



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

## **Request for Proposal**

**RFP-ACT-SACT-23-59**

Feasibility Study on the development of the NATO Recognized Cyberspace Picture (RCyP)

## **Bidding Instructions**

# RFP-ACT-SACT-23-59

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# RFP-ACT-SACT-23-59

## 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**

- (a) This RFP is open to governmental or commercial entities.
- (b) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (c) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Please refer to our Terms and Conditions paragraph 23 "Authorization to Perform." Has performed the desired past performance including size, cost and scope, as described in the 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 **5 July 2023 – 24 November 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 **16 June 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 **26 June 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 to the Statement of Work).

## 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 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 **Lowest Price Technically Compliant**. 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(s) to the Offeror(s) whose proposal(s) 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:

Tonya Bonilla, ACT Contracting Officer,  
757-747-3575, [tonya.bonilla@act.nato.int](mailto:tonya.bonilla@act.nato.int)  
Catherine Giglio, ACT Contracting Officer,  
757-747-3856, [Catherine.giglio@act.nato.int](mailto:Catherine.giglio@act.nato.int)  
Magdalena Ornat, ACT Contracting Officer,  
757-747-3150, [magdalena.ornat@act.nato.int](mailto:magdalena.ornat@act.nato.int)

**Enclosure 1**

**COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-23-59**

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-23-59. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-23-59 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- 59**

**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- 59**

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-23-59 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

<b>LoE, DELIVERABLES, MILESTONE, ETC</b>	<b>COST (USD)</b>
1. Delivery of draft feasibility study #1 (by 7 August 2023)	\$
2. Delivery of draft feasibility study #2: (by 3 October 2023)	\$
3. Delivery of final draft feasibility study (by 10 November 2023)	\$
4. Delivery of final feasibility study: (by 24 November 2023)	\$

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 -----

**Annex A**

## **Statement of Work (SOW)**

### **Feasibility Study on the development of the NATO Recognized Cyberspace Picture (RCyP)**

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

#### **Introduction and Background**

- 1 Allied Command Transformation (ACT) is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are: providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organisations. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.
- 2 The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance, requiring new strategies, concepts, architectures, processes and capabilities to enable NATO to defend itself in cyberspace as effectively as it does in the physical domains.
- 3 In this context, ACT Cyberspace Branch is responsible, among others, for developing appropriate cyberspace warfare products such as strategic outlook analysis, horizon scanning, research and feasibility studies and capability surveys. Those products inform ACT's activities in the area of concept definition & experimentation, and are often the source for development of forward looking cyberspace capabilities in support of NATO operations and missions.
- 4 As part of current ACT activities in cyberspace, ACT is devoting a significant number of efforts in the area of Cyberspace Situational Awareness (CySA) and the Recognized Cyberspace Picture (RCyP). This Statement of Work (SoW) seeks industry support to develop the detailed concept of the NATO-wide, commander-focused Recognized Cyberspace Picture.

## **Aim and Scope**

The term “recognized picture” refers to the compilation, evaluation and dissemination of activities of interest in a given area or domain of operations. While a “picture” provides vast amounts of information, the term “recognized” indicates that the picture has been evaluated prior to its dissemination, in a manner that increases its operational value when compared to the unfiltered collection of a simple domain picture.

While NATO has a very good understanding of recognized pictures for the traditional domains of operation (land, air, maritime, etc.), it is not clear yet what should be the right model, structure, design and implementation of a cyber-domain specific recognized picture that supports multi-level commands situational awareness and decision making. Furthermore, the distinction of CIS recognized picture from the operational, military-focused RCyP is not well understood. As a result, multiple NATO stakeholders (including ACT) are currently experimenting with different solutions and alternatives, and it seems like the right time to conduct a in-depth analysis of a proper definition, model, design and specification of the NATO RCyP.

It must be highlighted that for the purposes of this SoW, the RCyP looks beyond CIS information and focuses on threat and mission information that enables military, operational decision-making. Current CIS pictures (including the recognized CIS Picture) fall short of the needs of the operational community, and therefore this study will have to look and focus on operational/mission aspects in the RCyP.

This Statement of Work (SoW) seeks industry support for the development of a technical/operational study on the definition, model, structure, design and specification of the NATO RCyP.

## **Activities and Results**

The selected provider shall:

Develop a study on the required characteristics of the NATO RCyP. The study shall include:

Based on current NATO terms and definitions (see NATO’s AAP-006 and AAP-015), a definition and description of NATO RCyP.

Based on most current NATO concept and specification for Cyberspace Situational Awareness (CySA), proposed use-cases for the NATO RCyP, and basic specification.

Analysis of RCyP information sources.

Proposed RCyP structure, format and contents.

Wireframe diagrams of the proposed RCyP structure, format and contents.

Relations between proposed NATO's RCyP and CySA, other NATO recognized pictures and NATO Common Operational Picture (NCOP).

Proposed roadmap for the development and implementation of NATO's RCyP.

Participate in technical discussions, notably with ACT Cyberspace SMEs, as required.

Brief the final solution to ACT and other NATO organizations, as necessary (for the purpose of effort estimation, this would be a one-day effort).

