



Science and Technology Organization
Centre for Maritime Research and Experimentation
La Spezia – Italy



Request For Proposal

RFP CMRE-25-011

IT INFRASTRUCTURE MODERNIZATION STUDY

Bidding Instructions

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A Bidding Instructions

1 General

This is a Firm Fixed Price deliverable contract in accordance with the STO-CMRE Terms and conditions; Contract award is contingent upon funding availability.

STO-CMRE Standards Terms and Conditions dated July 2016 are applicable to this procurement and can be located on the CMRE website at www.cmre.nato.int/Procurement under General Information.

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 STO-CMRE
- 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 “STO-CMRE” shall refer to Science & Technology Organisation – Centre for Maritime Research and Experimentation.
- g. The term “NATO” shall refer to the North Atlantic Treaty Organisation.
- h. 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:

1. Established in a North Atlantic Treaty Organisation Alliance member nation.
2. Working in the required field and legally authorised to operate in the country or countries in which this contract is to be performed at the time of bidding.
3. Has performed the desired past performance including size, cost and scope.
4. All proposed personnel on this requirement must be citizens of a NATO member nation as described in this RFP.

5 Duration of the Contract

1. The contract awarded shall be effective upon date of award.
2. Period of Performance: 1 June – 31 Aug 2025.

6 Exemption of Taxes

All prices and rates quoted shall be exclusive of any taxes and duties from which STO-CMRE is exempt pursuant to the provisions of “Agreement on the status of the North Atlantic treaty Organization,

National Representatives and International Staff” (Ottawa Agreement), Articles IX and X and the Italian law ART. 72 of the D.P.R. 26/10/1972 n. 633 and subsequent modifications.

7 Amendment or Cancellation

STO-CMRE 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.

STO-CMRE reserves the right to cancel, at any time, this RFP either partially or in its entirety. No legal liability on the part of STO-CMRE 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 STO-CMRE.

8 Bidder Clarification

1. 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) working days prior to the bid closing date.
2. **Bidders’ conference: mandatory** remote (via Teams) conference shall take place on **29 Apr 2025 at 10:00 hrs local time**. Firms interested to submit a proposal must confirm their participation at the conference not later than **28 Apr 2025, 12:00 hrs local time**.
3. Bidders’ site visit (if applicable): not-applicable.
4. Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders by e-mail. All 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 submitted by **09.00 hours, local time, 19 May 2025**. Bids received after the stated date and time, will not be considered.

Send bids via e-mail as an Adobe® .pdf file to: Contracting@cmre.nato.int and cc Registry@cmre.nato.int (See paragraphs 11 & 12)

NOTE: Please DO NOT send your bid to any other e-mail address otherwise your bid may be determined non-compliant with this RFP.

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. STO-CMRE reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity. STO-CMRE may consider a denial to extend the validity as a withdrawal of the bid.

11 Content of Proposals

The entire proposal shall be split in 2 proposals :

- a. The Financial proposal containing :
 1. The bidder's full name, address, point of contacts, telephone, and website;
 2. Compliance statement (See Annex 2)
 3. Price Proposal (See Annex 4 for Price proposal).
- b. The Technical proposal containing:
 1. A proposal describing the detailed approach, including methodology, plan with milestone and dependencies, and a description of the deliverables outlined in the SOW (part B of this RFP). The proposal shall be in PowerPoint or text format, up to 15 pages. In addition, documentation is required demonstrating experience and competences of the company.
 2. Past performance (See Annex 3): Contractor companies shall cite at least three 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 the 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. In particular, contractor companies must show relevant experience in effectiveness, innovation, risk, cost and schedule analysis for similarly sized/complexity programmes.
 3. Curriculum vitae of the proposed candidates. Contractor companies shall identify the individual or set of individuals that will deliver on the task and provide evidence to assure appropriate levels of experience and expertise.
 4. Compliance matrix (See Annex 5 to Statement of Work).

