

CLARIFICATION TO TENDER: N° 01

“Cyber Exercises on CIIP”

ENISA P/17/11/TCD

Questions & Answers

Lot 1

Task 1 – Exercise Monitoring and evaluation (Task 1 is about Planning and Design not Monitoring and Evaluation!), PLEASE READ CAREFULLY THE TENDER SPECS

Q1:	How many participants do you expect to take part in this exercise in total?
A1:	We currently do not know... the number of players does not affect much the tender as the structure of the exercise is hierarchical, thus we will deal with the moderators mostly. These are the MS and if needed (see below) other organisations.
Q2:	How many participants do you expect to take part in this exercise from member states?
A2:	Maximum all Member States will play in the exercise.
Q3:	How many participants do you expect to take part in this exercise from other organizations?
A3:	Not known now... it might the case that none, if they are hidden behind national MS participation (moderators).
Q4:	What would you say is the average level of the participants with regard to decision making? Are they senior decision makers or not?

A4:	Not known but does not affect the tender.
Q5:	What would you say is the average level of the participants with regard to the amount of experience that they have with exercises?
A5:	Medium to high.
Q6:	What would you say is the average level of the participants with regard to their command of the English language?
A6:	High.
Q7:	How many members from ENISA are part of the exercise planning team and can we draw on their expertise throughout the process?
A7:	Around 3-4.
Q8:	With how many partners do we have to work in the drafting phase of this project?
A8:	The successful contractor will work for ENISA, as such the contractor's team will be considered as part of ENISA's team. Additionally we will have planners team. Currently we do not have confirmations but based on previous experience we expect around 10 MS to contribute actively.
Q9:	At how many places/ cities should the exercise be observed?
A9:	Not known now, It could be a) single site (together with the exercise control centre) b) 1 site per MS. Does not affect the tender though as if b) happens it will be the responsibility of that MS. That means for the purpose of the tender one site should be considered.
Q10:	Is filming during the exercise possible and will the appropriate means be available in time?
A10:	Not known now.

Q11:	Can you be more specific with regard to the comment on page 10 'In case the input received is low, the contractor shall work with ENISA in order to make a more comprehensive proposal for the planners to approve and comment'? What does this mean exactly?
A11:	Means that the contractor and ENISA will have to work out the planning of the exercise even if the input received from the rest of the planners team (see Q8 above) is minimum.
Q12:	Is the tenderer who received the assignment last year invited again to tender?
A12:	This is an open tender so that any economic operator can bid.

Task 2 - Exercise Monitoring and evaluation

Q13:	What needs to be monitored within this assignment: the course of the whole exercise or just the observation/evaluation process during the exercise?
A13:	The whole exercise which includes the latter. Of course as experience has shown from previous exercise the 'divide and conquer' principle shall be used. I.e., MS most probably will be responsible for their own monitoring and will provide to the central control of the exercise accumulated/summarised data.
Q14:	What needs to be monitored during the exercise: the technical state of affairs or the inter-human and inter-member state cooperation?
A14:	Both (see comment above).
Q15:	Can you send us an example of a monitoring format that was used within last years' exercise?
A15:	This is not possible.
Q16:	Are we allowed to use our own proven methods?

A16:	YES! You are most welcome. Your tender shall include a description of them. This will add value.
Q17:	If so, can we do that instead of the desktop study or only as an addition to that?
A17:	Given that they are proven methods then a desktop study can be minimal. You have to prove though the disclaimer 'proven'.
Q18:	What are the exact and specific learning aims of the exercise?
A18:	The objectives of the exercise are currently being discussed with the MS. Please see the report of CE2010 for example of what they look like.
Q19:	Will the preferable outcomes – e.g. correct decision and procedures to be followed - be defined and included in the scenario script?
A19:	Yes.

