



**NORTH ATLANTIC TREATY ORGANIZATION**  
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION  
7857 BLANDY ROAD, SUITE 100  
NORFOLK, VIRGINIA 23551-2490

**Description of Acquisition Part 1**

**Bidding Instructions**

**RFP-ACT-SACT-22-104**

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This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding instructions in part 1 of subject solicitation.

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- 2. Exemption of Taxes**
- 3. Amendment or Cancellations**
- 4. Bidder Clarifications**
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- 2. Past Performance**
- 3. Mandatory Price Proposal format**

**Annex A – Example Cost Breakdown Structure**

**Annex B - Compliance Matrix**

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**PART 1 BIDDING INSTRUCTIONS**

**1. General**

This is a Firm Fixed Price deliverables contract in accordance the General and Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is not allowed.**

**2. Classification**

This RFP is a NATO UNCLASSIFIED document.

**3. Definitions**

- (a) The “Prospective Bidder”, shall refer to the entity that has completed and returned the Enclosure of the transmittal letter of this RFP, and has indicated thereon its intention without commitment, to participate in this RFP.
- (b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this RFP.
- (c) The term Contractor shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this RFP on behalf of HQ SACT.
- (e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Supreme Headquarters Allied Command Transformation.
- (g) The term “ACT” shall refer to Allied Commander Transformation.
- (h) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this RFP shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23511.

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#### **4. Eligibility**

This RFP is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope, as described in this RFP.
- (d) **All proposed key personnel on this requirement must be citizens of a NATO member nation.**

#### **5. Duration of Contract**

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: on or about August 15, 2022 – 31 December 2022

#### **6. Exemption of Taxes**

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 25 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

#### **7. Amendment or Cancellation**

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the RFP prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this RFP either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this RFP is cancelled any/all received bids shall be returned unopened, per the bidder's request.

#### **8. Bidder Clarifications**

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting

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Officer. The Contracting Officer must receive such requests for clarification no later than 3 calendar days prior to the bid closing date.

- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than 15 Jul 2022.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this RFP. Oral Interpretations shall not be binding.

### **9. Bid closing date**

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **25 July 2022, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date.

### **10. Bid Validity**

Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this RFP. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity; HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

### **11. Content of Proposal**

The proposal shall consist of electronic copies only, A) e-mailed as one single PDF file version for the **technical proposal** and B) e-mailed as one single PDF file version for the **price proposal**. Both the technical and price proposal are required no later than **25 July 2022, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. **No hard copy proposals will be accepted.**

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A table of contents for the entire proposal

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site,
- (b) Compliance statement (See Enclosure #1);
- (c) Provision of technical and price volumes
- (d) Compliance criteria, (See Annex A to Statement of Work).
- (e) Past performance (See Enclosure #2)

### 12. Proposal Submission

- (a) Proposals shall be submitted in a two separate PDF documents, one containing the Technical volume and one containing the Price volume, each e-mailed separately. The subject of the e-mail shall cite RFP Solicitation reference number and identify if it is the technical or price volume. The electronic proposal submission is required to the assigned Contracting Officer, prior to the established bid closing date and time. **It is the sole responsibility of the company to confirm receipt of both the technical and price volumes prior to the deadline. Allow sufficient time in your submission should you encounter e-mail size challenges.**
- (b) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (c) Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (d) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission.
- (e) No oral bids or oral modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

### 13. Late Proposals

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. All late bids shall be returned to the offering company unopened. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the

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result of NATO staff negligence (mishandling) shall the bid be considered.

- (b) **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

### **14. Bid Withdrawal**

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the HQ SACT Contracting Officer.

### **15. Bid Evaluation**

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the RFP. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Proposals shall be evaluated and awarded to the company that represents the lowest priced technically compliant bid.

- (c) Acceptance of HQ SACT General Terms and Conditions.

### **16. Proposal Clarifications**

During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of concern.

### **17. Award**

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the lowest price, technically acceptable offer to NATO. Partial awards are not authorized.

HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this RFP.

