



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



## **INVITATION FOR INTERNATIONAL BID**

Title :

**IFIB-CMRE -25-020**

**Provision of IT Professional Support Services**

**Bidding Instructions**

12-Dec-25

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# A Bidding Instructions

## 1 General

The NATO STO Centre for Maritime Research and Experimentation (CMRE) located in La Spezia, Italy - intends to award one or more Basic Ordering Agreement(s) (BOAs) for the provision of IT Professional Support Services to the Centre's Scientific Information Systems.; Contract award is contingent upon funding availability; Partial bidding is allowed.

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

## 2 Classification

This Invitation for International Bid (IFIB) 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 IFIB.
- b. The term "Bidder" shall refer to the bidding entity that has completed a bid in response to this IFIB.
- 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 IFIB on behalf of STO-CMRE
- e. "Contracting Officer's Representative" or "COR" 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 IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

## 4 Eligibility

This IFIB 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 key personnel on this requirement must be citizens of a NATO member nation as described in this IFIB.

## 5 Duration of the Contract

1. The contract awarded shall be effective upon date of award.
2. Period of Performance:
  - a. Base Period : from date of award to 31 Dec 2026
  - b. Option Periods:
    - i. 01 JAN 2027 – 31 DEC 2027
    - ii. 01 JAN 2028 – 31 DEC 2028
    - iii. 01 JAN 2029 – 31 DEC 2029
    - iv. 01 JAN 2030 – 31 DEC 2030

Option periods shall be exercised at the sole discretion of the STO-CMRE Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

## 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 IFIB 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 IFIB 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 IFIB, 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 **12 Jan 2026**.
2. Bidders’ conference (if applicable): not applicable
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 IFIB. Oral Interpretations shall not be binding.

## 9 Bid Closing Date

Bids shall be submitted by 09.00 hours, local time, **19 26 January 2026**. Bids received after the stated date and time, will not be considered.

Send bids via e-mail as an Adobe® .pdf file to: [Registry@cmre.nato.int](mailto: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 IFIB.

## 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 IFIB. 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).
  4. Acceptance of STO-CMRE General Terms and Conditions (See Annex 5)
  
- b. The Technical proposal containing:
  1. Documentary evidence as described at para. 5 of Performance Work Statement (PWS) – submittals: Past Performance and Professional's qualifications, pg. 22;
  2. Documentary evidence as described in para. 14 of Special Terms and Conditions– pg. 29 - applicable to sole proprietorship type of businesses only.

## 12 Bid Submission

- Proposals shall be submitted electronically in two separate PDF documents; One containing the Technical Proposal and one containing the Financial Proposal, to: [Registry@cmre.nato.int](mailto:Registry@cmre.nato.int)
- Email subjects shall include the solicitation information along with company name (for example: IFIB-CMRE-25-020\_Tech\_ABC Inc. / IFIB-CMRE-25-020\_FIN\_ABC Inc.). Allow sufficient time in your submission should you encounter email size challenges.
- Price proposals shall be in EURO (€) currency.
- Prices shall be all-inclusive, on a Firm Fixed Price Basis, fully loaded (G&A, O/H, etc.) and include any relevant discount schedule. The proposed prices are valid for the base year only. If options will be awarded, prices will be adjusted for inflation using the most recently available applicable annual official NATO countries Inflation rate factor.
- No oral bids or oral modifications or telephonic bids shall be considered.
- 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 Bids

- a. It is solely the bidder's responsibility that every effort is made to ensure that the bid reaches STO-CMRE prior to the established closing date and time. 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, 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 Bid 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 Evaluation Factors for Award

1. 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 STO-CMRE. Such determinations shall be consistent with the evaluation criteria specified in the IFIB.
2. STO-CMRE is not responsible for any content that is not clearly identified in any bids package.
3. BOA(s) BASIS FOR AWARD. Multiple awards are envisioned. The intent is to award a BOA to those firms who submit an acceptable proposal in terms of quality of the professional profiles provided and price; awards will be in a number determined by the Contracting Officer based on the quantity and quality (intended as number and types of the professionals proposed per bid) of the proposals received. The following factors are considerations:
  - a. Successful administrative submission of bid packages as requested paragraph 11, Bidding Instructions, of this IFIB.
  - b. Successful determination of Technical Compliance. Compliance will be met if the bidder proves - through the required submittals - to meet the qualifications required in the PWS, for any professional profile proposed.
  - c. Acceptance of STO-CMRE General Terms and Conditions.
4. While no obligation exists for the CMRE to order any minimum quantity of service, the Contracting Officer will ensure each BOA awardee is provided a fair opportunity to be considered for each task order award. The contracting officer will exercise broad discretion in order placement decisions, taking into consideration for example:
  - BOA's hourly rates;
  - availability of professionals for the profile(s) required;
  - the specific expertise and skills of the professionals proposed in matching the particular task to be performed;
  - Contractor's ability to provide a cross-functional team, with shared and consolidated working methodology and past experience in working together as a single delivery team, employing one or more of the profiles to cover CMRE specific project needs;
  - Contractor's past performance on earlier orders, including quality, timeliness and cost control;
  - rotation of Contractors, and
  - maximum total order value.
5. MAXIMUM TOTAL ORDER VALUE. The estimated annual maximum total order value, per single BOA awarded - is established to be Euro 900,000.00. Up to this amount task orders can be issued without further competition.

## 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 Contract/agreement type

1. As a result of this solicitation, the CMRE envisions multiple award framework agreements in the form of Basic Ordering Agreement(s) (BOA(s)). A BOA is a written agreement, not a contract – since no commitment to purchase and neither to perform exists between the parties. Such commitment will be generated by resulting future contracts (in the form of task orders) referencing the BOA's terms & conditions, and price rates. The future contract(s) issued reference the BOA(s), will be based on a Level of Effort and priced using the proposed firm-fixed hourly rates - subject to economic price adjustment for inflation in the option years, if exercised. Purchasing outside the framework agreements is not precluded.
2. Ordering. Services will be provided by the Contractor upon CMRE's request, communicated through the issuance of separate task order(s)/contract(s) that will indicate the professional profile(s) required, performance location, the task(s) to be performed, possible deliverables, and the estimated number of work-hours to perform such activities, using the hourly rates, terms and conditions agreed in the BOA.
3. Quantities: While precise quantity of services required is not known at the time of this solicitation, the maximum estimated level of effort envisioned per calendar year is approximately 32 man-years. Actual effort quantities will be defined in each separate task order.

