demonstrate that the prospective sub-contractor(s) will agree to abide by the requirements of the prime contract.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.6. The Bidder shall have identified his major proposed prospective sub-Contractors for the BCA Replacement Systems, as stated in Book I Annex-B-9. The Bidder shall have also submitted a detailed and thorough sub-Contracting plan that identifies major subcontractors/sub-vendors and their areas of responsibility/delivery. The plan shall have agreed with the Project Control Plan, in that delivery of sub-Contracted items and assemblies, critical components is identified. The plan shall have demonstrated that the Bidder can effectively manage, monitor and control the proposed sub-Contractors and that the sub-Contractors will agree to abide by the requirements of the prime Contract as pertains to flow-down provisions. Such a declaration of sub-contractors to abide by the requirements of the prime contract shall have been available in the Bidder’s proposal.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.7 The Bidder shall include a draft copy of the proposed sub-Contract and a summary of the supplies and or/services to be furnished by the prospective sub-contractor. The Bidder shall include a letter of intent from the proposed sub-Contractor that details its willingness to enter into a sub-Contract with the Bidder if the Bidder shall receive award of the BCA Replacement Systems Contract.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.7. The Bidder shall have included a draft copy of the proposed sub-contract, as applicable. The Bidder shall have included a letter of intent from the proposed sub-contractor that details its willingness to enter into a sub-contract with the Bidder if the Bidder shall receive award of the BCA Replacement Systems Contract and a summary of the supplies and/or services to be furnished by the prospective sub-contractor.</p>	
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.8 With regard to major sub-contracts, the Bidder shall identify those items that are sub-contracted (assemblies and sub-assemblies) and that are considered to be on the “Critical Path” to meeting the delivery schedule of the Contract.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.8. With regard to major sub-Contracts, the Bidder shall have identified those items that are sub-Contracted (assemblies and sub-assemblies) and that are considered to be on the “Critical Path” to meeting the delivery schedule of the Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.9 For these sub-contracted items, the Bidder shall provide a rationale for the selection of the sub-contracted vendor, and an analysis of the vendor. The Bidder shall provide a description of possible alternative sources of supply should the selected sub-contractor fail to deliver the required items within the time schedule.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.9. The Bidder shall have provided a description of the parts of the project that he intends to sub-contract and demonstrate that the chosen subcontractors have adequate assets and capacity to fulfil their role to that they have been allocated. The Bidder shall have demonstrated that such subcontracted facilities and assets are available to meet the anticipated schedule, and have provided sufficient alternative arrangements in case of the failure to deliver of critical sub-contracted items.</p>	
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.10 The Bidder shall provide a sub-section that identifies the items (assemblies, sub-assemblies) and services that are to be fabricated and/or performed by the Corporate resources of the Prime Contractor.</p>	<p>Paragraph 4.4.4. Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.10. The Bidder shall have provided a sub-section that identifies the items (assemblies, sub-assemblies) and services that are to be fabricated and/or performed by the Corporate resources of the Prime Contractor.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.11 The Bidder shall identify the location of the production facilities that will be utilized, and/or the source within the corporate organisation of the services and expertise required.</p>	<p>Paragraph 4.4.4 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.11 The Bidder shall have identified the location of the production facilities that will be utilized, and/or the source within the corporate organisation of the services and expertise required. For corporate production facilities, the Bidder shall have provided analytical evidence that adequate capacity exists in order that the required items may be made within the time schedule of the Prospective Contract.</p>	
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.12 The Bidder shall show existing capital assets and provide a detailed proposal of what additional equipment or facilities will be acquired or constructed in order to meet the Contract schedule.</p>	<p>Paragraph 4.4.4 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.12 The Bidder shall have demonstrated existing capital assets and provide a detailed proposal of what additional equipment or facilities will be acquired or constructed in order to meet the Contract schedule.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.13 The Bidder shall further provide a description of any retooling efforts required and a time forecast of when these efforts can be completed.</p>	<p>Paragraph 4.4.4 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.13 The Bidder shall further have provided a description of any retooling efforts required and a time forecast of when these efforts can be completed.</p>	
<p>Paragraph 3.6.6 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>3.6.6.14 The Bidder shall describe the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of hardware in satisfaction of short-notice or unpredictable customer orders.</p>	<p>Paragraph 4.4.4 – Volume 1: Corporate Organisation/Capital Facilities</p> <p>4.4.4.14 The Bidder shall have described the distribution, warehousing, or order-processing capabilities the Bidder has that enables it to provide efficient and prompt delivery of hardware in satisfaction of short-notice or unpredictable customer orders. The description must have provided sufficient evidence to confirm that the Bidder will be able to meet the timelines and other shipment and task requirements of the SOW.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.1 The Bidder shall detail his experience in the design, development, fabrication, installation, maintenance and support of Defence Communication and Information (CIS) Systems Specifically, the Bidder shall describe:</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.1 The Bidder shall have been an established systems developer having substantial experience in the last three (3) years in the design, manufacturing, installation, maintenance and support of Defence Communication and Information Systems (CIS).</p>	
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.2 The Bidder shall detail his experience over the last three (3) years in the design, manufacture and installation of CIS defence systems in general.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.2 The Bidder shall have demonstrated that he has delivered within the last three (3) years, or is under Contract to deliver CIS Defence Systems. Alternatively, the Bid shall be based on an existing design that has been operationally tested and the test results certified by national authorities. The design need not be identical to the requirements of this Contract but must be of sufficient similarity that cardinal modifications to the basic design will not have to be undertaken, thus increasing the confidence of the Bidder's ability to deliver within schedule.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.3 The Bidder shall detail his experience of the Bidder over the last three (3) years in the maintenance and support of similarly sized CIS Systems.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.3 The Bidder shall have demonstrated the experience over the last three (3) years in the maintenance and support of similarly sized Defence CIS Systems.</p>	