12 Proposal Submission

- a. Proposals shall be submitted electronically in two separate PDF documents; One containing the Technical Proposal and one containing the Financial Proposal, to: Contracting@cmre.nato.int
- b. Email subjects shall include the solicitation information along with company name (for example: RFP CMRE-25-011_Tech_ABC Inc. / RFP CMRE-25-011_FIN_ABC Inc.). Allow sufficient time in your submission should you encounter email size challenges.
- c. Price proposals shall be in EURO (€) currency. Proposals may be submitted in other currencies. Comparison of the price proposals will be made in euro; the exchange rate to be used for the purposes of such price comparison will be the NATO exchange rate on the first day of the week of the bid closing date.
- d. Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- e. No oral bids or oral modifications or telephonic bids shall be considered.
- f. 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 STO-CMRE prior to the established closing date and time. Only if it can be unequivocally demonstrated that the late arrival of the proposal package was the result of NATO staff negligence (mishandling) shall the bid be considered, as long as it is received before an award is made.

- b. A delay in email exchange due to the server or size restrictions does not constitute a delay by NATO.

14 Proposal Withdrawal

A bidder may withdraw their proposal up to the date and time specified for bid closing. Such a withdrawal must be completed in writing, with attention to the STO-CMRE Contracting Officer.

15 Proposal Evaluation

- a. The evaluation of proposals and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of STO-CMRE. Such determinations shall be consistent with the evaluation criteria specified in the RFP.
- b. STO-CMRE is not responsible for any content that is not clearly identified in any proposal package.
- c. The contract shall be awarded considering the following factors:
 - 1. The proposal has received the highest score out of the pre-determined set of weighted technical (TK) and financial (FIN) criteria set in the Evaluation Criteria Matrix, Annex 6 of this RFP.
 - 2. Successful administrative submission of bid packages as requested at paragraph 11 of this RFP.
 - 3. Acceptance of STO-CMRE General Terms and Conditions.

16 Proposal Clarifications

During the entire evaluation process STO-CMRE 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

- a. STO-CMRE intends to award a firm fixed price contract to the Offeror whose proposal represents the best value offer to NATO.
- b. STO-CMRE will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- c. STO-CMRE 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 STO-CMRE shall only be through the nominated STO-CMRE Contracting Officer. Designated contracting staff shall assist the STO-CMRE Contracting Officer in the administrative process. There shall be no contact with other STO-CMRE personnel regarding 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

(PLEASE INCLUDE ALL BELOW ON ALL CORRESPONDENCE)

- (a) Ms Laure Briegne, Contracting Officer: Laure.Briegne@cmre.nato.int
- (b) Ms Edlira Llazo, Contracting specialist, buyer: Edlira.Llazo@cmre.nato.int
- (c) Contracting Office: Contracting@cmre.nato.int

B Statement of Work (SOW)

1. Introduction and Background

The Centre for Maritime Research and Experimentation (CMRE) is an organization of the North Atlantic Treaty Organization (NATO).

CMRE is an established, world-class scientific research and experimentation facility that organizes and conducts scientific research and technology development, centred on the maritime domain, delivering innovative and field tested Science & Technology (S&T) solutions to address defence and security needs of the Alliance.

We focus on vital areas such as artificial intelligence, underwater acoustics, and pressing challenges like climate change, the protection of critical undersea infrastructure and multi domain operations.

CMRE is in the process of renewing its IT infrastructure. To account for recent changes in the geopolitical landscape that reflect on the research areas, and areas of operation for CMRE, a new IT architecture is needed.

The goal of this project is to design a High Level Architecture for the CMRE enterprise, taking into account current and future business needs, and define requirements for the IT infrastructure that may be used in a subsequent phase of the project to solicit information from vendors.

2 Scope of work

The scope of this project is to design the future state enterprise architecture of CMRE by soliciting needs and from internal stakeholders, and following define the requirements for the underlying IT infrastructure and services.