## 18 Communications

All communication related to this IFIB, 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 IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

## 19 Points of Contact

CMRE Contracting Office: [Contracting@cmre.nato.int](mailto:Contracting@cmre.nato.int)

# B Performance Work Statement (PWS)

## 1 Introduction and Background

The Centre for Maritime Research and Experimentation (CMRE) is an executive body of the Science and Technology Organization (STO). The CMRE organizes and conducts scientific research and technology development and delivers innovative field-tested science and technology solutions to address the defence and security needs of the Alliance.

Within the CMRE Engineering and Information technology Division (EITD), the Information Technology (SciCIS) and the Software Development and Data Management (SDDM) Sections support the execution of the programme of work (POW) through the conception, design, development and construction of state of the art of IT Systems and Software Services in the NATO domain, with specific focus on Maritime and Multi-Domain operations, ensuring interoperability, security and compliance with relevant NATO policies and regulations.

## 2 Scope of the Work

CMRE is soliciting Contractor support to meet demands for specialist technical assistance in the field of Scientific Information Systems falling under Software Development and Data Management (SDDM) and IT (SciCIS) Sections' responsibility, which exceed workforce assigned levels and scope. Application areas are centred on customer-funded projects as per the approved Centre's Program of Work, and may extend to the operation of shared infrastructures used to deliver Centre output.

The CMRE is seeking to outsource the performance of the tasks listed below, from different professionals, each belonging to one of the "Professional Profiles" (PPs) listed below complete with the skill-sets required.

Contractor personnel (including any type of freelance personnel or self-employed service providers) who will be performing services related to profiles 4.C, 7.A, 7.B and 7.C under the contracts/agreements awarded as a result of this solicitation, will require access to NATO Classified information (up to NATO SECRET), shall hold PSCs at the requisite level and, if required by national laws and regulations, an appropriate FSC – by service performance start (i.e. Feb- Mar 2026). For other profiles access to Classified Information may be required, hence PSC will be requested for specific task orders.

## Profile 1: Agile Project Manager & Operations Specialist

The profile encompasses multiple specialized roles within the Project Management & Operations function:

- 1.A IT Project Manager
- 1.B SCRUM Master
- 1.C IT Assistant / FinOps

Each role will focus on one or more of the following responsibilities:

- Project Management
  - Plan, coordinate, and oversee software development activities, managing timelines, budgets, resources, and dependencies to ensure on-time delivery
  - Track progress, identify and mitigate risks and blockers, and facilitate communication between technical teams, stakeholders, and leadership
- Agile Facilitation & Team Enablement
  - Lead agile ceremonies and coach teams on agile principles, fostering continuous improvement and self-organization
  - Remove impediments, shield the team from disruptions, manage stakeholder expectations and track team health metrics while enabling productivity
- Procurement & Vendor Operations
  - Support procurement of specialized services and data from external vendors (e.g., cloud resources, satellite imagery, geospatial intelligence, sensor data, or other mission-critical data sources) translating technical requirements into specifications, scouting providers, and evaluating solutions against SLAs, licensing and cost
  - Manage vendor relationships throughout the lifecycle including RFI/RFP development, coordinate delivery and integration, track spending, and optimize costs while ensuring compliance
- Documentation & Reporting
  - Maintain comprehensive project documentation, status reports, and audit trails
  - Generate metrics and insights to support decision-making and continuous improvement

Role specific required experience:

- Role 1.A - IT Project Management
  - Professional experience in managing software development or IT projects with proven track record of successful delivery in complex technical environments
- Role 1.B - SCRUM Master
  - Professional experience facilitating Agile teams with active CSM, PSM, or equivalent Scrum certification
- Role 1.C - IT Assistant / FinOps
  - Background in technology procurement, vendor management, and financial operations with experience in technical requirement analysis, and contract/SLA evaluation.
  - Professional experience with data and services procurement in the defence domain (satellite imagery, ISR data, or similar specialized technical services) is highly valued

Core Competencies applicable across all roles:

- Strong analytical, problem-solving, and risk management skills with ability to identify, assess, and mitigate project and operational risks while translating complex requirements into actionable plans
- Excellent communication and interpersonal skills for effective collaboration across technical and non-technical audiences
- Professional experience with project management tools, collaboration platforms, and documentation systems (e.g. Azure DevOps, JIRA, etc.)
- Understanding of IT service delivery, operational workflows, and procurement processes
- Ability to work independently, prioritize multiple tasks, and adapt to changing priorities in dynamic environments
- Good level of spoken and written English

Required seniority:

- Minimum: 3+ years of experience
- Senior: 7+ years of experience

## Profile 2: Cloud Engineer

Responsibilities:

- Working with the IT team to identify and implement the most optimal cloud-based solutions for the organization
- Supporting the planning, designing, and developing cloud-based applications
- Managing the cloud environment in accordance with the organization's security guidelines
- Supporting the deployment and debugging of cloud initiatives as needed in accordance with best practices throughout the development lifecycle
- Leading and developing best practices for a larger cloud engineering team
- Building and designing web services in the cloud
- Orchestrating and automating cloud-based platforms throughout the organization.
- Document cloud architecture, processes, and procedures to ensure clarity and consistency across the organization
- Participate in Agile ceremonies including sprint planning, daily standups, retrospectives, backlog refinement, code reviews, and technical documentation using AzureDevOps or similar platforms
- Work in cross-functional teams made by scientists, developers and engineers

Required experience:

- Strong experience with Agile/Scrum methodologies, Git workflows, code review processes, and collaboration tools (AzureDevOps, JIRA, GitHub, GitLab, etc.)
- Professional experience as a Cloud Engineer or similar role on major Cloud platforms (e.g., AWS, Azure, Google Cloud Platform)
- Cloud certification from major vendors
- Strong understanding of cloud security principles, including encryption, identity and access management, network security, and compliance.
- Proficiency in scripting and automation tools (e.g., Python, Bash, Terraform, Ansible).
- Professional experience with containerization and orchestration technologies (e.g., Docker, Kubernetes)
- Awareness of networking and internet protocols, including TCP/IP, DNS, SMTP, HTTP, and distributed networks

- Strong communication skills with the ability to convey technical concepts to non-technical stakeholders.
- Good level of spoken and written English

Required seniority:

- Minimum: 3+ years of experience
- Senior: 7+ years of experience

### Profile 3: Data Expert

The profile encompasses multiple specialized roles with expertise in Data related tasks:

- 3.A Data Engineer
- 3.B Data Scientist
- 3.C Data Assistant
- 3.D Data Handler

Each role will focus on one or more of the followings responsibilities:

- Data Engineering
  - Design, Develop, test, and maintain architectures such as databases and data platforms for large-scale data processing, data pipelines, ETL pipelines, workflow systems, etc.
  - Design, develop and test data models and data services to manage data efficiently, so that data can be easily accessed and processed by data scientists, developers and other services, exploiting the data as product paradigm.
- Data Science
  - Analyze and interpret and visualize complex data sets to identify trends, patterns, and actionable insights
  - Develop predictive models and algorithms to solve business problems and implement data-driven decision-making
- Data Assistance and stewardship
  - Convert data into interoperable formats and decorate with standard metadata to ensure data usability and accessibility, leveraging scripting language and automation tools.
  - Evaluate data quality, liaising with Scientists and Engineers to collect metadata attributes
  - Publish data/metadata into data catalogues and ensure the implementation of FAIR (Findable, Accessible, Interoperable, Reusable) data principles. Prepare data management plans to support scientific experiments
- Data Handling
  - Copy and transfer data across different storage systems, networks and locations efficiently and securely, to support experimentation campaign (at sea or on shore) following Standard Operating Procedures and ensuring efficient data flow
  - Configure Role-Based Access Control (RBAC) and Attribute-Based Access Control (ABAC) to align storage access with organizational needs. Collect statistics and KPIs and monitor the status and availability of data management systems addressing any issues related to storage, transfer and access
- Cross-functional and collaboration
  - Participate in Agile ceremonies including sprint planning, daily stand-ups, retrospectives, backlog refinement, code reviews, and technical documentation using AzureDevOps or similar platforms
  - Work in cross-functional teams made by scientists, developers and engineers

- Document processes, systems, and methodologies to facilitate knowledge sharing and continuity
- Champion security compliance and quality assurance practices throughout the data lifecycle, ensuring adherence to industry standards and organization policies and best practices

Role specific required experience:

- **Role 3.A - Data Engineer**
  - Professional experience in Python or other relevant languages for building and maintaining data pipelines and processing systems. Knowledge of library for data manipulation such as NumPy, SciPy, Pandas, xArray, Matplotlib, etc.
  - Professional experience with database systems such as such as SQL Server, Cassandra, Azure Cosmos Db, Redis, PostgreSQL, etc. schema design and query optimization and with Big Data Technologies such as Data Bricks, Azure Machine Learning, Spark, or Kafka for processing large volumes of data efficiently.
  - Professional experience in data modelling with one or more of the major paradigms: object oriented, entity-relationships, Graph based, etc.
  - Knowledge of data pipelines tools, to automate AI/ML and ETL jobs, such as Apache AirFlow, or similar
- **Role 3.B - Data Scientist**
  - Professional experience Statistical Analysis and Machine Learning, with strong foundation in statistical methods, machine learning algorithms, and data mining techniques, with practical experience in applying them to real-world problems.
  - Strong mathematical background with solid understanding of linear algebra, calculus, and probability theory to support model development and evaluation.
  - Proficiency in data analysis tools with expertise in R, Python, or SQL for data manipulation, analysis, and visualization and relative libraries such as PyTorch, TensorFlow, Keras, etc. Experience with data visualization tools with ability to use tools like Tableau, Power BI, or Matplotlib to create insightful visualizations
- **Role 3.C - Data Assistant**
  - Professional experience with formats such as JSON, XML, and HDF, NetCDF (CF), and metadata standards like Dublin Core or ISO 19115 or W3C DCAT
  - Proficiency using tools like CKAN, W3C DCAT implementations, Microsoft Purview, STAC, OpenGIS Catalog Services for the Web (CSW) for organizing and publishing data sets
- **Role 3.D - Data Handler**
  - Professional experience in maintaining data management systems, data storage systems and with cloud systems from major vendors
  - Professional experience with backup storage systems from major vendors and related optimization techniques
  - Proven knowledge of data transfer protocols and access control mechanisms.
  - Professional experience with one or more of Linux Ubuntu, Red Hat, Windows OS

Core Competencies applicable across all roles:

- Professional experience with Agile/Scrum methodologies, Git workflows, code review processes, and collaboration tools (AzureDevOps, JIRA, GitHub, GitLab, etc.)
- Understanding of cloud services and infrastructure provided by one or more major Cloud vendor, including data storage and processing capabilities

- Understanding of data security data protection aspects
- Professional experience of implementing Findable, Accessible, Interoperable, and Reusable (FAIR) principles in data management practices and understanding of Data Mesh architecture
- Good level of spoken and written English

Required Seniority:

- Minimum: 3+ years of experience
- Senior: 5+ years of experience

#### Profile 4: IT Architect

The profile encompasses multiple specialized roles within the IT Architect function:

- 4.A Software Architect
- 4.B Solution Architect
- 4.C Business Architect

Key responsibilities:

- Software Architecture
  - Design and implement scalable, distributed systems using modern cloud-native technologies and employing modern architectural patterns, such as micro services
  - Mentor development teams on software design principles, including object-oriented patterns, SOLID principles, and architectural best practices
  - Establish and enforce quality standards through secure coding practices, test-driven development, and continuous integration/delivery pipelines
- Solution Architecture
  - Lead enterprise-wide technology initiatives from conception through implementation, including cloud migration strategies and infrastructure modernization
  - Evaluate and recommend technology solutions that align with business objectives and policies, conducting thorough assessments of emerging tools, platforms, and services
  - Design comprehensive security architectures and perform technical risk assessments to ensure robust, compliant infrastructure solutions
- Business Architecture
  - The Business Architect provides specialized support to the design and evolution of the Business Architecture domain to ensure alignment between business strategy, capabilities, processes and technology
  - Aligns organisation's technology with its business mission, strategy, and processes and documenting this using architectural models.
  - Provide continuity management, by developing, implementing and testing a business continuity framework. Manage the development, implementation and testing of continuity management plans.

Role specific required experience:

- Profile 4.A - Software Architect
  - Proven track record designing and delivering complex, resilient, and secure software systems using modern development practices, distributed architectures, and contemporary cloud platforms with DevSecOps methodologies
  - Professional experience documenting and communicating architectural decisions using industry-standard frameworks and practices (e.g. C4 models, ADR, UML, etc.)

- Strong background in mentoring technical teams and establishing engineering excellence standards across development organizations
- Profile 4.B - Solution Architect
  - Extensive background in enterprise technology planning and implementation, with hands-on experience in cloud platforms, infrastructure transformation and cloud native tools
  - Demonstrated success in technology evaluation, vendor management, and executing large-scale migration projects
  - Deep understanding of enterprise architecture frameworks (e.g. TOGAF, NAF4, etc.) and ability to balance technical requirements with business constraints
- Profile 4.C - Business Architect (on-site only)
  - Extensive background in portfolio management, by developing and applying a management framework to define and deliver a portfolio of programmes, projects and/or ongoing services. Aligns solutions with Enterprise and solution architecture standards (including security).
  - Extensive background in business process improvement. Creating new and potentially disruptive approaches to performing business activities.
  - Extensive background in planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the enterprise.
  - Extensive background in translating business strategies into actionable operating models. Develop and maintain roadmaps for achieving strategic business objectives.
  - Planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the enterprise.
  - Demonstrated experience in managing complex projects and delivering enterprise-wide change.
  - Agile and adaptable to dynamic business environments. Broad exposure to multiple business sectors, ideally with domain expertise in Research and Experimentation (or R&D) organisations.
  - Proficiency in business architecture tools and framework applications.
  - Proven experience in implementing ITIL practices; ITIL certification (Foundation level or higher).
  - NATO Secret Security Clearance
- Core Competencies applicable across all roles:
  - Ability to translate business vision into actionable technical strategies while considering long-term organizational impact and industry trends
  - Exceptional ability to communicate complex technical concepts to diverse audiences, from C-suite executives to development teams
  - Professional experience working within agile frameworks while maintaining architectural governance and guiding teams through iterative delivery
  - Strong foundation in modern technology stacks, cloud platforms, security principles, and enterprise architecture frameworks
  - Demonstrated capability to identify creative solutions to complex business and technical challenges while managing constraints and risks
  - Very good level of spoken and written English

Required Seniority:

- Minimum: 5+ years of experience
- Senior: 10+ years of experience

## Profile 5: Product & Design Specialist

The profile encompasses multiple specialized roles within the Product & Design function:

- 5.A Design Research
- 5.B UX Designer
- 5.C Product Manager

Each role will focus on one or more of the following responsibilities:

- Discovery & Strategy
  - Lead comprehensive user research to uncover needs, behaviours, and pain points across diverse stakeholder groups
  - Map current-state journeys and identify strategic opportunity areas that align with organizational goals
- Facilitation & Alignment
  - Facilitate co-creation workshops and design sessions to build cross-functional alignment and drive consensus
  - Guide teams from conceptual ambiguity to concrete product decisions through structured design thinking
- Design & Validation
  - Design intuitive, accessible interfaces by translating research insights into wireframes, prototypes, and production-ready visual designs
  - Collaborate cross-functionally to iterate and implement designs by working with Engineering to ensure feasibility and rapidly refining solutions based on feedback
- Product Definition
  - Synthesize findings into actionable design principles, user stories, and prioritized requirements
  - Define and own the product vision, translating insights into a coherent strategy that guides development

Role specific required experience:

- Role 5.A - Design Researcher
  - Design research, service design, or strategic design roles with deep expertise in qualitative methodologies and design thinking frameworks.
- Role 5.B - UX Designer
  - UX design experience with a portfolio showcasing complex B2B or enterprise projects, particularly data-heavy applications and visualizations.
- Role 5.C - Product Manager
  - Product management in complex or data-driven environments, with strong background in agile methodologies and stakeholder management.

Core Competencies applicable across all roles:

- Proven track record leading initiatives in complex enterprise or B2B environments
- Demonstrated ability to navigate complex organizational dynamics and drive consensus in ambiguous situations
- Strong facilitation and storytelling skills to align diverse stakeholders and senior leadership
- Deep expertise in relevant discipline methodologies and best practices

- Professional experience working effectively in cross-functional agile teams
- Good level of spoken and written English

Required Seniority:

- Minimum: 3+ years of experience
- Senior: 5+ years of experience

## Profile 6: QA Engineer

Responsibilities:

- Test Strategy & Planning
  - Develop comprehensive test plans and strategies that cover functional, regression, and integration testing across multiple platforms and environments
  - Define test scope, objectives, and success criteria in collaboration with product managers, developers, and stakeholders
  - Establish and maintain QA processes, standards, and best practices to ensure consistent quality across all releases
- Test Execution & Automation
  - Design, develop, and maintain automated test suites for UI/UX, API, and database validation using industry-standard frameworks and tools
  - Execute manual and automated tests to identify defects, performance bottlenecks, and usability issues before production deployment
  - Perform thorough exploratory testing to uncover edge cases and scenarios not covered by scripted tests
- Quality Assurance & Reporting
  - Document, track, and communicate bugs with detailed reproduction steps, severity assessments, and supporting evidence
  - Analyze test results and provide clear quality metrics, risk assessments, and release recommendations to stakeholders
  - Collaborate with development teams to verify bug fixes and ensure proper resolution before closure

Required experience:

- Proven track record in software quality assurance with hands-on experience in both manual and automated testing methodologies across web and mobile applications.
- Professional knowledge of automation frameworks (Selenium, Cypress, Playwright, or similar), API testing tools (Postman, REST Assured), and database query languages (SQL)
- Exceptional ability to identify inconsistencies, edge cases, and subtle defects that could impact user experience or system functionality
- Capability to break down complex systems, anticipate potential failure points, and design test scenarios that effectively validate requirements
- Clear and concise written and verbal communication for documenting defects, creating test documentation, and collaborating with cross-functional teams
- Comfortable working in agile environments with shifting priorities, tight deadlines, and evolving product requirements while maintaining quality standards

Required Seniority:

- Minimum: 3+ years of experience

- Senior: 5+ years of experience

## Profile 7: Security Specialist

The profile encompasses multiple specialized roles within the Security function:

- 7.A Network Security Engineer
- 7.B Cybersecurity Operations Specialist
- 7.C Security Architect / Security Auditor
- 7.D Software Security Engineer

Each role will focus on one or more of the following responsibilities:

- Infrastructure Security
  - Implement and operate security controls within accreditation frameworks for enterprise systems, networks, and critical infrastructure including autonomous vehicles and data acquisition platforms
  - Manage and maintain communication and information systems including network devices, firewalls, and virtualized security environments while ensuring compliance with security standards
  - Conduct security testing, breach analysis, and root cause investigations to identify vulnerabilities and implement remediation strategies
- Security Operations
  - Monitor, analyse, and respond to security alerts and incidents using advanced threat detection tools while maintaining comprehensive incident documentation and reporting
  - Perform vulnerability assessments, penetration testing, and security evaluations to identify and address weaknesses across IT infrastructure
  - Deliver security awareness training to staff and ensure ongoing compliance with regulatory requirements and organizational security policies
- Security Architecture & Governance
  - Design, develop, and maintain security architectures for enterprise, cloud, and hybrid environments incorporating threat modelling and risk management principles
  - Assess and ensure compliance with security frameworks, conduct audits, document findings, and drive continuous improvement initiatives
  - Provide strategic guidance on emerging technologies, risk mitigation strategies, and alignment of security controls with business objectives
- Software Security:
  - Work with software development teams to ensure secure software development lifecycle in employed and create guidelines and material to document the security aspects
  - Audit source code to ensure compliance with security frameworks, document findings, and work with developer to increase the security posture of the code
  - Conduct penetration test and vulnerability scanning, adapting/defining frameworks and processes to ensure software application are secure across the whole life cycle

Role specific required experience:

- Role 7.A - Network Security Engineer
  - Demonstrated experience implementing security controls within recognized frameworks such as ISO 27000 series or NIST SP-800
  - Manage enterprise network infrastructure, and working with routing, switching, and firewall technologies.