The deliverables shall include:

The study on the required characteristics of the NATO RCyP .

References and any additional documentation required to support the findings.

ACT will provide the following products (to be confirmed at kick-off meeting):

Latest available NATO Cyberspace Situational Awareness (CySA) concept.

Latest available NATO Cyberspace Situational Awareness (CySA) specification.

All deliverables shall be provided in Microsoft Office editable source formats.

All products delivered by the provider must be fully releasable to NATO and all NATO nations.

Unless otherwise agreed by ACT, all products released by the provider shall be classified as NATO unclassified or NATO restricted.

## **Milestones**

Contract award (T0): c.a. 5 July 2023.

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

Progress meeting and delivery of draft feasibility study #1: by 7 August, location ACT, Norfolk, USA, or remotely via VTC should the works permit.

Progress meeting and delivery of draft feasibility study #2: by 3 October, location ACT, Norfolk, USA, or remotely via VTC should the works permit.

Delivery of final draft feasibility study: by 10 November, location ACT, Norfolk, USA, or remotely via VTC should the works permit.

Delivery of final feasibility study: by 24 November, location ACT, Norfolk, USA, or remotely via VTC should the works permit.

### **Estimated Effort**

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 the expectations, the following assumptions are shared by the ACT project sponsor:

Necessary effort of about 2 person-month of concept developer and 3 person-month of senior (military) operations engineer.

It must be noted that the above estimate assumes provider's team pre-existing expertise on Cyber Situational Awareness and cyberspace operations. Familiarity with NATO organization, roles and responsibilities will reduce the effort to ensure NATO-focused analysis.

### **Essential Requirements**

To increase the likelihood of success, the provider shall meet or exceed the following essential requirements:

Demonstrable and very recent (less than one year-old, at the time of bidding) company references in the study, analysis, definition and development of Cyberspace operations Situational Awareness (CySA) concepts and capabilities. Experience shall be focused on military operations-level CySA and not only CIS/cyber security SA.

Demonstrable experience (less than three years old) in the development of studies and products in support of military cyberspace operations planning, execution and assessment.

Demonstrable experience (less than three years old) in the development of studies and products for national or multinational cyber commands.

Ability to electronically exchange information, classified up to the level of NATO RESTRICTED, with NATO Cyberspace Branch team members. Bidders shall clearly specify how they intend to do so and the capabilities that the company has to exchange restricted information with NATO ACT via NATO classified network.

## **Other Considerations**

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:

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.

At the request of ACT's PM, invitation to other NATO stakeholders representatives (e.g., from the NATO Allied Command Operations, NATO Joint Force Commands, 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.

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

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.

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.

Disclosure of, and access to the above documentation or information to provider's personnel will solely be made on a need-to-know basis.

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.

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**

Type of Contract: This is a deliverable, firm-fix-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.

The Period of Performance: **5 July 2023 – 24 November 2023**, requiring ACT project sponsor approval to deviate from the milestones identified above. Any (no-cost) extension to the period of performance shall be subject to ACT approval after careful consideration of the justification.

### **Place of Performance and Travel**

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 HQ SACT in Norfolk, VA, USA, unless prior agreement is reached to conduct them in a different location or (classification permitting) via VTC.

No infrastructure or purchaser furnished equipment shall be provided to the awarded company, which will be responsible for all necessary tools and logistics necessary to execute the work, including handling and transmitting NATO documentation up to the classification of NATO RESTRICTED.

No travel is expected as part of this contract, other than necessary travel to attend progress meetings in ACT, if so is required.

### **Information Security**

The provider will have access and work with not classified, NATO UNCLASSIFIED and NATO RESTRICTED documentation, only. Personnel allocated to the activities in this SoW are required to have NATO RESTRICTED or national equivalent clearances at the time of bidding. The provider shall comply with NATO policy when handling any NATO furnished information.



## 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. References will be measured against each of the criteria specified below in order to ascertain whether the bidders have adequate qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions with bidders’ proposed teams). **Examples of how detailed knowledge levels were attained are expected. Ultimately bidding 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 .....

#	Criteria	Compliant (C)	Non-compliant (NC)
1.	Contractor companies shall submit papers of no more than 15 pages (single-spaced) text (Exclusive CVs)		
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent		
3.	Proposed candidate is national of NATO Member nation		
4.	Demonstrable and very recent (less than one year-old, at the time of bidding) company references in the study, analysis, definition and development of Cyberspace operations Situational Awareness (CySA) concepts and capabilities. Experience shall be focused on military operations-level CySA and not only CIS/cyber security SA.		
5.	Demonstrable experience (less than three years old) in the development of studies and products in support of military cyberspace operations planning, execution and assessment.		
6.	Demonstrable experience (less than three years old) in the development of studies and products for national or multinational cyber commands.		
7.	Ability to electronically exchange information, classified up to the level of NATO RESTRICTED, with NATO Cyberspace Branch team members. Bidder shall clearly specify how they intend to do so and the capabilities that the company has to exchange restricted information with NATO ACT via NATO classified network.		

**HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE**