



**NORTH ATLANTIC TREATY ORGANISATION**

HEADQUARTERS SUPREME ALLIED COMMANDER  
TRANSFORMATION 7857 BLANDY ROAD, SUITE 100  
NORFOLK, VIRGINIA, 23551-2490

## **Request for Proposal**

**RFP-ACT-SACT-23-13**

**Exercise Cyber Coalition 2023 Storyline Support**

**Bidding Instructions**

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## **BIDDING INSTRUCTIONS**

### **1. General**

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

### **2. Classification**

This Request for Proposal (RFP) is a NATO UNCLASSIFIED document.

### **3. Definitions**

- (a) The "Prospective Bidder" shall refer to the entity that 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 Headquarters Supreme Allied Commander Transformation.
- (g) The term "ACT" shall refer to Allied Command 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.

### **4. Eligibility**

This RFP is open to governmental or commercial entities:

- (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 on or about **01 March 2023 to 31 December 2023.**

## **6. Exemption of Taxes**

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 28 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 Officer. The Contracting Officer must receive such requests for clarification no later than 3 (three) calendar days prior to the bid closing date.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical and contractual questions not later than **10 February 2023.**
- (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 **20 February 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date. **No hard copy proposals will be accepted.**

## 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

A table of contents for the entire proposal

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure #1);
- (c) Past performance (See Enclosure #2); references will be accepted in lieu of past performance
- (d) Provision of technical and price volumes;
- (e) Compliance Matrix (See Annex B).

## 12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**, each e-mailed separately to:

- Technical proposal: [techproposal@act.nato.int](mailto:techproposal@act.nato.int)
- Price proposal: [priceproposal@act.nato.int](mailto:priceproposal@act.nato.int)

E-mail subjects shall include the solicitation information along with company name (for example: RFP-ACT-SACT-23-XX\_Tech\_ABC Inc. / RFP-ACT-SACT-23-XX\_Price\_ABC Inc.). **Allow sufficient time in your submission should you encounter e-mail size challenges.** Price\_ABC Inc

- (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) No oral bids or oral modifications or telephonic bids shall be considered.
- (e) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual 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 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, 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 based on the Lowest Price Technically Compliant evaluation method. Technical clarification of essential competencies may be conducted.
- (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 to the Offeror(s) whose proposal represents Lowest Price Technically Compliant 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.

## **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. Points of Contact:**

Magdalena Ornat, ACT Contracting Specialist,  
757-747-3150, [magdalena.ornat@act.nato.int](mailto:magdalena.ornat@act.nato.int)

Catherine Giglio, ACT Contracting Officer,  
757-747-3856, [Catherine.giglio@act.nato.int](mailto:Catherine.giglio@act.nato.int)

Tonya Bonilla, ACT Contracting Officer,  
757-747-3575, [tonya.bonilla@act.nato.int](mailto:tonya.bonilla@act.nato.int)

**Enclosure 1**

**COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-23-13**

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-23-13. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-23-13 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.



## Enclosure 2

### **PAST PERFORMANCE INFORMATION FORM (References may be submitted in lieu of past performance)**

- (a) Contracting Entity:
- (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

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.

**Enclosure 3**

**SEALED BID PRICE PROPOSAL**

**SUBJECT: RFP-ACT-SACT-23-13**

**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-23-13**

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-23-13 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

<b>DELIVERABLES</b>	<b>TOTAL</b>
Storyline Technical Design Description (7 Apr 23)	\$
Briefing Slide Deck (13 June 23)	\$
Storyline Virtualized Network (15 Sept 23)	\$
Hints and solution handbook (1 Nov 23)	\$
Final Storyline report	\$
Total	\$

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

Authorizing Company Official:

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

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

**Company name** Witness Official:

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

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

## **Annex A**

### **Statement of Work (SoW) Exercise Cyber Coalition 2023 Storyline Support**

in support of Headquarters Supreme Allied Commander Transformation (HQ SACT),  
Cyberspace Branch

#### **Introduction**

1. The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance, requiring new strategies, concepts, architectures, processes, capabilities, training and exercise to enable NATO to defend itself in cyberspace as effectively as it does in the physical domains.
2. Within Allied Command Transformation (ACT) – NATO warfare development command – the Cyberspace Branch is responsible for developing appropriate cyberspace warfare products such as strategic outlook analysis, horizon scanning, research and feasibility studies. Those products inform ACT’s activities in the area of concept development & experimentation, and are often the source for development of forward looking cyberspace capabilities in support of NATO operations and missions.
3. To train cyber defenders while informing cyberspace transformation, ACT also leads, under the governance of the Military Committee (MC), NATO’s annual Exercise Cyber Coalition (CC). CC brings together a cyber coalition of NATO Bodies, NATO Allies, and Partners (approximately 1,000 participants) to strengthen the Alliance ability to deter, defend against, and counter threats in and through cyberspace in support of NATO’s core tasks.
4. The aim of CC is to exercise the decision making advisory processes, technical and operational procedures, as well as the collaboration between its participants, involving NATO and national cyber defence capabilities. CC scenario is articulated around storylines that aim to fulfil one or more of the training objectives of the exercise.

## **Aim and Scope**

5. This Statement of Work seeks Subject Matter Expert (SME) support for the design, implementation, test and deployment of ACT storyline (SL300), as part of NATO's Cyber Coalition Exercise 2023 (CC23).
6. The incumbent will be expected to provide, deploy and support the technical challenge that will form the basis of ACT storyline (SL300), based on ACT inputs. Briefing and supporting material will also be expected.

## **Activities and Deliverables**

7. The selected provider shall:
  - a. Develop the overall storyline technical design based on conversation with ACT SMEs. This design shall fulfil training objectives and be consistent with the exercise scenario. It shall include a technical challenge that will trigger investigation from Nations while enabling collaboration and information sharing at national/NATO levels.
  - b. Design and develop the virtualized network for the storyline by creating and configuring the segments that will host the necessary Virtualized Machine (VM) servers and services (e.g. DNS, SCADA, FTP, SMTP, DHCP). This includes the implementation of necessary scripts and malware.
  - c. Test and deploy the virtualized network to NATO Cyber Range prior to CC23 execution.
  - d. Develop a tailored briefing slide deck to explain the storyline design and scenario.
  - e. Develop a document/handbook with hints on how to solve the storyline for the training audience.

- f. Provide technical support during CC23 execution.
- g. Participate in technical discussions, as needed, notably with NATO and Cyber Range SMEs.

8. The deliverables shall include:

- a. Storyline technical design description.
- b. Storyline virtualized network.
- c. Storyline execution during CC23.
- d. Tailored briefing slide deck.
- e. Hints and solution handbook.
- f. References and any additional documentation required to support the storyline preparation and execution.

9. Each deliverable shall be reviewed and approved by ACT before initiating activities for the follow-on product, and their delivery shall be aligned with CC23 planning process (see below).

10. All products delivered by the provider must be fully releasable to NATO, all NATO nations as well as all other non-NATO nations (partners) participating in the exercise.

11. Unless otherwise agreed by ACT, all products released by the provider shall be unclassified.

## **Milestones**

12. Contract award (T0): c.a. 01 March 2023.

13. Project kick-off meeting and technical discussion with ACT and other relevant stakeholders (as needed): T0+1 week, location ACT, Norfolk, or remotely via VTC

should the works permit.

14. Delivery of storyline technical design description: by 7 April 2023, location ACT, Norfolk, or remotely via VTC should the works permit.
15. Delivery of briefing slide deck: by 13 June 2023, location ACT, Norfolk, or remotely via VTC should the works permit.
16. Delivery of storyline virtualized network: by 15 September 2023, location ACT, Norfolk, or remotely via VTC should the works permit.
17. Delivery of hints and solution handbook: by 1 November 2023, location ACT, Norfolk, or remotely via VTC should the works permit.
18. CC23 storyline execution support: remote support, from 29 November to 8 December 2023.
19. Delivery of Final Storyline report: 31 December 2023.

### **Estimated Effort**

20. The estimation of effort required to complete the works in the scope of this SoW is the sole responsibility of the bidding contractors. However, to facilitate understanding of ACT expectations, the following assumptions are shared by the ACT project sponsor:
  - a. Necessary effort of about 4 person-month of senior engineer.

### **Essential Qualifications**

21. To increase the likelihood of success, the provider's team shall meet or exceed the following essential requirements (CV/Resume of key personnel shall be submitted):
  - a. Demonstrable 10 years or more of hands-on experience in the implementation of networking and computational infrastructure (network segments, virtual machines, production networks, network management, VPNs).

- b. Demonstrable, recent (less than two year old at the time of bidding) experience in developing cyber-related exercise storylines.
- c. Demonstrable, recent (less than two year old at the time of bidding) experience in operating in a cyber-range.
- d. Demonstrable, very recent (less than two year old, at the time of bidding) experience in cyberspace/cybersecurity projects, especially at operational level (for instance as part of a Cyber Expertise Centre).
- e. Have the clearances and infrastructure necessary to work with documentation up to NATO UNCLASSIFIED.
- f. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) (Written and Oral). NATO: 3333.