- NATO Secret Security Clearance
- Role 7.B - Cybersecurity Operations Specialist
  - Proven background in security monitoring and incident response, conducting vulnerability assessments and penetration testing
  - Professional experience in configuration and operation experience of Network Monitoring and Event Management systems
  - Experience in Security Incident Management
  - NATO Secret Security Clearance
- Role 7.C - Security Architect / Security Auditor
  - Established record of accomplishment in design, develop, and maintain robust security architectures for IT systems, networks, and applications. Deep knowledge of networking, cloud, and application security architectures
  - Extensive background in defining security principles, technical requirements, and preventative controls for enterprise, cloud, and hybrid environments.
  - Extensive background in planning, executing, and leading security audits across systems, applications, and networks.
  - Extensive background in assessing compliance with NATO Enterprise security policies, ISO/IEC 27001, NIST, and other regulatory frameworks.
  - Extensive background in supporting development and enforcement of organization-wide security policies, standards, and procedures.
  - Ethical mind-set with commitment to privacy, compliance, and IT governance.
  - NATO Secret Security Clearance
- Role 7.D Software Security Engineer
  - Professional experience in defining and implementing secure software development lifecycle (SDLC), employing a shift-left security culture
  - Professional experience in threat modelling, security code review, static/dynamic code analysis, software supply chain security framework (e.g. SLSA)
  - Professional experience in vulnerabilities scanning and remediation
  - Professional expertise in manual and automatic penetration test (white/grey/black-box)

Core Competencies applicable across all roles:

- Deep understanding of cybersecurity frameworks including ISO/IEC 27001, NIST SP-800 series, GDPR, and industry-specific regulatory requirements with ability to translate standards into practical security controls
- Industry-recognized security certifications such as CISSP, CISM, CRISC, CISA, CompTIA Security+, or equivalent credentials demonstrating commitment to professional development
- Professional hands-on expertise with enterprise security tools including firewalls, intrusion detection and prevention systems, security information and event management (SIEM) platforms, and identity and access management solutions
- Strong capability to analyze security breaches, identify root causes, assess complex vulnerabilities, and develop effective remediation strategies based on technical evidence and threat intelligence
- Excellent ability to document technical security architectures, produce comprehensive reports, write Standard Operating Procedures, communicate risk to stakeholders at all levels, and work effectively across multidisciplinary teams
- Good level of spoken and written English

Required Seniority:

- Minimum: 5+ years of experience
- Senior: 10+ years of experience

## Profile 8: Software Engineer

The profile encompasses multiple specialized roles within the Software Engineer function:

- 8.A Frontend Web Developer
- 8.B Backend Developer
- 8.C Embedded Software Developer
- 8.D FPGA/SoC Engineer
- 8.E Modelling & Simulation Developer
- 8.F DevSecOps Engineer

Each role will focus on 1 or more of the following responsibilities:

- Frontend Development
  - Design and implement responsive, accessible web applications using modern frameworks, including state management solutions and component libraries
  - Optimize application performance through code splitting, lazy loading, bundling strategies, and browser rendering optimization techniques
- Backend Development
  - Architect and develop scalable APIs and services and relative frameworks with emphasis on performance, security, and maintainability
  - Design and optimize database schemas, implement distributed systems patterns (message queues, pub/sub, event streaming, caching strategies), and ensure data integrity across distributed architectures
- Embedded Software Development
  - Develop and optimize real-time software for embedded systems with consideration for memory constraints, power consumption, and hardware interfaces
  - Integrate and configure robotics middleware (e.g. ROS, ROS2, Moose) for sensor fusion, control systems, and autonomous behaviours in resource-constrained environments
- FPGA/SoC Engineering
  - Design and implement complex algorithms using HDL (Verilog/VHDL) and collaborate with software teams to integrate FPGA components into complete system solutions
  - Develop and verify SoC architectures (ARM + FPGA), including test benches, Linux kernel drivers, and hardware-software integration for embedded systems
- Modelling & Simulation Development
  - Build interactive 3D simulations and visualization systems
  - Implement distributed simulation architectures using standards like HLA/DIS
- DevSecOps Engineering
  - Design and maintain CI/CD pipelines with integrated security scanning, secrets management, automated testing, and deployment strategies
  - Manage containerized infrastructure using Kubernetes, Docker, and infrastructure-as-code tools (Terraform, Ansible, etc.) across multi-environment deployments
- Cross-Functional Collaboration
  - Participate in Agile ceremonies including sprint planning, daily stand-ups, retrospectives, backlog refinement, code reviews, and technical documentation using AzureDevOps or similar platforms

- Champion security compliance, Test-Driven Development (TDD), and quality assurance practices throughout the development lifecycle, ensuring adherence to industry standards and best practices

## Skills & Qualifications

Role specific required experience:

- Role 8.A - Frontend Web Developer
  - Proven track record building production data-heavy web applications with TypeScript, modern frameworks (e.g. React.js, Vue, etc.), state management patterns (e.g. zustand, redux, etc.) and responsive design principles.
- Role 8.B - Backend Developer
  - Professional experience in developing production-grade backend services and APIs (preferably using Python or Java) with strong understanding of database design, caching strategies, and distributed systems.
- Role 8.C - Embedded Software Developer
  - Professional experience in programming embedded systems in C/C++, including hardware interfacing, real-time operating systems, and robotics frameworks like ROS, ROS2, Moose
- Role 8.D - FPGA/Soc Engineer
  - Professional experience in HDL (Verilog, VHDL) for FPGA design, SoC architectures (ARM + FPGA)
  - Professional experience in Linux kernel space programming for driver development and hardware-software integration.
- Role 8.E - Modelling & Simulation Engineer
  - Professional experience developing simulation environments using Unity, Qt or custom rendering engines with C++/C#/ .NET or Java
  - Knowledge of 3D mathematics, physics engines, and distributed simulation standards.
  - Professional experience in implementing distributed simulation architectures using standards like HLA/DIS, including federation management, data exchange, and synchronization protocols
- Role 8.F - DevSecOps Engineer
  - Professional experience implementing and managing CI/CD pipelines using Azure DevOps, GitHub Actions, or GitLab CI,
  - Professional experience with container orchestration with Kubernetes,
  - Professional experience with cloud infrastructure management (with major cloud vendors), and security automation tooling.