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.4 The Bidder shall detail his experience in delivery of a defence system as offered in its proposal that has been delivered and accepted within the last three (3) years, or that the Bidder is currently under Contract to deliver such system.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.4 The Bidder shall have documented that it has delivered a CIS defence system as offered in its proposal and gained acceptance in the last three (3) years, or be currently under contract to deliver such system in an operational capacity. In this sense, “operational capacity” shall not include a current research and development contract or a contract for prototype system(s) but a system to be used and operated as part of a National and/or NATO communications system.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.5 The Bidder shall demonstrate that its sub-contracted source(s) for critical items have the same level of experience for their respective areas of expertise as is required of the Prime Contractor. Corporate experience encompasses sub-contractors.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.5 The Bidder shall have provided the same information required above for the major sub-contractors for critical assemblies and subassemblies. The sub-contractors need not be manufacturers of the CIS Systems as a whole, but must demonstrate the level of experience for which they are proposed to deliver or services for which they are proposed to perform.</p>	
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.6 The Bidder shall describe its experience and expertise in providing warranty support and repair-and-replacement service for similar Defence CIS systems for large, geographically-dispersed organisations.</p>	<p>Paragraph 4.4.5. Volume 2: Corporate Experience</p> <p>4.4.5.6 The Bidder shall have described its experience and expertise in providing warranty support and repair-and-replacement service for similar Defence CIS systems for large, geographically-dispersed organisations. The bidder shall have proven his experience and expertise for warranty support and repair and replacement service with required documentation.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.7. The bidder shall confirm his and his subcontractor’s experience in providing the implementation + warranty demonstrating examples of work performed for either other NATO or National Contracts.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.7. The bidder shall have confirmed his and his subcontractor’s experience in providing implementation + warranty in demonstrating examples of work performed for either other NATO or National Contracts.</p>	
<p>Paragraph 3.6.7 – Volume 2: Corporate Experience</p> <p>3.6.7.8. Individual skill and experience: The Bidder shall provide resumes of the proposed individuals to perform the technical tasks under the proposed Work Packages and the resumes of the individuals designated as Key Personnel in Annex B-13.</p>	<p>Paragraph 4.4.5 Volume 2: Corporate Experience</p> <p>4.4.5.8. Individual skill and experience: The Bidder shall have provided resumes of the proposed individuals to perform the technical tasks under the proposed Work Packages and the resumes of the individuals designated as Key Personnel in Annex B-13. For each role identified, the resumes shall have demonstrated that they have the expected knowledge, capability and experience to meet the requirements of this Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8 The Preliminary PIP shall provide detailed descriptions of how the proposed design will meet each of the specific requirements of the IFB.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6 Bidders shall have demonstrated that the Preliminary PIP provides detailed descriptions of how the proposed design will meet each of the specific requirements of the IFB.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP)</p> <p>3.6.8.2.1 The Bidder shall develop a preliminary Project Management and Control Plan (PMCP) in accordance with Statement of Work (SOW) paragraph 2.3 of the Prospective Contract. This plan shall identify the significant tasks required to be accomplished and the items to be delivered in the execution of the contract. The Plan will centre on a preliminary Project Work Breakdown Structure (PWBS) and supporting charts in accordance with SOW paragraph 2.3 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control Plan (PMCP)</p> <p>4.4.6.1.1 The Bidder shall have submitted a preliminary Project Management and Control Plan (PMCP) that conforms with the requirements of SOW paragraph 2.3 of the Prospective Contract. This plan shall have identified the significant tasks required to be accomplished and the items to be delivered in the execution of the Contract. The preliminary Project Work Breakdown Structure (PWBS), the preliminary Project Master Schedule (PMS) and supporting charts shall have thoroughly described the steps necessary to achieve delivery of the BCA Replacement Systems within the Contract terms and schedule. The preliminary PMCP shall have been logical and realistic, demonstrating the Bidder’s appreciation of the complexity of the Project and his experience in managing large programmes.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP)</p> <p>3.6.8.2.2. The Contractor shall also develop a preliminary Project Master Schedule (PMS) in accordance with SOW paragraph 2.3 of the Prospective Contract, that shall contain all contract events and milestones.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control</p> <p>4.4.6.1.2 The Contractor shall also have developed a preliminary Project Master Schedule (PMS) in accordance with SOW paragraph 2.3 of the Prospective Contract that shall contain all Contract events and milestones. The PMS shall have correlated with the PWBS. The PMS shall have included activity network, activity GANTT / Program Evaluation Review Technique (PERT) charts, milestone, and critical path views of the project schedule, showing detailed and high level schedules with associated resources. This Plan shall have been detailed to the level at which all deliverable items required under the Contract are identified and accounted for by a work path that shows the interconnectivity of the various task.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP).</p> <p>3.6.8.2.3 The Bidder shall demonstrate the realism of approach to accomplish the work within the time schedule defined in the IFB.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.3The Bidder shall have demonstrated the realism of approach to accomplish the work within the time schedule defined in the IFB. The Bidder shall have submitted a PMCP compliant with BOOK II Part I and the Gantt/PERT diagrams, set forth in BOOK II Part I.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP).</p> <p>3.6.8.2.4 In PMS, the relationship between the Work Packages and project deliverables shall be clearly demonstrated as well as the schedule of sub-contracted performance.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.4 In PMS, the relationship between the Work Packages and project deliverables shall have been clearly demonstrated as well as the schedule of sub-Contracted performance and deliveries shall have been clearly integrated into this Plan.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP).</p> <p>3.6.8.2.5 This preliminary PMCP shall also consider all aspects of project management and control and shall demonstrate how all the critical milestones defined in the BOOK II Part I Section 2 will be met.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.5 This preliminary PMCP shall also have considered all aspects of project management and control and shall have demonstrated how all the critical milestones defined in the BOOK II Part I Section 2 will be met.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control Plan (PMCP).</p> <p>3.6.8.2.6 The Bidder shall not alter or amend the dates for Milestones (BOOK II Part I).</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.6 The Bidder shall have not altered or amended the dates for Milestones (BOOK II Part I). These dates shall have been incorporated into the resultant Contract of the successful Bidder.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control.</p> <p>3.6.8.2.7 The Bidder shall demonstrate the realism of approach to accomplish the work within the time schedule defined in the IFB. The dates set forth in BOOK II Part I shall be fully supported and coherent by/with the Gantt/PERT diagrams as well as the PWBS.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.7 The Bidder shall have demonstrated the realism of approach to accomplish the work within the time schedule defined in the IFB The dates set forth in BOOK II Part I shall have been fully supported and coherent by/with the Gantt/PERT diagrams as well as the PWBS. Separately, Bidders may propose earlier delivery dates than those stated in BOOK II Part I. Where dates offered are earlier than those set forth in the Prospective Contract, the Purchaser may, at its discretion, accept such dates and the alternative Milestone Schedule will be inserted in the resultant contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.2. PIP Section 1: Project Management and Control.</p> <p>3.6.8.2.8 The Bidder shall demonstrate that he has taken into account the constraints of the implementation environment and reflect this understanding in his draft preliminary Project Management and Control Plan.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.1. PIP Section 1: Project Management and Control.