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### 18. Communications

All communication related to this RFP, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this RFP. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

### 19. Point of Contact is:

Tonya Bonilla, ACT Contracting Officer, 757-747-3575, [tonya.bonilla@act.nato.int](mailto:tonya.bonilla@act.nato.int) or  
Catherine Giglio, ACT Contracting Officer, 757-747-3575, [Catherine.gigilo@act.nato.int](mailto:Catherine.gigilo@act.nato.int) or  
Magdalena Ornat, ACT Contracting Specialist, 757-747-3150,  
[magdalena.ornat@act.nato.int](mailto:magdalena.ornat@act.nato.int)

All correspondence shall be forward to:

HQ SACT, BUDFIN BRANCH  
Purchasing & Contracting, Contracting Officer  
RFP-ACT-SACT-22-104  
7857 Blandy Road, Suite 100, Norfolk, VA,  
U.S.A.

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**Enclosure 2**

(The label below is to be completed by the bidder and affixed to the exterior envelope; parcel or package mailed or deliver to ACT)

**SEALED BID TO RFP-ACT-SACT-22-104  
(To be opened by Contract Awards Committee (CAC) Only**

**Sender:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**HQ SACT  
RFP-ACT-SACT-22-104  
ATTN: Tonya Bonilla / Catherine  
Giglio / Magda Ornat  
7857 Blandy Road, Suite 100,  
Norfolk, VA 23551-2490 U.S.A**

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## RFP-ACT-SACT-22-104

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### Enclosure 1

#### **COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-22-104**

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-22-104. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-22-104 and the intended contract with the following exception(s); such exemptions are considered non substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation.</u>
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(If applicable, add another page)

Company: \_\_\_\_\_ Signature: \_\_\_\_\_

Name & Title: \_\_\_\_\_ Date: \_\_\_\_\_

Company Bid Reference: \_\_\_\_\_

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Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the RFP and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non responsive.

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## **RFP-ACT-SACT-22-104**

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### **Enclosure 2**

#### **PAST PERFORMANCE INFORMATION FORM**

- (a) Contracting Agency:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar Amount:
- (g) Period of Performance:
- (h) Name, Address, Fax and Telephone No. of Reference:
- (i) Indicate Whether Reference Acted as Prime or Sub-contractor:
- (j) Comments regarding compliance with contract terms and conditions:
- (k) Complete Contact Information for client:
- (l) Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official

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**Enclosure 3**

**RFP-ACT-SACT-22-104 SEALED BID PRICE PROPOSAL**

**COMPANY NAME:** ABC, Inc  
**ADDRESS:** Street,  
City, Post code

**TO:** Chairman of Supreme Allied Commander Transformation, (HQ SACT)  
Contracts Award Committee.  
ATTN: Tonya Bonilla/Catherine Giglio  
7857 Blandy Road, Suite 100  
Norfolk, VA 23551

Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_  
Position: \_\_\_\_\_  
Title: \_\_\_\_\_

Authorizing Company (Signature): \_\_\_\_\_, Date: \_\_\_\_\_.

**Company name** Witness Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_  
Position: \_\_\_\_\_  
Title: \_\_\_\_\_

Witness Signature: \_\_\_\_\_, Date \_\_\_\_\_

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Proposed rates must be fully “loaded” [G&A, O/H etc.], however they must not include per diem (meals & lodging) and travel. Travel (and related expenses) will not be covered under this contract, but handled separately in accordance with the ACT Financial Manual.

**SUBJECT: RFP-ACT-SACT-22-104 Sealed Bid Price Proposal**

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in RFP ACT-SACT-22-99 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

<b>DCIS AMD AOA</b>	<b>Total Cost - \$</b>
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Companies are requested to identify any requested Milestone payments below.

**RFP-ACT-SACT-22-104**

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Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

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

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Authorizing Company (Signature): \_\_\_\_\_, Date: \_\_\_\_\_.

**Company name** Witness Official:

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

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Witness Signature: \_\_\_\_\_, Date \_\_\_\_\_

# Headquarters Supreme Allied Commander Transformation

## STATEMENT OF WORK for Deliverables in Support of Analyses of Alternatives (AoA) for NATO's Deployable Communication and Information Systems (DCIS) Capability's Agile Multi-Domain (AMD) Programme

24 June 22

### 1. INTRODUCTION

The purpose of this Statement of Work (SoW) is to describe the scope of the contracted services required in support of North Atlantic Treaty Organization (NATO) Deployable Communication and Information System (DCIS) Agile Multi-Domain (AMD) Capability Programme Plan (CPP).

NATO recently adopted a new Common Funded Capability Delivery (CFCD) model intended to enhance the speed of capability delivery for NATO's common funded capabilities. The model includes six stages focused on through-lifecycle capability delivery and includes persistent collaboration between Allied Command Transformation (ACT) and Allied Command Operations (ACO), NATO's two strategic commands. The model is focused on satisfying operational requirements with capability solutions across the spectrum of Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, and Interoperability (DOTMLPFI).

The CFCD model considers a range of potential courses of action to address a requirement, including the possibility of "Adopt"-ing a solution (from Nations), "Buy"-ing (acquiring a solution from Industry), or "Create"-ing (developing a solution bespoke to NATO). The varied options are analysed across DOTMLPFI lines of development. To support the CPP, Analysis of Alternatives (AoA) is conducted to provide a comparative analysis of the Operational Effectiveness, Rough Order of Magnitude (ROM) Life Cycle Costs (LCC), and Risk and Opportunities of identified alternatives (considering all DOTMLPFI aspects). The AoA in NATO's Capability Delivery Lifecycle Standard Operating Procedure [Ref A] provides guidance to conducting AoA in support of NATO CFCD programmes.

### 2. BACKGROUND

The goal of the DCIS AMD capability development programme is to get an agile, scalable, modular and resilient DCIS capability to support NATO Command Structure (NCS) and NATO Force Structure (NFS) in alignment with the current NATO Levels of Ambition (LoA).

Four pillars of this vision can be defined as follows;

- **Agility:** DCIS AMD will efficiently support rapid changes in scales of effort, operational tempo, posture, relocation and outages.
- **Scalability:** DCIS AMD will be able to accommodate changes in required capacity and quality. DCIS AMD's scalability allows adopting to a continuum in the size of

operations that can be supported by a number of core and augmentation DCIS AMDs.

- **Modularity:** DCIS AMD will provide the maximum flexibility in support of Alliance Operations and Missions (AOM). For each C2 mission template and C2 entity function, a tailored DCIS AMD will be set up on a common standardized platform.
- **Resilience:** DCIS AMD will withstand major disruptions in an austere and/or contested, congested, degraded and disconnected (C2D2) environment and to recover within acceptable timelines and minimum operational impact.

DCIS AMD is envisaged to be flexible enough to adapt to operational missions in terms of size and configuration. In order to meet those requirements DCIS AMD shall be built on a core standardized architecture that, through its modularity, may be scaled and configured to efficiently support different number of users in accordance with the operational requirements. Additionally, the DCIS AMD capability shall include a user-portable light platform to support a small team deployment.

The DCIS AMD programme is currently at the stage to develop a consolidated, comprehensive programme plan that will deliver a required capability. Using the operational requirements, the CPP plans capability delivery across the NATO-recognised lines of development including doctrine, organisation, training, materiel (including software), leadership, personnel, facilities and interoperability. This is NATO's capability programme planning stage within the NATO Common-Funded Capability Delivery Governance Model (CFCDGM)

### 3. SCOPE OF WORK

The chosen supplier will perform cost analysis of the alternatives identified by the programme team. Although alternatives are still being drafted based on the information taken from industry and Nations, it is expected to have;

- Three (3) alternatives for the light capability and
- Between three (3) to six (6) alternatives for the scalable capability.

Part 1. Alternatives Cost Estimation: The Contractor will perform a whole life cycle cost analysis of alternatives. The analysis will serve as a relative cost comparison metric used to inform the overall selection of an alternative.

Part 2. Programme Implementation Plan Cost Estimation: The Contractor will analyse and develop a refined assessment of the through-life cost profile of the programme considering the selected alternatives' (one for light and one for scalable capability) proposed projects; includes analysis/estimates of investment, O&M and workforce profiles, as applicable, as well as programme and project level cost and schedule tolerances.