Core Competencies applicable across all roles:

- Strong experience with Agile/Scrum methodologies, Git workflows, code review processes, and collaboration tools (AzureDevOps, JIRA, GitHub, GitLab, etc.)
- Deep understanding of SDLC phases with proficiency in continuous integration/deployment practices, automated testing strategies, and iterative development approaches
- Solid grasp of SOLID principles, design patterns, and architectural approaches including Domain-Driven Design (DDD), Test-Driven Development (TDD), and clean code practices
- Knowledge of secure coding practices, OWASP guidelines, vulnerability management, static/dynamic analysis tools, and commitment to writing maintainable, well-tested code with comprehensive unit, integration, and end-to-end testing

- Strong analytical and debugging skills with ability to break down complex problems, apply appropriate design patterns and refactoring techniques, communicate technical concepts to diverse audiences, and document solutions effectively
- Good level of spoken and written English

Required Seniority:

- Minimum: 3+ years of experience
- Senior: 7+ years of experience

### 3 Period of Performance Annual Estimated Level of Effort (ELOE)

3.1 The requirement for contractor support is established on a yearly basis and as determined by the Centre’s customers’ needs, which may include projects that span multiple years. BOAs will be valid from date of award to 31 December 2026. Four (4) follow-on option years are envisioned and will be exercised at the discretion of the Contracting Officer. Each task order will state the required period of performance and estimated level of effort.

3.2 While there is no minimum nor maximum compulsory ordering requirement for CMRE, in order to aid the prospective bidders understanding the potential annual volume of business that could generate from BOAs award, we provide an indication of the annual estimated Level of Effort (ELOE). Based on the projects information currently available, the foreseen maximum annual number of individuals per professional profile is as follows (1 FTE = approx. 1840 work-hours):

- Profile 1: 2 Full-Time Equivalent (FTEs)
- Profile 2: 2 FTEs
- Profile 3: 3 FTEs
- Profile 4: 1 FTEs
- Profile 5: 5 FTEs
- Profile 6: 2 FTEs
- Profile 7: 1 FTEs
- Profile 8: 16 FTEs

### 4 Place of Performance

The work will be performed at the CMRE in La Spezia (Italy) or remotely at Contractors’ premises - as defined in the specific task order. Work will be performed within project teams comprising of a CMRE scientific or technical lead, CMRE scientific and technical personnel and other contractor personnel.

### 5 Submittals: Past Performance and Professional’s qualifications

5.1 Bidders are to provide a minimum of **three past performance citation (Annex 3)** to show that they have successfully completed work similar to or directly traceable to the requirements outlined in this PWS. If a Company cannot meet this requirement, it is necessary to detail why this requirement cannot be met. In this case, one reference may be submitted in lieu of past performance citation(s).

5.2 For each professional profile proposed, bidders shall submit a curriculum vitae to enable the assessment of the compliance with the qualifications required for the various profiles. The assessment process could include an interview with the individual(s) - in person or via teleconference. For each of the profiles, the company shall state the habitual work location of the proposed individual(s).

## 6 Equipment and way of working

Computer Equipment required to perform the work described in this statement of work will be furnished by the CMRE or provided by Contractor depending on project needs. Contractor personnel working on-site will have to adhere to the CMRE-provided work environment and its security boundaries (e.g. supported CIS configuration), and potential margins for flexibility will be approved by the IT and security staff and reflected in the detailed task orders.

In accordance with NATO security policies, bespoke applications handling NATO information are developed following a defined Secure Software Development Life Cycle process which ensures security is taken into account during the design, development, testing, deployment, and operations phases of the application lifecycle.

## 7 Travel and Living Costs

7.1 Costs for travel to and from CMRE, as well as lodging and subsistence costs will need to be included in the proposed hourly rates for work performed at CMRE's premises and/or within 15 Km from CMRE (La Spezia).

7.2 For working hours on duty travel and subsistence costs will be covered following the NATO Travel Policy.

7.3 For working hours performed on-board Research Vessels (if and as required by the specific task order), travel and subsistence costs will be compensated in accordance with CMRE policies. A fit-for-sea certificate may be requested.

## 8 Extended support beyond CMRE working hours

For specific task orders and for profiles 1, 2, 3, 6, 7, 8 it may be requested around-the-clock service (i.e. twenty-four hours a day, seven days a week) support, work shifts and additional costs will be coordinated with CMRE within the specific task orders.

## 9 Ownership of Information (IPRs)

All rights, title and interest in Information generated in the performance of this PWS and resulting agreement(s) and/or contract(s) shall be vested in the CMRE. Information means knowledge that can be communicated by any means, regardless of form or type including, but not limited to, knowledge of a scientific, technical, business, or financial nature whether or not subject to copyright, patent, or other legal protection.

Software developed during performance of work under any agreement(s)/contract(s) and resulting task order(s) will be the property of NATO/CMRE. External publication of description of the work is anticipated. External publication by the Contractor will require prior review and approval by the CMRE.

## 10 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 agreement/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).

## 11 Summary table of profiles

See Table 1 in this section.

Table 1: Profile summary

Profile / Sub-profile ID	Profile	Sub-profile	Min year of expertise for junior (years)	Min. year of expertise for senior (years)	Security Clearance Mandatory	On-site rate	Off -site rate
1.A	Agile Project Manager & Operations Specialist	IT Project Manager	3	7	No	Yes	Yes
1.B	Agile Project Manager & Operations Specialist	SCRUM Master	3	7	No	Yes	Yes
1.C	Agile Project Manager & Operations Specialist	IT Assistant / FinOps	3	7	No	Yes	Yes
2	Cloud Engineer	Cloud Engineer	3	7	No	Yes	Yes
3.A	Data Expert	Data Engineer	3	5	No	Yes	Yes
3.B	Data Expert	Data Scientist	3	5	No	Yes	Yes
3.C	Data Expert	Data Assistant	3	5	No	Yes	Yes
3.D	Data Expert	Data Handler	3	5	No	Yes	Yes
4.A	IT Architect	Software Architect	5	10	No	Yes	Yes
4.B	IT Architect	Solution Architect	5	10	No	Yes	Yes
4.C	IT Architect	Business Architect	5	10	Yes	Yes	No
5.A	Product & Design Specialist	Design Research	3	5	No	Yes	Yes
5.B	Product & Design Specialist	UX Designer	3	5	No	Yes	Yes
5.C	Product & Design Specialist	Product Manager	3	5	No	Yes	Yes
6	QA Engineer	QA Engineer	3	5	No	Yes	Yes
7.A	Security Specialist	Network Security Engineer	5	10	Yes	Yes	Yes
7.B	Security Specialist	Cybersecurity Operations Specialist	5	10	Yes	Yes	Yes
7.C	Security Specialist	Security Architect / Security Auditor	5	10	Yes	Yes	Yes
7.D	Security Specialist	Software Security Engineer	5	10	No	Yes	Yes
8.A	Software Engineer	Frontend Web Developer	3	7	No	Yes	Yes
8.B	Software Engineer	Backend Developer	3	7	No	Yes	Yes
8.C	Software Engineer	Embedded Software Developer	3	7	No	Yes	Yes
8.D	Software Engineer	FPGA/SoC Engineer	3	7	No	Yes	Yes
8.E	Software Engineer	Modelling & Simulation Developer	3	7	No	Yes	Yes
8.F	Software Engineer	DevSecOps Engineer	3	7	No	Yes	Yes