</p> <p>4.4.6.1.8 The Bidder shall have demonstrated that he has taken into account the constraints of the implementation environment and reflected this understanding in his Draft preliminary Project Management and Control Plan.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.1 In this Volume, the Bidder shall submit a preliminary System Engineering and Design Plan) including a preliminary System Safety Engineering Plan as sub plan, describing the preliminary design of the proposed System.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.1 The Bidder shall have submitted a Preliminary System Engineering and Design Plan, describing the preliminary design of the proposed System and including a preliminary System Safety Engineering Plan as sub-plan, that conform with the requirements of SOW Section 4 of the Prospective Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.2 The Bidder shall support his design with such information as to convincingly demonstrate that the proposed design will meet the safety and security requirements as set forth in SOW Section 4 and Volume 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.2 The Bidder shall have supported this design with such information as to convincingly demonstrate that the proposed design will meet the safety and security requirements as set forth in SOW Section 4 and Volume 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract. Bidder’s technical proposed design shall have provided detailed information on how the Bidder intends to meet performance, functional or architectural requirements defined in the IFB. Failure to provide detailed technical information any of the bidding requirements or omission of the critical information may result in a determination of non-compliance for the entire Bid.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.3 The Preliminary System Engineering and Design Plans shall provide detailed descriptions of how the proposed designs of both projects shall meet each of the specific performance requirements/parameters.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.3 The Preliminary System Engineering and Design Plans shall have provided detailed descriptions of how the proposed designs of both projects shall have met each of the specific performance requirements/parameters of the areas detailed at SOW paragraph 4.2 of the Prospective Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.5 The Preliminary System Engineering and Design Plan shall demonstrate that the system as delivered will meet the safety and security requirements.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.4 The Preliminary System Engineering and Design Plan shall have contained as much detail as is practicable in order to demonstrate that the system as delivered will meet the safety and security requirements as set forth in SOW Section 4 and SOW Section 5 of the Prospective Contract as well as functional and technical requirements as set forth in SOW Annex A, and Annex-B of the Prospective Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.6 The Bidder shall describe the Bidder’s approach to preparing and maintaining the Engineering Documentation Package.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.5 The Bidder shall have described the Bidder’s approach to preparing and maintaining the Engineering Documentation Package throughout the design, integration, test and site surveys activities, ensuring consistency between all the documents included in that documentation package.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.7 The Bidder shall provide equipment specification for each capability separately as specified at Book I paragraph 4.4.6.2.6.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.6 For each Hardware Contract Line Item Number (CLIN); the Bidder shall have included in his bid a detailed list of the COTS components proposed to be supplied as part of that CLIN. The product name, manufacturer name, and manufacturer’s part number, version, or release number shall have been stated. If a generic or non-vendor specific component is proposed, the Bidder shall have provided the item name.</p> <p>And;</p> <p>4.4.6.2.7 The Bidder shall have included in his bid a detailed specification sheet for each item of equipment the Bidder proposes to provide in satisfaction of contractual requirements.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.8 The Bidder shall furnish drawings, diagrams and specifications.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.8 The Bidder shall have furnished drawings, diagrams and specifications. If the proposed BCA Replacement Systems are based on a design that has been tested and the results certified by a national authority, the test performance data shall also have been provided and data projections included for elements that were not tested.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.9 The Bidder shall provide predicted performance characteristics and specifications based on engineering analysis and/or extrapolations from previous data.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.9 The Bidder shall have provided predicted performance characteristics and specifications based on engineering analysis and/or extrapolations from previous data. and;</p> <p>4.4.6.2.10 Bidder’s technical proposed designs for BCA Replacement systems shall have provided detailed information on how the Bidder intends to meet performance, functional or architectural requirements defined in the SOW and all Annexes. Failure to provide detailed technical information any of the bidding requirements or omission of the critical information may result in a determination of non-compliance for the entire Bid.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.10 Bidder shall provide assurance that they understand both the requirements on the isolator functionality and viable methods for attaining accreditation for their solution in accordance with SOW Section 5 and SOW Annex A. Failure to provide detailed technical information of these sensitive bidding requirements or omission of any critical information may result in a determination of non-compliance for the entire Bid.</p>	<p>Paragraph 4.4.6 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.11 Bidder shall have provided assurance that they understand both the requirements stated on the isolator functionality and viable methods for attaining accreditation for their solution in accordance with SOW Section 5 and SOW Annex A. Failure to provide detailed technical information of these sensitive bidding requirements or omission of any critical information may result in a determination of non-compliance for the entire Bid.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.11 The Bidder shall agree to abide by and implement the security mechanism as defined in the NATO Security Policy and supporting directives as per the IFB references.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.12 The Bidder shall have agreed to abide by and implement the security mechanism as defined in the NATO Security Policy and supporting directives as per the Volume 5 of the SOW.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP).</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.12 The Bidder shall propose automated tools to process classified data and information, that shall meet the respective performance and security requirements as stated at Volume 5 of the SOW.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP).</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2 13 The Bidder shall have proposed automated tools to process classified data and information that shall meet the respective performance and security requirements. as stated at Volume 5 of the SOW.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.13 This Section (security related) shall be submitted as a self-contained volume or volumes of the Technical Proposal and shall be segregated from the other materials insofar as the nature of the responses will be subject to Security Classification.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.14 This Section related to security shall have been submitted as a self-contained volume or volumes of the Technical Proposal and shall have been segregated from the other materials insofar as the nature of the responses will be subject to Security Classification.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design..</p> <p>3.6.8.3.14 The Bidder shall demonstrate and confirm that the hardware and software to be procured in accordance with this IFB meets the specifications as defined in SOW Annex A and SOW Annex B.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design</p> <p>4.4.6.2.15 The Bidder shall have demonstrated and confirmed that the hardware and software to be procured in accordance with this IFB meets the specifications as defined in SOW Annex A.