### 4. COST DATA

Cost data will be provided by NATO where available from Nations and industry. The Contractor will require to further liaise with programme staff, stakeholders, and others to



identify and solicit additional information and data as needed. The majority of data will be passed to the Contractor at the kick-off meeting, but may continue to be matured throughout the duration of the task in line with advice from the Contractor. The following data will be provided (where available):

- a. Descriptions of alternatives and options for the delivery of services.
- b. Qualitative risks and issues for all DOTMLPFI lines of development for each of the alternatives.
- c. Information from previous NATO programmes and projects (where available)
- d. Expected procurement and transition schedules, once alternatives are sufficiently mature to allow selection.
- e. NATO agreed inflation indices (National GDP deflator forecasts).
- f. NATO agreed foreign exchange rates.
- g. Other contextual documentation or information, as needed.
- h. **The awarded company may elect to develop and submit an OCI mitigation plan at any stage during this contract process.**

## 5. REQUIREMENT DESCRIPTION

The Contractor will be accountable to the designated NATO ACT Technical Authorities (COTR), and will be responsible for the fulfilment of the following requirements:

- a. Continuously consult as appropriate with technical authority, project/programme managers, operational users, etc., within NATO commands and agencies to obtain the information necessary for analysis.
- b. Undertake regular interactions to brief progress and process clarifications; provide weekly progress reports to the technical authorities.
- c. Collect the relevant documents and information from programme subject matter experts, stakeholders, and external sources.
- d. Facilitate workshops as necessary to solicit or consolidate information required for analyses.
- e. Conduct comparative Rough Order of Magnitude Life Cycle Cost (ROM LCC) estimates:

**Part I:** Conduct comparative Rough Order of Magnitude Life Cycle Cost (ROM LCC) estimates for alternatives as per [Ref A]:

- (1) Develop a cost breakdown structure (CBS) in consultation with NATO, identifying cost drivers.
- (2) Develop and propose a ROM LCC & schedule model and analysis roadmap for the programme detailing the types of analyses (methods, models, etc.), required data gathering, and analysis schedule.
- (3) Develop a cost breakdown structure (CBS) in consultation with NATO; CBS must be suitable for comparative/relative analysis; identify cost drivers (See Annex A)
- (4) Develop the ROM LCC & schedule model and perform analysis – present estimate in the form of three-point estimates reflecting baseline estimate (most likely), optimistic estimate (realistic minimum), and pessimistic

estimate (realistic maximum). Task includes sensitivity analysis of key assumptions and cost drivers and estimation of risk/uncertainty.

- (5) Present analysis results and supporting evidence in presentation and written form.

**Part II:** Conduct LCC estimate for the selected alternatives for use in the Programme Implementation Plan and Project Data Sheets:

- (1) Develop a detailed Life Cycle Cost and Schedule estimate for the underlying projects developed for the selected alternatives; present estimate in the form of three-point estimates reflecting baseline estimate (most likely), optimistic estimate (realistic minimum), and pessimistic estimate (realistic maximum). Task includes sensitivity analysis of key assumptions and cost drivers, as well as an estimation of risk/uncertainty.
- (2) Develop a CBS in consultation with NATO, identifying cost drivers. (See Annex A)
- (3) Present analysis results and supporting evidence in presentation and written form.
- (4) Cost and schedule tolerance recommendations for the underlying projects developed for selected alternatives following the ACT Tolerance Framework.

## 6. SCHEDULE AND DELIVERABLES

The table below describes the context, specific deliverables, and proposed schedule for the Contractor to support the development and production of the Deployable Communication and Information Systems (DCIS) Agile Multi-Domain (AMD) CPP.