### **Other Considerations**

22. The following tools will be used to ensure project execution compliance with NATO requirements and continuous inter-organization alignment, while limiting the risk of the execution:

- a. Formal appointment of a Project Manager (PM) from both ACT and the provider, as the single PoC for each entity for project scope, management, quality assurance and evaluation.
- b. At the request of ACT's PM, invitation to other NATO stakeholders representatives (e.g., from the NATO Communications and Information Agency (NCIA)) to participate in workshops and to discuss supplier products, should those require coherence with those organizations areas of responsibility. This participation could be replaced with a list of questions/comments from those organizations to be discussed during the appropriate technical workshops.



- c. Formal delivery acceptance, per product and product draft required after each draft as well as prior to project closure.

- 23. The provider may request additional information to be provided by ACT prior to any of the kick-off or progress meetings, which ACT will furnish if adequate and available. The provider may request additional information required for the execution of the activities at any time in between meetings. In these cases, ACT speed of response will be "best possible." ACT will supply the relevant documentation and support required to complete the tasks within the agreed deadlines, specifically when it applies to sufficient documentation/support in order to understand the existing requirements and solutions that are in place. Review, feedback and acceptance of all draft and deliverable documents and outputs will be provided in a timely manner, as agreed between the parties during the detailed project plan development at the kick-off-meeting.
- 24. The provider will only use the above documents and information for the purposes of the execution of this contract and will immediately return or destroy all copies of the documentation once this purpose is fulfilled.
- 25. Disclosure of, and access to the above documentation or information to provider's personnel will solely be made on a need-to-know basis.
- 26. The provider and/or their personnel will not, without prior authorization from ACT, release to third parties any of the above documentation or information, its subject matter or any other aspect thereof.
- 27. This provision will remain in effect after the completion of the project and will cease to apply to any particular piece of information or documentation once that information or documentation becomes public knowledge other than through an act, default or omission of the provider.

## **Type of Contract and Period of Performance**

28. Type of Contract: This is a deliverable product-based, firm-fixed-price contract in accordance with the HQ SACT General Terms and Conditions; as such, all employer responsibilities for the contractor performing under this contract shall lie with the contractor company.
29. The Period of Performance extends from on or about 1 March 2023 to 31 December 2023 requiring ACT project sponsor approval to deviate from the milestones identified above. The period of performance shall be consistent with CC23 planning process and execution.

## **Place of Performance and Travel**

30. Place of Performance for the indicated activities shall be at the discretion of the provider, at his own preference and cost. Location of project meetings shall be in general at ACT HQ in Norfolk, VA, unless prior agreement is reached to conduct them in a different location or (classification permitting) via VTC.
31. No infrastructure or NATO furnished equipment shall be provided to the provider, which will be responsible for all necessary tools and logistics necessary to execute the work, including handling of NATO documentation up to the classification of NATO UNCLASSIFIED.
32. It is anticipated that the contractor may travel one time, destination to be confirmed.

## **Information Security**

33. The provider will have access and work with not classified and NATO UNCLASSIFIED documentation, only. The provider shall comply with NATO policy when handling any NATO furnished information.

## **Releasability and Export Control**

34. The products or services under this SOW will need to be releasable NATO. The provider will make all required efforts to obtain necessary authorizations from Government, Industry or any other owner of the information to disclose. Nothing herein requires the provider to provide information to ACT that is subject to Export Control Laws, IPRs or any other constraints prior to receiving the applicable authorizations.

## Annex B

### Compliance Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Bidder Name .....

#	Requirements	Compliant (C)	Non-compliant (NC)
1.	Papers of no more than 15 (fifteen) pages text (single-spaced)		
2.	Demonstrable 10 years or more of hands-on experience in the implementation of networking and computational infrastructure (network segments, virtual machines, production networks, network management, VPNs).		
3.	Minimum of 2 past performance citations to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
4.	Demonstrable, recent (less than two year old at the time of bidding) experience in developing cyber-related exercise storylines.		
5.	Demonstrable, recent (less than two year old at the time of bidding) experience in operating in a cyber-range.		
6.	Demonstrable, recent (less than two year old at the time of bidding) experience in cyberspace/cybersecurity projects, especially at operational level (e.g. as part of Cyber Expertise Centre).		
7.	Have the clearances and infrastructure necessary to work with documentation up to NATO UNCLASSIFIED.		
8.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) (Written and Oral). NATO: 3333.		

HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT [WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING) UNDER CONTRACTOR INFORMATION.