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.3. PIP Section 2: System Engineering and Design.</p> <p>3.6.8.3.15 The Bidder shall describe the Bidder’s Risk Assessment including proposing any appropriate change requests against the Functional Baseline.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.2. PIP Section 2: System Engineering and Design.</p> <p>4.4.6.2.16 The Bidder shall have described the Bidder’s Risk Assessment including proposing any appropriate change requests against the Functional Baseline.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.1 The Bidder shall provide information sufficient to demonstrate that the Quality Assurance and Quality Control (QA/QC) Programme meets the requirements of the Prospective Contract. The Bidder shall provide certification confirming that the Quality Programme meets the equivalent national and/or international standards.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.1 The Bidder shall have submitted a preliminary version of the Quality Assurance/Quality Control (QA/QC) Plan in accordance with SOW Section 6 of the Prospective Contract. Within this plan, the Bidder shall have addressed all the requirements of the Contract concerning QA and QC as set forth in Article 25 of the Contract Special Provisions and SOW Section 6 of the Prospective Contract. The Bidder shall have also identified the QA/QC systems that he intended to apply to the performance of this contract and shall demonstrate that his choice complies with the applicable requirements.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA.)</p> <p>3.6.8.4.2 The Bidder shall also describe the QA/QC organisation of his Company and the position it occupies within the management structure of the Company. This shall include the proposed overall QA Manager as well as detailing how the Software, Hardware and Documentation aspects of QA Management shall be exercised.</p>	<p>Paragraph 4.4.6 Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.2 The Bidder shall have provided that the QA/QC organization in his company has enough competence with demonstrated capability in managing Quality Programme of a project of this magnitude. The QA/QC organization and the QA Manager have sufficient inherent authority and visibility in the overall corporate structure to properly execute the Software, Hardware and Documentation aspects of QA Management of a project of this size and complexity.</p>	

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<p>Paragraph 3.6.8 – Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.3 The proposed Quality Assurance / Quality Control Plan shall show how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract.</p>	<p>Paragraph 4.4.6 Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.3 The proposed Quality Assurance / Quality Control Plan shall have demonstrated how procedures are developed, implemented and maintained to adequately control the design, integration, production, purchasing, installation, inspection, testing, configuration management and customer support of all services and all products (both management products and specialist products), in accordance with the requirements of this Contract.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.4 The proposed QA/QC Plan shall describe the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).</p>	<p>Paragraph 4.4.6 Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.4 The proposed QA/QC Plan shall have described the quality criteria that will be applied to each of the deliverables under this contract (i.e. the documentation as well as the system and all of its components).</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.5 The proposed QA/QC Plan shall describe the Bidder’s internal process for the quality review of the deliverables before their release to the Purchaser.</p>	<p>Paragraph 4.4.6 Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.5 The proposed QA/QC Plan shall have described the Bidder’s internal process for the quality review of the deliverables before their release to the Purchaser.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.6 The proposed Quality Plan shall describe how all necessary assistance shall be provided to the Quality Assurance Representative or his delegated National QAR, and how quality records for the prime and any Sub-contractors or consortium members shall be made available for evaluation.</p>	<p>Paragraph 4.4.6 Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.6 The proposed Quality Plan shall have described how all necessary assistance shall be provided to the Quality Assurance Representative or his delegated National QAR, and how quality records for the prime and any Sub-contractors or consortium members shall be made available for evaluation.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.4. PIP Section 3: Quality Assurance (QA).</p> <p>3.6.8.4.7 The Bidder shall clearly indicate the Quality-related activities, responsibilities, and controls for the prime and any Sub-contractors and shall state how he intends to ensure compliance of his prospective sub-Contractors and, as applicable, of the prospective suppliers of Commercial-Off-The-Shelf (COTS) equipment with QA/QC requirements of the SOW of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.3. PIP Section 3: Quality Assurance (QA).</p> <p>4.4.6.3.7 The Bidder shall have provided information similar to that set forth in BOOK I paragraph 4.4.6.c.above in order to demonstrate the conformance to the QA/QC contract requirements by the major sub-contractors and suppliers and shall have stated how he intends to ensure compliance of his prospective sub-Contractors and, as applicable, of the prospective suppliers of Commercial-Off-The-Shelf (COTS) equipment with QA/QC requirements of the SOW of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.1 The Bidder shall provide a preliminary version of the Bidder’s Configuration Management (CM) Plan for BCA Replacement in accordance with SOW Section 7 of the Prospective Contract that shall detail the processes, methods and procedures that would be used to implement the requirements as set forth in the SOW of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.1 The Bidder shall have submitted a preliminary Configuration Management Plan for BCA Replacement that conforms with the requirements of SOW Section 7 of the Prospective Contract. The Bidder shall have demonstrated that his proposed Configuration Management procedures meet the requirements of SOW Section 7 of the Prospective Contract. The Bidder shall further provide details of his existing CM organization.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.2 The Bidder shall outline how he adopts the Configuration Management processes and deliverables to the scope of this contract as requested in the SOW Section 7.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.2 The Bidder shall have outlined how he adopts the Configuration Management processes and deliverables to the scope of this contract as requested in the SOW Section 7.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.3 The Bidder shall demonstrate that the various baselines referred under SOW Section 7 will be established using automated tools.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.3 The Bidder shall have demonstrated that the various baselines referred under SOW paragraph 7.5 will be established using automated tools.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.4 In addition, the Bidder shall demonstrate that a Configuration Status Accounting (CSA) database will be maintained using software tools during the Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.4 In addition, the Bidder shall have demonstrated that a Configuration Status Accounting (CSA) database will be maintained using software tools during the Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.5 The Bidder shall describe the Bidder’s approach to conduct the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.5 The Bidder shall have described the Bidder’s approach to conducting the Physical Configuration Audit for each site, including the verification of delivered configuration items against the Product Baseline.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.5. PIP Section 4: Configuration Management.</p> <p>3.6.8.5.6 The Bidder shall provide, as part of the CM Plan, A project specific, Configuration Control process description; an initial set of project specific Configuration Item selection criteria for the capabilities; an initial set of project specific Configuration Items (CI) including their attributes and relationships among each other for the Capabilities.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.4. PIP Section 4: Configuration Management.