Serial	Activity	Deliverables	Schedule/Remarks
1.1	<b>Kick off Meeting</b> Workshop/Meeting to discuss alternatives and proposed approach. Engage with stakeholders to gather feedback for refinement.	-Proposed methodology / approach, required data collection. (Power point or MS Document). -Meeting minutes highlighting all direction, guidance, and recommendations from the meeting	Estimated: 28JUL22 (D day)
1.2	<b>Weekly Update</b> Weekly progress reports with assigned Project Lead and COTR	-Email/written or verbal update on progress, issues, key actions/deliverables	Every week
1.2	<b>Workshops</b>	- Data collected through the execution of workshops and stakeholder engagements (as determined through the course of regular interaction with the customer)	As required
1.3	<b>Presentation of Cost and Schedule Estimates for</b>	-ROM cost & schedule estimates for the alternatives	Estimated: 15SEP22

	<p><b>Alternatives</b> Prepare and lead briefing to present ROM cost and schedule estimates for each alternative.</p>	<p>-Models and methods adopted/used for cost estimations (parameters and inputs included) -Cost Data and Assumptions List (CDAL) and summary of cost estimation methodology used -Basic definitions, ground rules, constraints and assumptions used in cost estimation process -Cost Breakdown Structures -Identification of the cost drivers -Appropriate level of sensitivity analyses for each alternative/project -Risk and uncertainty assessment, including risk scenarios; should include potential costs as well as risk mitigation costs</p>	
1.4	<p><b>Technical Report: ROM Cost and Schedule Estimate of Alternatives</b> Produce a written report for Rough Order of Magnitude (ROM) cost and schedule estimates for each alternative.</p>	<p><b>AoA cost and schedule ROM Report</b></p> <ul style="list-style-type: none"> <li>• Should have all informational elements contained in the presentation</li> <li>• Document should be done in MS Word; all diagrams, tables, and graphics must be editable</li> </ul>	Estimated: 6OCT22
2.1	<p><b>Part II Workshop.</b> Present proposed approach methodologies, ground rules and assumptions and tolerance generation for selected alternatives</p>	<p>-Proposed methodology / approach, required data collection. (Power point or MS Document). -Meeting minutes highlighting all direction, guidance, and recommendations from the meeting</p>	Post AoA, before initial PIP meetings. (Estimated: OCT 2022)
2.2	<p><b>Briefing/presentation of Final Cost, Schedule &amp; Tolerance Estimates Report</b> Lead meeting to present cost, schedule and associated tolerances for the detailed estimate. Meeting shall cover all findings, ground rules &amp;</p>	<p>-Cost &amp; schedule estimates for the selected alternatives -Models and methods adopted/used for cost estimations (parameters and inputs included) -Cost Data and Assumptions List (CDAL) and summary of cost estimation methodology used -Basic definitions, ground rules, constraints and assumptions used in</p>	NLT (End of OCT 2022)

	assumptions, and final cost, schedule and tolerance estimates across all areas of DOTMLPFI.	cost estimation process -Cost Breakdown Structures -Identification of the cost drivers -Appropriate level of sensitivity analyses for each alternative/project -Risk and uncertainty assessment, including risk scenarios; should include potential costs as well as risk mitigation costs -Cost and schedule tolerance recommendations for the projects developed for the selected alternatives	
2.3	<p><b>Programme Implementation Plan (PIP) Cost, Schedule &amp; Tolerance Estimates Report</b></p> <p>Producing detailed cost and schedule estimate for the down selected alternative. Cost and schedule estimates shall have tolerances produced following the ACT Tolerance Implementation Framework.</p>	<p><b>PIP Cost &amp; Schedule Estimate and Tolerances Report</b></p> <ul style="list-style-type: none"> <li>• Should have all informational elements contained in the presentation</li> <li>• Document should be done in MS Word; all diagrams, tables, and graphics must be editable</li> </ul>	NLT (Mid NOV 2022)

Note: This is a proposed timeline only, and is subject to contract award date and data availability.

**7. CONTRACTOR ESSENTIAL TECHNICAL COMPETENCIES**

Contractor companies shall submit papers of no more than 15 (fifteen) pages (single-spaced) text, describing in detail:

- a. Their expertise and past experience in developing and delivering products outlined in this SOW.
- b. Contractor companies shall cite at least two past performances based on contracts held within the last ten years that are of similar scope, magnitude, and complexity to the tasks, activities, and deliverables detailed in this SOW, or succinctly state that they have no relevant, directly related or similar past performance experience.
- c. Contractor companies shall show this relevant past and present experience in a manner that is directly traceable to the requirements of the SOW. In particular, contractor companies must show relevant experience in cost and schedule analysis for CIS focused programme.

