



NORTH ATLANTIC TREATY ORGANISATION

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

Request for Proposal

RFP-ACT-SACT-23-60

Feasibility Study NATO Adoption of European Cyber Situational Awareness Platform
(ECYSAP)

Bidding Instructions

RFP-ACT-SACT-23-59

Table of Contents

1.	General	4
2.	Classification	4
3.	Definitions	4
4.	Eligibility	5
5.	Duration of Contract	5
6.	Exemption of Taxes	5
7.	Amendment or Cancellation	5
8.	Bidder Clarifications	5
9.	Bid closing date	6
10.	Bid Validity.....	6
11.	Content of Proposal.....	6
12.	Proposal Submission	6
13.	Late Proposals.....	7
14.	Bid Withdrawal.....	7
15.	Bid Evaluation	7
16.	Proposal Clarifications	8
17.	Award	8
18.	Communications.....	8
19.	Points of Contact:	8
	Enclosure 1	9
	Enclosure 2	9
	Enclosure 3	10

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 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 **5 July 2023 – 04 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 **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 **28 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
- Price proposal: 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, 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

Catherine Giglio, ACT Contracting Officer,
757-747-3856, Catherine.giglio@act.nato.int

Magdalena Ornat, ACT Contracting Officer,
757-747-3150, magdalena.ornat@act.nato.int

Enclosure 1

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-23-60

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-23-60. 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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-----	-----
-----	-----
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	(If applicable, add another page)

Company: _____ Signature: _____
Name & Title: _____ Date: _____
Company Bid Reference: _____

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- 60

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- 60

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-23-60 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

DELIVERABLES	COST (USD)
1.Delivery of draft feasibility study #1 (political, administrative and regulatory): by 24 July 2023	\$
2.Delivery of draft feasibility study #2 (scope and functionality): by 21 August 2023	\$
3.Delivery of draft feasibility study #3 (cost and schedule): by 02 October 2023	\$
4.Delivery of study conclusion , recommendations and actionable roadmap for ECYSAP adoption: no later than 6 November 2023	\$
5.Delivery of final draft feasibility study for comments: by 13 November 2023	\$
6.Delivery of final feasibility study: by 4 December 2023	\$
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 _____

Statement of Work

Feasibility Study: NATO Adoption of European Cyber Situational Awareness Platform (ECYSAP)

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 that enable NATO operations and missions.
- 4 As part of current ACT activities in cyberspace, the Command is devoting a significant number of efforts in the area of Cyberspace Situational Awareness (CySA). Part of those efforts include the analysis of existing and under-development capabilities able to fit, directly or through further development, NATO needs related to CySA.
- 5 This Statement of Work (SoW) seeks industry support to conduct a feasibility study of adopting the European Cyber Situational Awareness Platform (ECYSAP) as the basis for NATO CySA capabilities. Due to the need for in-depth knowledge (technical, organizational, programmatic and resources) of ECYSAP, only companies that have directly been involved in ECYSAP development are invited to submit proposals.

Aim and Scope

- 6 As a result of the declaration of Cyberspace as a domain of operations, NATO has allocated significant efforts to the development of functions and capabilities supporting conducting operations and missions in cyberspace.
- 7 Cyberspace Situational Awareness (CySA) is considered an essential capability to operate in cyberspace, as well as to support consultation, coordination and collaboration with NATO members and partners.
- 8 NATO has conducted a number of research and development studies in the area of CySA concepts, specifications and architectures, and has come up with a good description of the required CySA capabilities for NATO and the Alliance. NATO is ready to develop and implement the CySA capability. According to NATO procurement rules, the “Adopt, Buy, Create” principles, NATO will seek adopting existing or under development capabilities, rather than buying or creating new ones, should the approach be feasible.
- 9 At the same time, the European Union, as part of the European Defence Industrial Development Programme (EDIDP), contributing to the ESC2 PESCO project, is developing a solution for the European Cyber Situational Awareness Platform, called ECYSAP. ECYSAP claims to support digital capabilities for running various simultaneous operations either independently or in cooperation with NATO, where ECYSAP will provide the cyber operational view.
- 10 This statement of work seeks to evaluate the feasibility of adopting ECYSAP as the NATO CySA capability. The feasibility will be analysed in three areas:
 - 10.1 Complexity: ECYSAP is a multinational project developed under European Union funding. The study will analyse the feasibility to adopt the so far existing solutions, and address considerations related to authorities, approvals, intellectual property rights, industrial rights and other elements that could constrain the adoption of ECYSAP.
 - 10.2 Scope and Functionality: ECYSAP is being developed with its own use cases and requirements. Alignment with CySA use-cases, requirements and architectures will have to be analysed, and the additional work required to bring ECYSAP into CySA specifications will have to be evaluated and described.
 - 10.3 Programmatic, Cost and Timelines: Once complexity and scope have been analysed, the costs and timelines required to get approvals, conduct the system

engineering and develop CySA from ECYSAP will have to be estimated and described.

11 Due to the need for in-depth knowledge (technical, organizational, programmatic and resources) of ECYSAP, only companies that have directly been involved in ECYSAP development are invited to submit proposals.

Activities and Results

12 The selected provider shall:

12.1 Research the (political, administrative and regulatory) feasibility of adopting ECYSAP as NATO CySA. To such extent, the provider shall:

12.1.1 Research the above based on EU European Defence Industrial Development Programme (EDIDP) and ESC2 PESCO projects principles, guidelines, policies and constraints.

12.1.2 Research the above based on ECYSAP partner nations political and contractual constraints, rights and regulations.

12.1.3 Research the above based on ECYSAP industrial/academic consortium contractual constraints, rights and regulations.