</p> <p>4.4.6.4.6 The Bidder shall have provided, as part of the CM Plan, A project specific, Configuration Control process description; an initial set of project specific Configuration Item selection criteria for the capabilities; an initial set of project specific Configuration Items (CI) including their attributes and relationships among each other for the Capabilities.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.6. PIP Section 5: Integrated Logistics Support.</p> <p>3.6.8.6.1 The Bidder shall provide a high level description of the proposed Integrated Logistics Support Plan. This plan shall cover the requirements of the Prospective Contract as set forth in Volume 8 of the Statement of Work.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.5. PIP Section 5: Integrated Logistics Support.</p> <p>4.4.6.5.1 The Bidder shall have provided a high level description of the proposed Integrated Logistics Support Plan. This plan shall have covered the requirements of the Prospective Contract as set forth in Section 8 of the Statement of Work.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.6. PIP Section 5: Integrated Logistics Support.</p> <p>3.6.8.6.2 The Bidder shall describe his approach to the BCA Replacement systems maintenance and Supply Support for both hardware and software and shall describe how he will meet the requirements in accordance with SOW paragraph 8.1 to 8.13 of the SOW of the Prospective Contract. The Bidder shall describe the proposed spares provisioning methodology.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.5. PIP Section 5: Integrated Logistics Support.</p> <p>4.4.6.5.2 The Bidder shall have described his approach and how he will meet the requirements for the BCA Replacement systems maintenance and Supply Support for both hardware and software in accordance with SOW paragraph 8.1 to 8.13 of the Prospective Contract. The Bidder shall have described the proposed spares provisioning methodology.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.6. PIP Section 5: Integrated Logistics Support.</p> <p>3.6.8.6.3 The Bidder shall prepare draft Customer Support Concept and outline how he adopts the Support processes and deliverables to the scope of this contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.5. PIP Section 5: Integrated Logistics Support.</p> <p>4.4.6.5.3 The Bidder shall have prepared draft Customer Support Concept and outlined how he adopts the Support processes and deliverables to the scope of this contract. The Bidder shall have provided as part of the following Draft Support Concept:</p> <p>A project specific, Problem Management process description including all Bidder resources (number and labour categories of staff, nature and quantities of any other required resources) that he will use to provide this 2nd Level Support;</p> <p>A “Problem Analysis Report”- Template.;</p> <p>Draft Maintenance Concept. The Bidder shall outline how he adapts the Maintenance processes and deliverables to the scope of this contract.;</p> <p>Draft Transportation Plan. The Bidder shall outline how he adapts the Transportation processes and deliverables to the scope of this contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.1 The bidder shall describe in detail his approach to develop test and evaluation documentation.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.1 The bidder shall have described in detail his approach to developing test and evaluation documentation.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.2 The Bidder shall identify his proposed test organisation and provide preliminary Test and Evaluation plan by WBS for the allocation of personnel and the time line for the Test activities set forth as requirements in SOW Section 10 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.2 The Bidder shall have submitted a preliminary version of the Test and Evaluation Plan (as separate sub-Volumes for BCA Replacement) for FAT, and SAT, for the allocation of personnel and the time line for the Test activities that meets the overall requirements and objectives of SOW Section 10 of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.3 This plan shall also include a preliminary Security Test and Verification Plan (STVP) that meets the requirements set forth as in SOW Section 5 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.3 The Bidder shall have submitted as integral part of the testing activities provide a preliminary Security Test and Verification Plan (STVP) that meets the requirements set forth as in SOW Section 5 of the Prospective Contract.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.4 The Bidder shall describe the major components, sub-assemblies and assemblies that are proposed to be submitted for acceptance on the basis of prior testing and qualification and that are expected to undergo partial testing and extensive testing and evaluation.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.4 The Bidder shall have provided comprehensive information about the major components, sub-assemblies and assemblies that are expected to undergo partial testing and extensive testing and evaluation prior to FAT, and SAT.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.5 If there are elements of the System that are proposed to be submitted on the basis of a Certificate of Conformity based on prior test and qualification, the Bidder shall provide a summary of the particulars and especially the dates of the prior tests and for whom the testing was executed.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.5 If there are elements of the System that are proposed to be submitted on the basis of a Certificate of Conformity based on prior test and qualification, the Bidder shall also have provided a summary of the particulars and especially the dates of the prior tests and for whom the testing was executed.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.6 The Bidder shall describe how the proposed Certificate of Conformity or request for exemption of testing based on prior qualification will be processed from QA and CM aspects.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.6 The Bidder shall have described how the proposed Certificate of Conformity will be processed from QA and CM aspects.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.7. PIP Section 6: Test and Evaluation.</p> <p>3.6.8.7.7 The Bidder shall describe the preliminary version of procedures and controls to be employed for testing of components, sub-assemblies and assemblies that are sub-contracted and tested at sub-contractor’s facilities.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.6. PIP Section 6: Test and Evaluation.</p> <p>4.4.6.6.7 The Bidder shall have adequately described his proposed methods to ensure the testing in compliance with Contract requirements of components, sub-assemblies and assemblies that are sub-contracted and tested at sub-contractor facilities.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.8. PIP Section 7: Documentation.</p> <p>3.6.8.8.1 In this Section, the Bidder shall provide a preliminary Documentation Plan by WBS to detail the resources allocated and the schedule of work to deliver the documentation required in SOW Section 13 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.7. PIP Section 7: Documentation.</p> <p>4.4.6.7.1 In this Volume, the Bidder shall have provided a preliminary Documentation Plan by WBS to detail the resources allocated and the schedule of work to deliver the documentation required in SOW Section 13 of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.8. PIP Section 7: Documentation.</p> <p>3.6.8.8.2 In this plan, The Bidder shall describe how he proposes to comply with each of the documentation requirements detailed in SOW Section 13 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.7. PIP Section 7: Documentation.</p> <p>4.4.6.7.2 In this plan, The Bidder shall have described how he proposes to comply with each of the documentation requirements detailed in SOW Section 13 of the Prospective Contract.</p>	