- d. Contractor companies shall identify the individual or set of individuals (key personnel) that will deliver on the task and provide evidence to assure appropriate levels of experience and expertise in cost estimating for similarly sized/complexity programmes
- e. Key personnel are proficient in the English language (Listening, Speaking, Reading & Writing). SLP3333

## 8. QUALITY OF DELIVERABLES

It is expected that all deliverables are developed/delivered in high quality. Reporting deliverables should be produced at the graduate level, in English using the appropriate Microsoft Office Software program. Cost estimates (and their documentation) must comply with NATO STANREC 4755 and 4739, ensuring that they meet the following:

- a. **Replication:** The Contractor must provide a sufficiently detailed audit trail, including documentation of cost data and assumptions list (CDAL) to enable a third party to independently replicate the cost estimates.
- b. **Rationale:** The Contractor must provide justifiable rationale for the selection of the inputs to the proposed models: e.g. chosen analogies, parameter values, labour estimates, cost factors, assumptions, etc.
- c. **Risk:** The Contractor must conduct risk/sensitivity analysis to assess the impact of uncertainty in input values used for the estimate.

## 9. BIDDER EVALUATION

HQ SACT intends to award a firm-fixed price deliverables contract to the lowest-priced, technically compliant bid. Technical clarification of essential competencies may be conducted.

## 10. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE

### a. Type of Contract

This is a firm-fixed price deliverables contract in accordance with the NATO general terms and conditions. All employer responsibilities for the contractor personnel performing under this contract shall lie with the Contractor.

### b. Period of Performance

The period of performance is from 25 July 2022 to 30 November 2022.

## 11. CONTRACTOR SUPERVISION AND REPORTING

The Contracting Officer will assign a Contracting Officer's Technical Representative (COTR) to administer all technical contract details. The Contracting Officer has final authority (in consultation with the COTR) to determine if the SOW/contract should be amended, extended, modified or cancelled for evolving requirements, new tasking, and/or technical non-performance.

The technical authorities for this contract will be Dr. Kamil Akel and Maj Nahit Yilmaz as

Operations Research Analysts from AOA Branch, and LTC Jan-Wilhelm Brendecke as Programme Director from SACT CAPDEV CAP CIS Branch. For administrative purposes, Dr. Akel will be the COTR.

- a. The COTR shall:
  - (1) Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW;
  - (2) Review (and approve) all Contractor duties for completeness and accuracy;
  - (3) Review the Contractor's work at a minimum of monthly, or more often if needed.
- b. The COTR's written approval of work reported and products submitted is mandatory for contractor invoices to be successfully processed.
- c. The contractor shall submit a monthly report to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:
  - (1) Summary of work and status of tasks undertaken during the reporting period;
  - (2) Current or anticipated problems/deficiencies and recommended solutions.
- d. The COTR reserves the right to amend the reporting requirements to receive alternate/additional data and information on a more frequent or less frequent basis, and to request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies.

## **12. LOCATION OF WORK**

The Contractor will provide support to staff based in HQ SACT, Norfolk VA for the performance of this contract, however will not be required to be co-located. Remote support is viable. No travel is expected.

## **13. BUILDING, INSTALLATION ACCESS**

The Contractor shall be fully responsible for ensuring that he/she has all needed vehicle passes and decals, individual access badges and documents for appropriate access to any NATO facility as required. Personnel details are to be supplied as requested to allow access to HQ SACT.

## **14. ELECTRONIC DEVICES**

All Contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (e.g. laptops, cell phones) in all NATO facilities. The Contractor(s) shall be responsible for satisfying the necessary clearance requirements

before bringing any such device into a NATO facility.