# C Special terms and conditions for commercial non-personal services

## 1 Scope

These special terms and conditions address all issues pertaining to the Commercial Non-Personal Services to be rendered by the Contractor to CMRE under this Basic Ordering Agreement (BOA), and future resulting contracts (task orders), thereby taking precedence over the CMRE General Terms and Conditions.

## 2 Non-personal Services

CMRE and the Contractor understand and agree that the services to be delivered by the Contractor in support of the requirement described in this IFIB are non-personal services; the parties recognize and agree that no employer-employee relationship will exist under the contract between CMRE and the Contractor and between CMRE and the Contractor's personnel, if any. Contractor personnel shall be responsible, not to CMRE, but solely to the Contractor, who in turn shall be accountable to CMRE.

NATO's employee rights, benefits, and or other conditions of employment such as leave and sick leave, are not applicable to Contractor(s). In cases where the Contractor will not be able to perform due to extended and/or not preliminary coordinated absence for whatever reason, the contract may be liable for termination for default.

## 3 Definitions

- a. Billable Hours. Hours spent by Contractor Personnel in the immediate performance of this Contract for which the Contractor may bill CMRE at the hourly rate(s) set out in this agreement.
- b. Contractor Personnel. An individual employed by the Contractor to perform the services required under this Contract for CMRE.
- c. CMRE Work Days. Mondays through Fridays with the exception of CMRE Holidays. The number of CMRE Holidays may vary from year to year. A list may be obtained through the Contracting Officer.
- d. CMRE Working Hours. On CMRE Work Days, 8 hours daily between 0800 and 1800 hours. For specific tasks it may be requested around-the-clock service (i.e. twenty-four hours a day, seven days a week) support, shifts will be coordinated for each task.
- e. Man Year. Approximately 1840 hours of service to be rendered by one Contractor Personnel within one calendar year. The basis of this calculation is 46 weeks of contract performance at 40 hours assuming 5 CMRE work days per week. As a baseline the further assumption is: 15 days of CMRE holidays and 15 days as the minimum individual leave.
- f. Products. Any item, document, writing, study, briefing, data base, piece of software or any other physical or intellectual result of the performance of the commercial personnel service or the associated interaction with NATO staff which may be subject to ownership rights.

## 4 Contractor Responsibility for Contractor Personnel

The future contracts/task orders issued against the awarded BOA(s) will establish a contractual relationship strictly between the Contractor and the CMRE. The Contractor, as the employer of the Contractor Personnel performing the services under this Contract shall be fully responsible for all insurances (including the one covering for accidents on duty), emoluments as well as taxes and payments to the health, social security and workmen's compensation schemes due. All employer responsibilities for the Contractor Personnel performing under the contract(s) shall lie with the Contractor.

Contractor Personnel will operate independently with no direct supervision in the performance of tasks. While interaction is required to obtain task requirements, Contractor personnel will utilize their own skills and initiative to accomplish these task requirements. The Contractor will communicate with the designated Contracting Officer Representative (COR) for task assignments and any other questions. Contractor Personnel is expected to have the requisite skills to perform tasks within the scope of the BOA immediately. It is solely the contractor's responsibility to determine reporting and payment responsibilities under national tax and labour laws. Contractor shall hold NATO harmless for any liability that may arise from the contractor's noncompliance with such laws.

## 5 Coordination of Absences

To ensure the uninterrupted flow of CMRE projects, any absence by Contractor Personnel requires earliest possible coordination with the COR.

- a. Personal Leave. At the beginning of the Contract the Contractor and the COR will establish a leave plan for each Contractor Personnel.
- b. Sickness. Should absences caused by sickness affect the performance of a CMRE project, the Contractor, upon request by the Contracting Officer, shall immediately replace the incapacitated Contractor Personnel with an equally qualified individual.
- c. Other Absences. Unless otherwise arranged for, the Contractor shall ensure the full presence of the Contractor Personnel in accordance with Contract's required performance period.

## 6 Commitment of Contractor Personnel

The Contractor warrants that the Contractor Personnel initially presented for the performance of any task order will perform for its duration. Any exchanges of Contractor Personnel shall meet the requirements of the PWS and be performed only with written consent by the Contracting Officer.

## 7 Deficient performance

Should committed Contractor Personnel perform unsatisfactorily the Contractor will exchange such Contractor Personnel, at the request of CMRE's Contracting Officer for Contractor Personnel meeting the quality requirements set out in the PWS.

## 8 Billing

The Contractor shall bill time for Contractor Personnel at the applicable hourly rate(s) set out in this contract ONLY for billable hours.

Billing for Travel. If Contractor Personnel is tasked by the CMRE to travel under this BOA, the CMRE Contractor Travel Request form must be filled out and approved prior to travel being conducted. This form is provided separately and may be requested from the contracting officer at any time. The CMRE Travel Coordinator will set the Transport Ceiling Cost and at that time the contractor may elect to book his/her transportation via the CMRE Travel Coordinator. Transport tickets purchased through the CMRE Travel Coordinator will be charged to the applicable travel line of the contract. These costs will not be invoiced by, or paid to, the contractor company. When transport tickets are purchased through another source, only the ceiling cost allocated by the CMRE Travel Coordinator or the actual cost of the tickets, whichever is less, will be reimbursed to the contractor company. Reimbursement of Contractor subsistence expenses will be based on actual receipts including lodging for which CMRE will provide the applicable ceiling amount for reimbursement.

## 9 Invoices and Payments

All invoices shall be provided by the Contractor to the COR in accordance with the General Terms and Conditions. Payments will be made upon completion and acceptance of the work/deliverables specified in the task order. If no deliverable is foreseen in the task order, the Contractor will be paid based upon the level of effort expended during the period considered. In these cases, invoices shall contain, at a minimum:

- A breakdown of the Contractor Personnel;
- The billable hours performed by each of them by month;
- Travel, absences or other relevant information.