The design and definition should be done using a phased approach involving key areas of CMRE business in the design process. The work should include the following phases:

1. Immersion, including building an understanding of the existing IT landscape (technology), workforce (people) and processes. The work should include an analysis of the CIS and security requirements imposed by NATO.
2. Architecture design. Working directly with the business domains at CMRE to understand needs and propose a design, taking into consideration the existing way of working, how the business is changing and trends from the industry to include in the design of the future IT infrastructure.
3. Documentation. Document the solution as a High Level Architecture, including logical and physical views, technologies, services, as well as specific infrastructure requirements and a Roadmap with suggested timelines for its implementation. The documentation may be used by CMRE for subsequent procurement process.

The bidders are encouraged to suggest their own methodology that may be structured in a different way, as long as the overall phases are covered at a conceptual level.

3. Requirements description

The supplier shall:

- Gather documentation and conduct analysis of existing IT landscape taking into account the NATO IT landscape and related strategic plans.
- Gather documentation and analyse NATO CIS and security requirements.
- Engage with up to six groups representing CMRE business areas.

- Suggest and propose new ways of working, based on industry best practices.
- Map business requirements.
- Provide a High Level Design (HLD) of the future CMRE IT architecture, compliant with NATO CIS and security policies and directives and international standards addressing confidentiality, integrity and availability. The HLD shall include logical and physical views, along with technology stack, network infrastructure and capacity estimates.
- Define a list of IT infrastructure and service requirements.
- Provide an implementation roadmap, including high level work packages and dependency map, for use as input to subsequent procurement process.

4. Deliverables

The following deliverables are envisioned:

- Existing IT landscape.
- List of topics to investigate.
- Requirement list.
- HDL Future state IT architecture.
- Documentation, including list of technologies, services and equipment, definition of work packages and dependencies, for use as input to subsequent RFI/RFQ process.
- Implementation Roadmap (including GANTT Chart).

5. Milestones

As a minimum, the following milestones should be considered:

1. Project kick-off with key stakeholders at CMRE at project start.
2. Requirements – during the project, and latest 1 month before the end of the project.
3. End of project documentation – end of the project.

The aim is to start the work on 1 June 2025, and deliver the final documentation on 31 Aug 2025.

6. Place of performance

The work will be performed remotely with meetings onsite and via VTC.

7. Contractor Supervision & Reporting

A Program Manager will be assigned to the project from CMRE. The supplier is expected to assign a Project Manager that will coordinate the project and act as a single point of contact during the project. Reporting is expected twice a month in form of a project management meeting and written status report.

8. Quality of Deliverables

It is expected that all deliverables are developed/delivered in high quality. Reporting deliverables should be produced at the expected level, in English using the appropriate Microsoft Office Software program. Analyses (and their documentation) must meet the following:

a. Replication: The contractor must provide a sufficiently detailed audit trail, including documentation of data and assumptions list to enable a third party to independently replicate the analyses.

b. Rationale: The contractor must provide justifiable rationale for the selection of the inputs to the proposed methods and models.

9. Release of Information (NDA)

In the course of execution of this PWS, information and data may be exchanged between the Contractor and the CMRE. Each Party will make its best efforts to ensure that information received from other Participants is safeguarded against unauthorized disclosure.

The Contractor is specifically responsible for the protection and safeguarding of proprietary or sensitive information and data provided in the performance of this contract. The Contractor will not transfer information received or generated in the performance of this PWS to any third party without prior written agreement from the CMRE. The Contractor and its personnel will be requested to sign a non-disclosure agreement (NDA).

10. Security and Installation Access

Personnel details are to be supplied as requested to allow access to CMRE, if required. 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 Supplier(s) shall be responsible for satisfying the necessary clearance requirements before bringing any such device into a NATO facility.

11. Applicable Standard and Guide

NATO policies and directives.

ISO 9001 Certification

(End of SOW)

Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents:

- ☐ Bidder's name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Past Performance (including References).
- ☐ Technical Proposal.
- ☐ Financial Proposal
- ☐ Compliance matrix (See Annex 5).

Compliance Statement**COMPLIANCE STATEMENT TO RFP CMRE-25-011**

It is hereby stated that our company has read and understand all documentation issued as part of **RFP CMRE-25-011**. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of **RFP CMRE-25-011** and the intended contract with the following exception(s); such exemptions are considered non-substantial to the STO-CMRE solicitation provisions issued.