## **15. APPLICABLE STANDARDS AND GUIDES**

Analysis of Alternatives in NATO's Capability Delivery Lifecycle Standard Operating Procedure [Ref A] provides indicative guidance to conducting analysis in support of NATO CFCD programmes. NATO standardization recommendation (STANREC) 4755 lists recommended practices regarding LCC estimation. NATO STANREC 4755 recommends the following standard: NATO Guidance on Life Cycle Costs ALCCP-01 (Edition B). NATO STANREC 4739 lists recommended practices regarding risk management, to include schedule.

## **16. REFERENCES:**

- a. Analysis of Alternatives in NATO's Capability Delivery Lifecycle Standard Operating Procedure.
- b. NATO STANREC 4755, NATO Guidance on Life Cycle Costs, EDITION 2, 23 May 18, NSO/0639(2018)WG3/4755.
- c. NATO - ALCCP-1 NATO Guidance on Life Cycle Costs, EDITION B, Dec 17.
- d. NATO SANREC 4739 on Risk Management EDITION, 11 April 2013 NSA/0496(2013)STR-CDS/4739.
- e. NATO STANDARD ARAMP-1 NATO RISK MANAGEMENT GUIDE FOR ACQUISITION PROGRAMMES Edition 1 Version 1 FEBRUARY 2012.

## ANNEX A

### Example Cost Breakdown Structure

To provide an indicative scale of work for this task, this Annex gives an example of a Cost Breakdown Structure (CBS) used on a previous CIS and software-focused Capability Programme Plan. Final cost analyses at the end of this task should provide a similar level of detail.

CBSs presented for comparison of alternatives may be at a higher summary level or lower detailed level if supported by associated evidence. Output cost uncertainty bounds will reflect the quality and resolution of evidence, which is associated with the level of CBS detail.

1	CIS Hardware
2	Supplier Project Management
3	Software Development
4	Software Licences
5	Design, Development, Integration
6	Product & Integration Testing
7	Security Testing
8	Service Transition
9	NATO Engineering Services
10	NATO Project Management
<b>Investment Sub-Total</b>	
11	Service Support & Helpdesks
12	Spares & Hardware Maintenance
13	Software Maintenance
14	Software Licences
<b>Operations &amp; Maintenance Sub-Total</b>	
<b>Project Total</b>	

*Note that this example is not applicable to all projects within the “Deployable Communication and Information Systems (DCIS) Agile Multi-Domain (AMD)” programme, and is only provided to understand the scope of costing requirement.*



**ANNEX B**  
**Deliverables in Support of Capability Programme Plan for**  
**“Deployable Communication and Information Systems (DCIS)**  
**Agile Multi-Domain (AMD)”**

Contractor’s technical proposals will be assessed on the qualifications of the team proposed to perform the work. Individuals’ résumés of proposed team members must be provided. The proposed team as a whole will be measured against the criteria specified below.

Bidder Name \_\_\_\_\_

<b>Item</b>	<b>Compliant</b>	<b>Non-Compliant</b>
Papers of no more than 15 (fifteen) pages text (single-spaced)		
Demonstrative expertise and past experience in developing and delivering products outlined in this SOW		
Contractor provided minimum of two past performances based on contracts held within the last ten years that are of similar scope, magnitude, and complexity to the tasks, activities, and deliverables detailed in this SOW, or succinctly state that they have no relevant, directly related or similar past performance experience. Contractor companies shall show this relevant past and present experience in a manner that is directly traceable to the requirements of the SOW.		
Contractor successfully demonstrated relevant experience in cost and schedule analysis for CIS and software programmes.		
Contractor proposed key personnel have demonstrated at least 10 years of collective experience and expertise in cost estimating for similarly sized and complex programmes.		
Proposed key personnel are proficient in the English language (Listening, Speaking, Reading & Writing). SLP3333		

Demonstrated ability to develop/deliver high quality reports		
Demonstrated ability to produce deliverables at the graduate level, in English using the appropriate Microsoft Office Software program.		
Contractor confirms that cost estimates (and their documentation) shall comply with NATO STANREC 4755 and 4739		
Contractor company is headquartered in one of the NATO member nations with team members that are citizens of NATO member nations.		