12.2 Research and describe the scope gap between existing and planned ECYSAP implementations and the NATO CySA. Identify required developments, including those required to accredit the solution to operate in NATO networks.

12.3 Based on the development scope and constraints identified above, estimate the cost, time and milestones associated to bring ECYSAP into a CySA specification/architecture-compliant capability. For this estimation, the most cost-effective approach will be considered.

12.4 Based on the above, develop a high-level roadmap outlining the programmatic to achieve CySA departing from current ECYSAP efforts.

12.5 With the results of the research conducted above, organize, prepare and support ACT in leading the following meetings on the subject:

12.5.1 With EU/EDA authorities, preferably in EU/EDA premises in Brussels.

12.5.2 With national authorities in any of the nations' facilities.

12.5.3 With industry consortium, in any of the industry facilities.

12.6 Based on the research study, estimates and the meetings described above, develop a short paper outlining the considerations related to the adoption of ECYSAP, ideally identifying the way forward to adopt the European system in compliance with all necessary rules and regulations, required developments and associated effort and timelines.

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

12.8 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).

13 The deliverables shall include:

13.1 The feasibility study on the adoption of ECYSAP as NATO's CySA, including applicable reference documentation.

13.2 Preparatory materials for meetings with EU, nations and industry/academia stakeholders.

13.3 Meeting minutes of all conducted meetings during the study and, in particular, those with EU/EDA, nations and the industry consortium.

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

14.1 Latest available NATO Cyberspace Situational Awareness (CySA) concept.

14.2 Latest available NATO Cyberspace Situational Awareness (CySA) specification.

14.3 Latest available NATO Cyberspace Situational Awareness (CySA) architecture description.

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

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

17 Unless otherwise agreed by ACT, all products released by the provider shall be classified as NATO UNCLASSIFIED or NATO RESTRICTED.

Milestones

- 18 Contract award (T0): c.a. 5 July 2023.
- 19 Project kick-off meeting T0+1 week, location ACT, Norfolk, USA, or remotely via VTC, should the works permit.
- 20 At T0+2 weeks, delivery, for ACT approval, of project meeting plan, including meetings with industry, nations and EU/EDA, including proposed dates, attendees, aim, purpose, preparatory materials, etc.
- 21 Progress meeting and delivery of draft feasibility study #1 (political, administrative and regulatory): by 27 July 2023, location ACT, Norfolk, USA, or remotely via VTC should the works permit.
- 22 Progress meeting and delivery of draft feasibility study #2 (scope and functionality): by 21 August 2023, location ACT, Norfolk, USA, or remotely via VTC should the works permit.
- 23 Progress meeting and delivery of draft feasibility study #3 (cost, schedule): by 2 October, location ACT, Norfolk, USA, or remotely via VTC should the works permit.
- 24 Meeting with EU/EDA, nations and industry/academia: by no later than 30 October, at EDA, nations and industry locations.
- 25 Progress meeting and delivery of study conclusions, recommendations and actionable roadmap for ECYSAP adoption: by no later than 6 November 2023, location ACT, Norfolk, or remotely via VTC should the works permit.
- 26 Delivery of final draft feasibility study for comments: by 13 November 2023.
- 27 Delivery of final feasibility study: by 4 December 2023.

Estimated Effort

- 28 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:
 - 28.1 Necessary effort of about 0.5 person-month for project management; 2 person-month for EU, government and industry-relations work; 2 person-month of capability engineer; 2 person-month for cost estimation and plan/roadmap development.
- 29 It must be noted that the above estimate assumes provider's team pre-existing expertise on ECYSAP, cyber situational awareness and cyberspace operations. Familiarity with

NATO organization, roles and responsibilities will reduce the effort to ensure NATO-focused analysis.

Essential Requirements

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

30.1 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.

30.2 Have participated in the design and development of ECYSAP, preferably as a national prime contractor of ECYSAP projects.

30.3 Good understanding of NATO and, in particular, NATO approach to cyberspace operations and cyberspace situational awareness. Ideally, have participated in one or more NATO cyberspace domain studies and projects, preferably in the area of cyberspace situational awareness.

30.4 Ability to electronically exchange classified information, up to the level of NATO RESTRICTED, with NATO ACT staff. 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

31 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:

31.1 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.

31.2 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.

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

32 The provider may request additional information to be furnished by ACT prior to any of the kick-off or progress meetings, which ACT will provide 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.

33 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.

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

35 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.

36 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

37 Type of Contract: This is a deliverables, 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.

38 The Period of Performance on or about **5 July to 4th December 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

- 39 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.
- 40 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.
- 41 Travel to conduct the activities in support of this SoW is expected. The number and duration of trips will depend on the ability to combine meetings with the different stakeholders. A minimum of four (4) trips within Europe should be expected.

Information Security

- 42 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 as a minimum active NATO RESTRICTED or national equivalent clearances at the time of bidding. The provider shall have the clearances and tools to handle, store, process and transmit information classified at the level of NATO RESTRICTED at the time of bidding, and 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 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

Indicate where in the technical proposal compliance is demonstrated.

#	Requirements	Compliant (C) ¹	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.	Personnel shall have participated in the design and development of ECYSAP, preferably as a national prime contractor of ECYSAP projects.		
6.	Personnel shall have participated in one or more NATO cyberspace domain studies and projects, preferably in the area of cyberspace situational awareness.		
7.	Personnel allocated to the activities in this SoW are required to have as a minimum active NATO RESTRICTED or national equivalent clearances at the time of bidding. The provider shall have the clearances and tools to handle, store, process and transmit information classified at the level of NATO RESTRICTED at the time of bidding, and shall comply with NATO policy when handling any NATO furnished information.		
8.	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 AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION.