Clause	Description of Minor Deviation

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.

PAST PERFORMANCE INFORMATION FORM

(Company is required to submit minimum of three (3) references may be submitted in lieu of past performance).

Contracting Entity:

Contract No:

1. Type of Contract (Firm Fixed Price, Requirements):
2. Title of Contract:
3. Description of Work Performance and Relevance to Current Acquisition :
4. Contract Euro Amount:
5. Period of Performance:
6. Name, Address, Fax and Telephone No. of Reference:
7. Indicate Whether Reference Acted as Prime or Sub-contractor:
8. Comments regarding compliance with contract terms and conditions:
9. Complete Contact Information for client:
10. Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official_____

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

PRICE PROPOSAL

1. Bidders shall provide an all-inclusive, firm fixed price (FFP) proposal for the item described below by filling out the "Total Price" box. The complete description of the specifications can be found in the Statement of Works.
2. The prices shall be tax and duty free.
3. The prices shall be expressed in Euro.

No	Description/Deliverables	Unit of Issue	Total Price (in €)
1	IT Infrastructure Modernization Study as per the specifications of the SOW	Lump-sum	

Authorizing Company Official:

Printed Name: _____

Position: _____

Authorizing Company (Signature): _____

Title: _____

Date: _____

COMPLIANCE MATRIX

Compliance Matrix to STATEMENT OF WORK

Contractor technical proposal will be assessed based on criteria mentioned in the following table. STO-CMRE reserves the right to conduct technical discussions with contractor. Ultimately, companies shall clearly demonstrate by providing unequivocal explanation to where and how it meets the criteria set forth in this solicitation. The Contractor must demonstrate their experience and expertise in the subject matter, in which will be graded in accordance with the Grading Matrix.

No	ITEM	COMPLIANT / NOT COMPLIANT	Bidders Statement of Compliance – Bidder shall specifically reference the information within the proposal (page/paragraph) that demonstrates compliance with the criteria.
1	All proposed personnel on this requirement must be citizens of a NATO member nation		
2	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) (Written and Oral). NATO: 2222.		
3	The bidder must have at least 3 year of experience in the required field.		
4	ISO 9001 Certification		

Annex 6: Evaluation Criteria Matrix

In order to ensure that proposals will be evaluated on quality as well as value for money, the following weight will be applied:

Type	Requirements	Max points	Range
TK	The approach	30	
	• Phased Approach	8	0 point- Single phase project approach 4 points - Basic Approach based on milestone and written documentation 8 points – Industry Best Practices using modern methodology for requirements gathering
	• CIS Requirements including Security	8	0 point – No consideration of CIS security requirements 4 points – Industry Best Practices 8 points – Industry Best Practices + Demonstrated experience with NATO, cloud and edge computing and security
	• Change management conduct	4	0 point – No Statement to Change Mgt as part 2 points – Medium of the designed structure & 4 points – High Roadmap
	• Stakeholders engagement	4	0 point – Documents analysis 2 points – Limited interaction with stakeholders 4 points – Interactive & Collaborative requirement gathering
	• Solution Innovation	6	0 point – Traditional solution 3 points – Innovative solution in at least one of the 3 fields (technology, people, processes) 6 points – Demonstrated ability to apply innovative solution (technology, people, processes) as part of the proposed solution
TK	Proposed CVs	6	0 point – no previous experience in the field 3 points – less than 4 years 6 points – more than 4 years
TK	Previous IT strategic/innovation collaborations with NATO entities	8	0 point – no previous experience 4 points – less than 3 engagements 8 points – 3 or more engagements
TK	Vendor strength and stability	6	0 point – local vendor present in one city/country 3 point – International vendor with presence in Italy and other NATO countries 6 point – International vendor with presence in Italy and other NATO countries, financially stable
	TOTAL	50	
FIN	Price	50	Points are allocated as follow : P: points of the proposition we are evaluating Y : max points (here 50) M : lowest price Z: price of the evaluated proposition $P = Y * (M/Z)$
	TOTAL	100	