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.8. PIP Section 7: Documentation.</p> <p>3.6.8.8.3 The Bidder shall also identify the documentation team and the individual responsible within his organisation for ensuring such documentation is delivered on schedule and to the Contract requirements.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.7. PIP Section 7: Documentation.</p> <p>4.4.6.7.3 The Bidder shall also have identified the documentation team and the individual responsible within his organisation for ensuring such documentation is delivered on schedule and to the Contract requirements.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.9. PIP Section 8: System Acceptance.</p> <p>3.6.8.9.1 The Bidder shall develop a System Acceptance Plan in accordance with Statement of Work (SOW) Section 11 of the Prospective Contract. The Bidder shall provide a preliminary System Acceptance Plan by WBS for the allocation of personnel and the time schedule to accomplish all the activities required and ensure the timely delivery of all documentation and other deliverables required for successful Final Systems Acceptance (FSA).</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.8. PIP Section 8: System Acceptance.</p> <p>4.4.6.8.1 The Bidder shall have provided a preliminary System Acceptance Plans plan (as separate sub-Volumes for BCA Replacement) by WBS for the allocation of personnel and the time schedule to accomplish all the activities required and ensure the timely delivery of all documentation and other deliverables required for successful Final Systems Acceptance (FSA) in order to meet the requirements as set forth in SOW Section 11 of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.10. PIP Section 9: Training.</p> <p>3.6.8.10.1 The Bidder shall provide a preliminary Training Plan in accordance with SOW Section 14 of the Prospective Contract, detailing the training methodology for training of test personnel, operators, maintainers and system administrators, schedules for the initial training of personnel, the proposed training materials and the proposed delivery schedule of those materials.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.9. PIP Section 9: Training.</p> <p>4.4.6.9.1 The Bidder shall have submitted two preliminary Training Plans, as separate sub-Volumes for both systems BCA Replacement, that demonstrates that he fully understands the Training requirements set forth in SOW Section 14 of the Prospective Contract detailing the training methodology for training of test personnel, operators, maintainers and system administrators, schedules for the initial training of personnel, the proposed training materials and the proposed delivery schedule of those materials and thoroughly addresses the salient features of such requirements, such as schedule, material, media and content.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.10. PIP Section 9: Training.</p> <p>3.6.8.10.2 The Bidder shall describe his training organisation and demonstrate that adequate staffing in his organisation will be available to train the student population and meet the schedule without impacting on other activities.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.9. PIP Section 9: Training.</p> <p>4.4.6.9.2 The Bidder shall have described his training organisation and demonstrated that adequate staffing in his organisation will be available to train the student population and meet the schedule without impacting on other activities. The Bidder shall have described the medium/media to be utilised in his proposed training method.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.10. PIP Section 9: Training.</p> <p>3.6.8.10.3 The Bidder shall describe his approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bidder shall describe the Bidder’s approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.9. PIP Section 9: Training.</p> <p>4.4.6.9.3 The Bidder shall have described his approach regarding how support staff designated by the Site POC will be provided training on all tasks required to operate the system, perform daily maintenance and administration, disaster recovery, and problem isolation. The Bid shall have described the Bidder’s approach regarding how this training shall be structured according to the First, Second, and Third-Level support concept.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.11. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>3.6.8.11.1 The Bidder shall provide a preliminary Reliability, Availability, Maintainability and Testability (RAMT) plan compliant with the requirements stated in SOW Section 9 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.10. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>4.4.6.10.1 The Bidder shall have provided a preliminary Reliability, Availability, Maintainability and Testability (RAMT) plan compliant with the requirements stated in SOW Section 9 of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.11. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>3.6.8.11.2 The Bidder shall provide calculations that demonstrate that the BCA Replacement Systems meets the RAMT requirements set forth in SOW Section 9 of the Prospective Contract. The Bidders shall provide these calculations based as much as possible on actual data derived from operational experience of fielded systems and components and extrapolations therefrom, and shall provide a full description of the source data utilised, providing equipment numbers, owners, location and inclusive dates.</p>	<p>Paragraph 4.4.6. Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.10. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>4.4.6.10.2 The Bidder shall have provided calculations that convincingly demonstrating that the proposed BCA Replacement systems design will meet the Reliability, Availability, Maintainability and Testability (RAMT) requirements set forth in the SOW Section 9 of the Prospective Contract. The Bidders shall have provided these calculations based as much as possible on actual data derived from operational experience of fielded systems and components and extrapolations therefrom, and shall have provided a full description of the source data utilised, providing equipment numbers, owners, location and inclusive dates.</p>	

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<p>Paragraph 3.6.8 – Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.11. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>3.6.8.11.3 The Bidder shall predict the MTBF (Main Time Between Failure) of the system he proposed and justify that the total availability of the system is within the requested values as specified at SOW.</p>	<p>Paragraph 4.4.6. Volume 3:</p> <p>Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.10. PIP Section 10: Reliability, Availability, Maintainability and Testability.</p> <p>4.4.6.10.3 The Bidder shall have predicted the MTBF of the system he proposed and justify that the total availability of the system is within the requested values as specified at SOW. The Bidder shall provide calculations that demonstrate that the BCA Replacement Systems meet the RAMT requirements of the IFB.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.12. PIP Section 11: Security Accreditation.</p> <p>3.6.8.12.1 In this Section, the Bidder shall provide a preliminary Security Accreditation Plan (SAP) by WBS to detail the resources allocated and the schedule of work to obtain the Security Accreditation and to meet the security requirements set forth in SOW Section 5 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.11. PIP Section 11: Security Accreditation.</p> <p>4.4.6.11.1 The Bidder shall have submitted a preliminary Security Accreditation Plan and shall have convincingly demonstrated that the proposed plan will meet the Security requirements set forth in SOW Section 5 of the Prospective Contract.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.12. PIP Section 11: Security Accreditation.</p> <p>3.6.8.12.2 The Bidder shall confirm that it understands and accepts security accreditation documentation review and approval procedures, as defined in the IFB Book II Part III Contract General Provisions, Clause 22.</p>	<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.11. PIP Section 11: Security Accreditation.</p> <p>3.6.8.11.2 The Bidder shall have confirmed that he understands and accepts security accreditation documentation review and approval procedures, as defined in the IFB Book II Part II Volume 2 Contract General Provisions, paragraph 22.</p>	

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<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.m. PIP Section 12: Risk Assessment and Management.</p> <p>3.6.8.13.1 In order to demonstrate overall comprehension of the requirements set forth in the Prospective Contract, the Bidder shall provide a preliminary Risk Assessment and Management Plan (RAMP) defining his strategy for risk management to meet the requirements as set forth in SOW paragraph 2.7 of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.12. PIP Section 12: Risk Assessment and Management.</p> <p>4.4.6.12.1 The Bidder shall have provided a preliminary Risk Assessment and Management Plan (RAMP) defining his strategy for risk management to meet the requirements as set forth in SOW paragraph 2.7 of the Prospective Contract. The Bidder shall have demonstrated the adequacy of monitoring and control activities to ensure early detection of problem areas and to schedule risk. The Bidder shall have identified the possible risks involved in the performance of the Contract and shall have convincingly demonstrated that his approach offers adequate, logical and pragmatic means for risk identification, assessment, mitigation, monitoring, and reporting the risks, as well as methods for overcoming setbacks to the project throughout the Contract duration.</p>	

BIDDING INSTRUCTION	ASSOCIATED BID EVALUATION CRITERIA in BOOK I	BID REFERENCE