## 10 Contractor Reporting

Contractor will submit a monthly report to the COR, detailing progress on the work for the reporting period. The report shall include, but not be limited to, the following information:

- Summary of work completed during reporting period;
- Contract hours expended showing a comparison with budgeted hours;
- Tasking and functions met for reporting month;
- Tasking and functions forecasted for the coming reporting month;
- Current or anticipated problems/deficiencies and recommended solutions.

## 11 Instructions for safety and management of the Centre

The Contractor shall ensure that the Contractor Personnel honour all CMRE Directives and further guidance by the Director regarding the safety and management of CMRE.

## 12 Representation of CMRE/NATO

When dealing with third parties during the execution of this Contract, the Contractor Personnel shall present themselves as representatives of the Contractor working under contract for CMRE/NATO. In no event will Contractor Personnel make decisions for the CMRE or commit the Centre.

## 13 Information Security

The Contractor shall be responsible for the safeguarding of information, documentation, and materials entrusted to it or generated by it in connection with the performance under this BOA. The Contractor shall comply with NATO and CMRE regulations, concerning Security and Management of Non-Classified Information, specifically including (but not limited to) NATO Documents C-M(2002)60, The management of non-classified NATO Information, C-M(2002)49, Security within the North Atlantic Treaty Organization, and AC/35D/2002 Rev 2, Directive on the Security of Information.

## 14 Sole Proprietorship type of business

a) In the event the contract is awarded to a Sole Proprietorship type of business, the individual will act as an independent Contractor. As such, the Contractor will not be an employee of NATO, and will operate independently with no direct supervision in the performance of the tasks, other than the specific supervision described in the paragraphs above.

b) At the time of bid submittal, the Contractor shall provide documentary evidence that he/she is legally licensed, registered as an independent contractor and has authorisation to perform the tasks prescribed in this IFIB.

c) It is solely the contractor's responsibility to determine his/her reporting and payment responsibilities under national tax and labour laws. Contractor shall hold NATO harmless for any liability that may arise from the contractor's noncompliance with such laws.

(End of Special Terms and Conditions)

## **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
- Acceptance of STO-CMRE General Terms and Conditions (See Annex 5).

**Compliance Statement**

**COMPLIANCE STATEMENT TO SEALED BID IFIB-CMRE-25-020**

It is hereby stated that our company has read and understand all documentation issued as part of **IFIB-CMRE-25-020**. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of **IFIB-CMRE-25-020** 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 IFIB 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** – 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 A of subject solicitation.

**PRICE PROPOSAL**

1. Bidders shall provide an all-inclusive, firm fixed price (FFP), fully loaded (G&A, O/H, etc.) hourly rate for one or any selection of “Professional Profiles” listed below by filling out the “Hourly rates” for Junior or Senior professionals, for both tables A (on-site rates) and table B (off-site rates). Partial bidding is allowed.

2. The below prices are valid for the base period only (2026). If option years will be awarded, prices will be adjusted for inflation using the most recently available applicable annual official NATO Countries Inflation rate factor.

3. The prices shall be expressed in Euro.

**Table A - On-site (CMRE premises) rates**

Item no.	Profile no.	Professional Profiles	Type	Est max annual qty per individual	Unit of Issue	Hourly rates - Junior	Hourly rates - Senior
1	1 (1.A; 1.B; 1.C)	Agile Project Manager & Operations Specialist	FFP	1840	Work hours		
2	2	Cloud Engineer	FFP	1840	Work hours		
3	3 (3.A; 3.B; 3.C; 3.D)	Data Expert	FFP	1840	Work hours		
4	4 (4.A; 4.B; 4.C)	IT Architect	FFP	1840	Work hours		
5	5 (5.A; 5.B; 5.C)	Product & Design Specialist	FFP	1840	Work hours		
6	6	QA Engineer	FFP	1840	Work hours		
7	7 (7.A; 7.B; 7.C; 7.D)	Security Specialist	FFP	1840	Work hours		
8	8 (8.A; 8.B; 8.C; 8.D; 8.E; 8.F)	Software Engineer	FFP	1840	Work hours		

Note: The above listed annual estimated quantities are indicative only and not binding for the Centre. Please refer to the Performance Work Statement for detailed estimated level of effort.

Legend:

On-site: CMRE premises in La Spezia, Italy

FFP: Firm Fixed Price

EST: Estimated

MAX: Maximum

**Table B - Off-site (proposed individual(s) work location) rates**

Item no.	Profile no.	Professional Profiles	Type	Est max annual qty per individual	Unit of Issue	Hourly rates - Junior	Hourly rates - Senior
1	1 (1.A; 1.B; 1.C)	Agile Project Manager & Operations Specialist	FFP	1840	Work hours		
2	2	Cloud Engineer	FFP	1840	Work hours		
3	3 (3.A; 3.B; 3.C; 3.D)	Data Expert	FFP	1840	Work hours		
4	4 (4.A; 4.B)	IT Architect	FFP	1840	Work hours		
5	5 (5.A; 5.B; 5.C)	Product & Design Specialist	FFP	1840	Work hours		
6	6	QA Engineer	FFP	1840	Work hours		
7	7 (7.A; 7.B; 7.C; 7.D)	Security Specialist	FFP	1840	Work hours		
8	8 (8.A; 8.B; 8.C; 8.D; 8.E; 8.F)	Software Engineer	FFP	1840	Work hours		

Note: The above listed annual estimated quantities are indicative only and not binding for the Centre. Please refer to the Performance Work Statement for detailed estimated level of effort.

Legend:

Off-site: Proposed individual(s) work location

FFP: Firm Fixed Price

EST: Estimated

MAX: Maximum

**Authorizing Company Official:**

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

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

Authorizing Company (Signature): \_\_\_\_\_

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

Date: \_\_\_\_\_

Annex 5: Acceptance of STO-CMRE General Terms and Conditions

COMPREHENSION AND ACCEPTANCE OF THE GENERAL TERMS AND CONDITIONS

The Bidder hereby certifies that he has reviewed the STO-CMRE Standards Terms and Conditions dated July 2016 which are applicable to this procurement and located on the CMRE website at <https://www.cmre.nato.int/general-information> under General Information.

The Bidder additionally certifies that the offer submitted is without prejudice, qualification or exception to any of the Terms and Conditions and he will accept and abide by the stated Terms and Conditions if awarded the contract as a result of this Invitation for Bids.

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Date

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Signature of Authorised Representative

.....

Printed Name and Title

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Company