<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.14. PIP Section 13: Site Installation and Civil Works.</p> <p>3.6.8.14.1 In this Section, the Bidder shall provide a preliminary plan that thoroughly describe the civil works, power and site preparation requirements that must be accomplished to properly install and operate the proposed BCA Replacement systems as set forth in SOW Section 12, SOW Annex A, and SOW Annex B of the Prospective Contract.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.13. PIP Section 13: Site Installation and Civil Works.</p> <p>4.4.6.13.1 The Bidder shall have provided specific and comprehensive information concerning the civil works, Power and site preparation requirements that must be accomplished to properly install and operate the proposed BCA Replacement systems as set forth in SOW Section 12, SOW Annex A, and SOW Annex B of the Prospective Contract. The bidder shall have demonstrated his concept and technical solutions including sufficient degree of details. The Bidder shall also have provided specific and comprehensive information concerning the civil works, power and site preparation requirements necessary to have been completed prior to the installation of the delivered BCA Replacement Systems.</p>	

<p>Paragraph 3.6.8 – Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>3.6.8.14. PIP Section 13: Site Installation and Civil Works.</p> <p>3.6.8.14.4 Bidder shall confirm his understanding and acceptance of the site access requirements as defined in the IFB.</p>	<p>Paragraph 4.4.6. Volume 3: Preliminary Project Implementation Plan (PIP)</p> <p>4.4.6.13. PIP Section 13: Site Installation and Civil Works.</p> <p>4.4.6.13.2 The Bidder shall have confirmed his understanding and acceptance of the site access requirements as defined in the IFB.</p>	
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CLIN	DESCRIPTION	SOW REFERENCE	UNIT OF MEASURE	QTY	UNIT PRICE / Currency	TOTAL PRICE	DELIVERY / FINISH DATE - TIME AFTER EDC	DELIVERY SITE
	<b>Grand Total Firm Fixed Price (CLINs 1-6) Base Contract</b>					-		
<b>1</b>	<b>Project Activities and Project Management</b>							
1.1	Project Implementation Plan (PIP)	2.3	EA	1	0.00	0.00	6 Weeks	NCIA Mons
1.1.1	Project Management and Control Plan (PMCP)	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.2	Project Master Schedule (PMS)	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.3	Quality Control Plan	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.4	System Engineering and Design Plan (SEDP)	4.2	EA	1	-	Included in CLIN 1.1		
1.1.5	System Safety Engineering Plan	4.3	EA	1	-	Included in CLIN 1.1		
1.1.6	Configuration Management (CM) Plan	7.3	EA	1	-	Included in CLIN 1.1		
1.1.7	ILS plan	8.1	EA	1	-	Included in CLIN 1.1		
1.1.8	Risk Assessment Plan (RAMP)	2.7.1	EA	1	-	Included in CLIN 1.1		
1.1.9	System Installation Transition Plan (SITP)	2.3.15	EA	1	-	Included in CLIN 1.1		
1.2	Project Checkpoint Reports (PCR)	2.4	LOT	1	0.00	0.00	Monthly	NCIA Mons
1.3	Project Progress Reports (PPR)	2.5	LOT	1	0.00	0.00	Every 2 Months	NCIA Mons
1.4	Project Progress Meetings (PPM)	2.6			0.00	0.00		
1.4.1	PPM - Start Up		EA	1		Included in CLIN 1.4	2 Months	Contractor
1.4.2	PPM - Remainder		LOT	1		Included in CLIN 1.4	Every 2 Months	NCIA Mons
1.5	Security Accreditation	5	EA	1	0.00	0.00	Prior to FSA	NCIA Mons
1.5.1	Security Accreditation Plan (SAP)	5.4.6	EA	1	-	Included in CLIN 1.5		
1.5.2	Security Test & Verification Plan (STVP)	5.4.11	EA	1	-	Included in CLIN 1.5		
1.5.3	System Security Requirements Statement (SSRS)	5.4.8	EA	1	-	Included in CLIN 1.5		
1.5.4	System Interconnection Requirements Statement (SIRS)	5.4.10	EA	1	-	Included in CLIN 1.5		
1.5.5	Security Operating Procedures (SecOps)	5.4.9	EA	1	-	Included in CLIN 1.5		
1.5.6	Security Risk Assessment	5.4.7	EA	1	-	Included in CLIN 1.5		
1.5.7	System description	5.4.5	EA	1	-	Included in CLIN 1.5		
1.5.8	Site Security Compliance Statements	5.4.12	EA	1	-	Included in CLIN 1.5		
	<b>Total CLIN 1</b>					-		
<b>2</b>	<b>Engineering</b>							
2.1	System Requirements Review (SRR)	4.7.1	EA	1	0.00	0.00	8 Weeks	Contractor
2.1.1	System Requirements Review Report	4.6	EA	1	0.00	Included in CLIN 2.1		
2.2	Preliminary Design Review (PDR)	4.7.1	EA	1	0.00	0.00	14 Weeks	Contractor
2.2.1	Technical Design Reports - PDR	4.6	EA	1	0.00	Included in CLIN 2.2		
2.3	Critical Design Review (CDR)	4.7.1	EA	1	0.00	0.00	24 Weeks	Contractor
2.3.1	Technical Design Reports - CDR	4.6	EA	1	0.00	Included in CLIN 2.3		
2.3.2	Detailed Design Specification (DDS)	4.6	EA	1	0.00	Included in CLIN 2.3		
2.3.3	Configuration Item (CI) Specifications	4.6.1	EA	1	0.00	Included in CLIN 2.3		
2.3.4	Interface Control and Mangement Document	4.6.1	EA	1	0.00	Included in CLIN 2.3		
	<b>Total CLIN 2</b>					-		
<b>3</b>	<b>Implementation</b>							
3.1	Site Survey	3.6	EA	1	0.00	0.00	4 Weeks	SOW (Annex A)
3.2	Site Survey Report (SSR)	3.6	EA	1	0.00	0.00	8 Weeks	NCIA Mons
3.3	Site Preparation Data Package (SPDP)	12.5	EA	1	0.00	0.00	36 Weeks	NCIA Mons
3.4	Site Installation Specification (SIS)	3.7	EA	1	0.00	0.00	44 Weeks	NCIA Mons
3.5	Site Installation Acceptance	10.5	EA	1	0.00	0.00	46 Weeks	SOW (Annex A)
	<b>Total CLIN 3</b>					-		
<b>4</b>	<b>Test and Acceptance</b>							
4.1	Factory Acceptance Test	10.7	EA	1	0.00	0.00	40 Weeks	Contractor
4.1.1	Factory Acceptance Test (FAT) Procedure	10.4	EA	1	0.00	0.00	4 Weeks before FAT	NCIA Mons
4.1.2	Factory Acceptance Test Report	10.4	EA	1	0.00	0.00	1 Week after completion of FAT	NCIA Mons
4.2	System (Site) Acceptance Test	10.8	EA	1	0.00	0.00	46 Weeks	SOW (Annex A)
4.2.1	System (Site) Acceptance Test (SAT) Procedure	10.4	EA	1	0.00	0.00	4 Weeks before SAT	NCIA Mons
4.2.2	System (Site) Acceptance Test Report	10.4	EA	1	0.00	0.00	1 Week after completion of SAT	NCIA Mons
4.3	Final System Acceptance (FSA)	11	EA	1	0.00	0.00	53 Weeks	SOW (Annex A)
4.3.1	Final System Acceptance Report	11.7	EA	1	0.00	0.00	1 Week after completion of FSA	NCIA Mons
4.4	Test Readiness Review Reports	10.4	LOT	1	0.00	0.00	1 Week after each Test Readiness Review	NCIA Mons
	<b>Total CLIN 4</b>					-		
<b>5</b>	<b>Support</b>							
5.1	Training of nominated Site Personnel	14	LOT	1	0.00	0.00	48 Weeks	SOW (Annex A)
5.2	ILS Plan	8.1	EA	1	0.00	Included in CLIN 1.1		NCIA Mons
5.3	Spares Listings							
5.3.1	Recommended Spare Parts List (RSPL)	8.3	EA	1	0.00	0.00	32 Weeks	NCIA Mons
5.3.2	Recommended Tools and Test Equipment List (RTTL)	8.4.1	EA	1	0.00	0.00	32 Weeks	NCIA Mons
5.4	System Inventory	11.7.2	EA	1	0.00	0.00	53 Weeks	NCIA Mons
5.5	Packaging, Handling, Storage and Transportation (PHS&T)	8.8	LOT	1	0.00	0.00	see SOW	NCIA Mons

5.6	Product Documentation (incl. COTS, As Built documentation)	13	LOT	1	0.00	0.00	46 Weeks	NCIA Mons
5.7	Training Documentation	13	LOT	2	0.00	0.00	46 Weeks	NCIA Mons
5.8	Support - All levels	8.2	LOT	1	0.00	0.00	Until FSA	SOW (Annex A)
5.9	Warranty	8.6	LOT	1	0.00	0.00	Starts after Formal System Acceptance, for 12 months	NCIA Mons
<b>Total CLIN 5</b>						-		
<b>Equipment Delivery</b>								
6.1	BCA Replacement System & Supplies as specified in SOW & below:						40 Weeks	SOW (Annex A)
6.1.1	Server	Annex A		2	0.00	0.00		
6.1.2	Workstation (including Monitors, Keyboard & Mouse)	Annex A		5	0.00	0.00		
6.1.3	Printer	Annex A		0	0.00	0.00	Requirement removed	
6.1.4	Switch	Annex A		2	0.00	0.00		
6.1.5	Multiplexer	Annex A		1	0.00	0.00		
6.1.6	Software Licences (Server)	Annex A		2	0.00	0.00		
6.1.7	Software Licences (Workstation)	Annex A		5	0.00	0.00		
6.2	Supply and Installation of In-rack cabling and in-rack patching	12	LOT	1	0.00	0.00	42 Weeks	
6.3.	Spares	8.3.2	LOT	1	0.00	0.00	40 Weeks	SOW (Annex A)
<b>Total CLIN 6</b>						-		
<b>Unevaluated Option</b>								
7.1	Security Accreditation	5	EA	1	0.00	0.00	TBD	NCIA Mons
7.1.1	Security Accreditation Plan (SAP)	5.4.6	EA	1	-	Included in CLIN 7.1		
7.1.2	Security Test & Verification Plan (STVP)	5.4.11	EA	1	-	Included in CLIN 7.1		
7.1.3	System Security Requirements Statement (SSRS)	5.4.8	EA	1	-	Included in CLIN 7.1		
7.1.4	System Interconnection Requirements Statement (SISRS)	5.4.10	EA	1	-	Included in CLIN 7.1		
7.1.5	Security Operating Procedures (SecOps)	5.4.9	EA	1	-	Included in CLIN 7.1		
7.1.6	Security Risk Assessment	5.4.7	EA	1	-	Included in CLIN 7.1		
7.1.7	System description	5.4.5	EA	1	-	Included in CLIN 7.1		
7.1.8	Site Security Compliance Statements	5.4.12	EA	1	-	Included in CLIN 7.1		
7.2	Site Survey	3.6	EA	1	0.00	0.00	TBD	SOW (Annex A)
7.2.1	Site Survey Report (SSR)	3.6	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.2	Site Preparation Data Package (SPDP)	12.5	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.3	Site Installation Specification (SIS)	3.7	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.4	Site Installation Acceptance	10.5	EA	1	0.00	0.00	TBD	SOW (Annex A)
7.3	Factory Acceptance Test Report	10.4	EA	1	0.00	0.00	TBD	NCIA Mons
7.4	System Inventory	11.7.2	EA	1	0.00	0.00	TBD	NCIA Mons
7.5	Packaging, Handling, Storage and Transportation (PHS&T)	8.8	LOT	1	0.00	0.00	TBD	NCIA Mons
7.6	Product Documentation (incl. COTS, As Built documentation)	13	LOT	1	0.00	0.00	TBD	NCIA Mons
7.7	Support - All levels	8.2	LOT	1	0.00	0.00	TBD	SOW (Annex A)
7.8	Warranty	8.6	LOT	1	0.00	0.00	TBD	NCIA Mons
7.9	BCA Replacement System & Supplies as specified in SOW & below:						TBD	SOW (Annex A)
7.9.1	Server	Annex A		2	0.00	0.00		
7.9.2	Workstation (including Monitors, Keyboard & Mouse)	Annex A		5	0.00	0.00		
7.9.3	Printer	Annex A		0	0.00	0.00	Requirement removed	
7.9.4	Switch	Annex A		2	0.00	0.00		
7.9.5	Multiplexer	Annex A		1	0.00	0.00		
7.9.6	Software Licences (Server)	Annex A		2	0.00	0.00		
7.9.7	Software Licences (Workstation)	Annex A		5	0.00	0.00		
7.9.8	Supply and Installation of In-rack cabling and in-rack patching	12	LOT	1	0.00	0.00	TBD	
7.9.9	Spares	8.3.2	LOT	1	0.00	0.00	TBD	SOW (Annex A)
<b>Total CLIN 7</b>						-		

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CLIN	DESCRIPTION	SOW REFERENCE	UNIT OF MEASURE	QTY	UNIT PRICE / Currency	TOTAL PRICE	DELIVERY / FINISH DATE - TIME AFTER EDC	DELIVERY SITE
	<b>Grand Total Firm Fixed Price (CLINs 1-6) Base Contract</b>					-		
<b>1</b>	<b>Project Activities and Project Management</b>							
1.1	Project Implementation Plan (PIP)	2.3	EA	1	0.00	0.00	6 Weeks	NCIA Mons
1.1.1	Project Management and Control Plan (PMCP)	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.2	Project Master Schedule (PMS)	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.3	Quality Control Plan	2.3.2	EA	1	-	Included in CLIN 1.1		
1.1.4	System Engineering and Design Plan (SEDP)	4.2	EA	1	-	Included in CLIN 1.1		
1.1.5	System Safety Engineering Plan	4.3	EA	1	-	Included in CLIN 1.1		
1.1.6	Configuration Management (CM) Plan	7.3	EA	1	-	Included in CLIN 1.1		
1.1.7	ILS plan	8.1	EA	1	-	Included in CLIN 1.1		
1.1.8	Risk Assessment Plan (RAMP)	2.7.1	EA	1	-	Included in CLIN 1.1		
1.1.9	System Installation Transition Plan (SITP)	2.3.15	EA	1	-	Included in CLIN 1.1		
1.2	Project Checkpoint Reports (PCR)	2.4	LOT	1	0.00	0.00	Monthly	NCIA Mons
1.3	Project Progress Reports (PPR)	2.5	LOT	1	0.00	0.00	Every 2 Months	NCIA Mons
1.4	Project Progress Meetings (PPM)	2.6			0.00	0.00		
1.4.1	PPM - Start Up		EA	1		Included in CLIN 1.4	2 Months	Contractor
1.4.2	PPM - Remainder		LOT	1		Included in CLIN 1.4	Every 2 Months	NCIA Mons
1.5	Security Accreditation	5	EA	1	0.00	0.00	Prior to FSA	NCIA Mons
1.5.1	Security Accreditation Plan (SAP)	5.4.6	EA	1	-	Included in CLIN 1.5		
1.5.2	Security Test & Verification Plan (STVP)	5.4.11	EA	1	-	Included in CLIN 1.5		
1.5.3	System Security Requirements Statement (SSRS)	5.4.8	EA	1	-	Included in CLIN 1.5		
1.5.4	System Interconnection Requirements Statement (SIRS)	5.4.10	EA	1	-	Included in CLIN 1.5		
1.5.5	Security Operating Procedures (SecOps)	5.4.9	EA	1	-	Included in CLIN 1.5		
1.5.6	Security Risk Assessment	5.4.7	EA	1	-	Included in CLIN 1.5		
1.5.7	System description	5.4.5	EA	1	-	Included in CLIN 1.5		
1.5.8	Site Security Compliance Statements	5.4.12	EA	1	-	Included in CLIN 1.5		
	<b>Total CLIN 1</b>					-		
<b>2</b>	<b>Engineering</b>							
2.1	System Requirements Review (SRR)	4.7.1	EA	1	0.00	0.00	8 Weeks	Contractor
2.1.1	System Requirements Review Report	4.6	EA	1	0.00	Included in CLIN 2.1		
2.2	Preliminary Design Review (PDR)	4.7.1	EA	1	0.00	0.00	14 Weeks	Contractor
2.2.1	Technical Design Reports - PDR	4.6	EA	1	0.00	Included in CLIN 2.2		
2.3	Critical Design Review (CDR)	4.7.1	EA	1	0.00	0.00	24 Weeks	Contractor
2.3.1	Technical Design Reports - CDR	4.6	EA	1	0.00	Included in CLIN 2.3		
2.3.2	Detailed Design Specification (DDS)	4.6	EA	1	0.00	Included in CLIN 2.3		
2.3.3	Configuration Item (CI) Specifications	4.6.1	EA	1	0.00	Included in CLIN 2.3		
2.3.4	Interface Control and Mangement Document	4.6.1	EA	1	0.00	Included in CLIN 2.3		
	<b>Total CLIN 2</b>					-		
<b>3</b>	<b>Implementation</b>							
3.1	Site Survey	3.6	EA	1	0.00	0.00	4 Weeks	SOW (Annex A)
3.2	Site Survey Report (SSR)	3.6	EA	1	0.00	0.00	8 Weeks	NCIA Mons
3.3	Site Preparation Data Package (SPDP)	12.5	EA	1	0.00	0.00	36 Weeks	NCIA Mons
3.4	Site Installation Specification (SIS)	3.7	EA	1	0.00	0.00	44 Weeks	NCIA Mons
3.5	Site Installation Acceptance	10.5	EA	1	0.00	0.00	46 Weeks	SOW (Annex A)
	<b>Total CLIN 3</b>					-		
<b>4</b>	<b>Test and Acceptance</b>							
4.1	Factory Acceptance Test	10.7	EA	1	0.00	0.00	40 Weeks	Contractor
4.1.1	Factory Acceptance Test (FAT) Procedure	10.4	EA	1	0.00	0.00	4 Weeks before FAT	NCIA Mons
4.1.2	Factory Acceptance Test Report	10.4	EA	1	0.00	0.00	1 Week after completion of FAT	NCIA Mons
4.2	System (Site) Acceptance Test	10.8	EA	1	0.00	0.00	46 Weeks	SOW (Annex A)
4.2.1	System (Site) Acceptance Test (SAT) Procedure	10.4	EA	1	0.00	0.00	4 Weeks before SAT	NCIA Mons
4.2.2	System (Site) Acceptance Test Report	10.4	EA	1	0.00	0.00	1 Week after completion of SAT	NCIA Mons
4.3	Final System Acceptance (FSA)	11	EA	1	0.00	0.00	53 Weeks	SOW (Annex A)
4.3.1	Final System Acceptance Report	11.7	EA	1	0.00	0.00	1 Week after completion of FSA	NCIA Mons
4.4	Test Readiness Review Reports	10.4	LOT	1	0.00	0.00	1 Week after each Test Readiness Review	NCIA Mons
	<b>Total CLIN 4</b>					-		
<b>5</b>	<b>Support</b>							
5.1	Training of nominated Site Personnel	14	LOT	1	0.00	0.00	48 Weeks	SOW (Annex A)
5.2	ILS Plan	8.1	EA	1	0.00	Included in CLIN 1.1		NCIA Mons
5.3	Spares Listings							
5.3.1	Recommended Spare Parts List (RSPL)	8.3	EA	1	0.00	0.00	32 Weeks	NCIA Mons
5.3.2	Recommended Tools and Test Equipment List (RTTL)	8.4.1	EA	1	0.00	0.00	32 Weeks	NCIA Mons
5.4	System Inventory	11.7.2	EA	1	0.00	0.00	53 Weeks	NCIA Mons
5.5	Packaging, Handling, Storage and Transportation (PHS&T)	8.8	LOT	1	0.00	0.00	see SOW	NCIA Mons

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5.6	Product Documentation (incl. COTS, As Built documentation)	13	LOT	1	0.00	0.00	46 Weeks	NCIA Mons
5.7	Training Documentation	13	LOT	2	0.00	0.00	46 Weeks	NCIA Mons
5.8	Support - All levels	8.2	LOT	1	0.00	0.00	Until FSA	SOW (Annex A)
5.9	Warranty	8.6	LOT	1	0.00	0.00	Starts after Formal System Acceptance, for 12 months	NCIA Mons
<b>Total CLIN 5</b>						-		
<b>Equipment Delivery</b>								
6.1	BCA Replacement System & Supplies as specified in SOW & below:						40 Weeks	SOW (Annex A)
6.1.1	Server	Annex A		2	0.00	0.00		
6.1.2	Workstation (including Monitors, Keyboard & Mouse)	Annex A		5	0.00	0.00		
6.1.3	Printer	Annex A		0	0.00	0.00	Requirement removed	
6.1.4	Switch	Annex A		2	0.00	0.00		
6.1.5	Multiplexer	Annex A		1	0.00	0.00		
6.1.6	Software Licences (Server)	Annex A		2	0.00	0.00		
6.1.7	Software Licences (Workstation)	Annex A		5	0.00	0.00		
6.2	Supply and Installation of In-rack cabling and in-rack patching	12	LOT	1	0.00	0.00	42 Weeks	
6.3.	Spares	8.3.2	LOT	1	0.00	0.00	40 Weeks	SOW (Annex A)
<b>Total CLIN 6</b>						-		
<b>Unevaluated Option</b>								
7.1	Security Accreditation	5	EA	1	0.00	0.00	TBD	NCIA Mons
7.1.1	Security Accreditation Plan (SAP)	5.4.6	EA	1	-	Included in CLIN 7.1		
7.1.2	Security Test & Verification Plan (STVP)	5.4.11	EA	1	-	Included in CLIN 7.1		
7.1.3	System Security Requirements Statement (SSRS)	5.4.8	EA	1	-	Included in CLIN 7.1		
7.1.4	System Interconnection Requirements Statement (SISRS)	5.4.10	EA	1	-	Included in CLIN 7.1		
7.1.5	Security Operating Procedures (SecOps)	5.4.9	EA	1	-	Included in CLIN 7.1		
7.1.6	Security Risk Assessment	5.4.7	EA	1	-	Included in CLIN 7.1		
7.1.7	System description	5.4.5	EA	1	-	Included in CLIN 7.1		
7.1.8	Site Security Compliance Statements	5.4.12	EA	1	-	Included in CLIN 7.1		
7.2	Site Survey	3.6	EA	1	0.00	0.00	TBD	SOW (Annex A)
7.2.1	Site Survey Report (SSR)	3.6	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.2	Site Preparation Data Package (SPDP)	12.5	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.3	Site Installation Specification (SIS)	3.7	EA	1	0.00	0.00	TBD	NCIA Mons
7.2.4	Site Installation Acceptance	10.5	EA	1	0.00	0.00	TBD	SOW (Annex A)
7.3	Factory Acceptance Test Report	10.4	EA	1	0.00	0.00	TBD	NCIA Mons
7.4	System Inventory	11.7.2	EA	1	0.00	0.00	TBD	NCIA Mons
7.5	Packaging, Handling, Storage and Transportation (PHS&T)	8.8	LOT	1	0.00	0.00	TBD	NCIA Mons
7.6	Product Documentation (incl. COTS, As Built documentation)	13	LOT	1	0.00	0.00	TBD	NCIA Mons
7.7	Support - All levels	8.2	LOT	1	0.00	0.00	TBD	SOW (Annex A)
7.8	Warranty	8.6	LOT	1	0.00	0.00	TBD	NCIA Mons
7.9	BCA Replacement System & Supplies as specified in SOW & below:						TBD	SOW (Annex A)
7.9.1	Server	Annex A		2	0.00	0.00		
7.9.2	Workstation (including Monitors, Keyboard & Mouse)	Annex A		5	0.00	0.00		
7.9.3	Printer	Annex A		0	0.00	0.00	Requirement removed	
7.9.4	Switch	Annex A		2	0.00	0.00		
7.9.5	Multiplexer	Annex A		1	0.00	0.00		
7.9.6	Software Licences (Server)	Annex A		2	0.00	0.00		
7.9.7	Software Licences (Workstation)	Annex A		5	0.00	0.00		
7.9.8	Supply and Installation of In-rack cabling and in-rack patching	12	LOT	1	0.00	0.00	TBD	
7.9.9	Spares	8.3.2	LOT	1	0.00	0.00	TBD	SOW (Annex A)
<b>Total CLIN 7</b>						-		