Task 3 - Exercise Training and Dry Run

Q20:	Should the instruction of the participants and observers be about the observation and evaluation process and procedures or about all the rules and formats of the whole exercise? In other words, is the instruction an exercise briefing or an observation instruction?
A20:	The training for participants should be an exercise briefing ... the training for observers should be observation instructions (which includes of course elements of the exercise briefing).
Q21:	Will the contractor have to deliver the content for virtual training alone or also provide the electronic means?
A21:	No. ENISA will work on this as well. The electronic means could be provided or not depending whether the contractor has the infrastructure in place. In either case it should be clearly stated in the tender offer. Of course if they are available and offered in the tender it would be an added value for the bidder.
Q22:	Can you confirm that the scope of the evaluation does not include reviewing the actual execution of the exercise, e.g. the performance of exercise control, the design process etc?

A22:	It includes all aspects of the exercise.
Q23:	Can you be specify what your understanding is of a dry run of the exercise? Where will it be and how many participants will participate?
A23:	A dry run is a run of the exercise with a very simplified scenario in order to make sure a) the people involved in managing the exercise are familiar with the processes and infrastructure, and b) the infrastructure works as it should be. You should provide your own ideas in the tender offer of course in order to differentiate you bid. We expect around one/two participant/s per MS. The location is not known yet. Most probably in the same location as the exercise will take place.
Q24:	You state that 'all materials should be accepted by ENISA and all participating MS'. Or is maximum consensus required?
A24:	There should not be anyone strongly objecting, i.e., maximum consensus.

Task 4 - Exercise Reporting

Q25:	Do you expect the contractor to enforce conditions on the format of evaluation reports from member states?
A25:	Yes. ENISA and the contractor should ensure harmonized reporting schemes in order to facilitate the analysis.
Q26:	If not, what guarantees are in place that the member states will deliver their input in a way that can easily be used in an over-all evaluation report?
A26:	N/A
Q27:	(see above) You state that maximum consensus on the content of the evaluation report should be achieved. What will happen if this is not the case, and a member state or states still do not agree with (some) part(s) of the report, even after amendments? Who will safeguard the integrity of the evaluators' findings?
A27:	Consensus on the reporting scheme will have to be achieved prior to the exercise. After that ENISA will safeguard the report's integrity.

Q28:	Who will decide about such conflict, will the contractor have the final word on this?
A28:	See above.
Q29:	Who will decide what can and what cannot be included in the public version of the evaluation report?
A29:	Consensus between MS first. Then ENISA.
Q30:	If ENISA decides, what are the guidelines used for this and will they be available before the start of the evaluation process?
A30:	Guidelines will be discussed with the contractor prior to the evaluation process.

Task 5 - Project Management

Q31:	Is it possible to make suggestions to the design team to enhance the outcome of the observation process?
A31:	Yes! It is actually advised to do so. Please provide ideas in the tender offer in order to enhance the quality of your offer.
Q32:	Who is responsible for organizing access to the evaluation reports from all the participants?
A32:	The question is not clear.
Q33:	Who is responsible for collection and storage of all these evaluation reports?
A33:	The contractor.

Q34:	Who is responsible for guarding the time line of the delivery of these evaluation reports by the member states?
A34:	The contractor (ENISA will intervene when needed).

Tender process and procedure

Q35:	Both timeline and budget seem set. Is the tender based on a project plan from a third party for this activity and are we asked to match or improve their offer?
A35:	The tender specifications are guidelines. You can send an offer that you feel is the best for this project given the guidelines.
Q36:	Is it possible to obtain more budget?
A36:	No.

Lot 2

Task 1 – Exercise Monitoring and Evaluation

Q1:	How many participants do you expect to take part in this exercise in total, specified by moderators and players?
A1:	In total max 3 per participating country.
Q2:	How many countries do you expect to take part in this exercise from member states?
A2:	Not known at this point.

Q3:	How many participants do you expect to take part in this exercise from other organizations?
A3:	Not applicable.
Q4:	What would you say is the average level of the participants with regard to decision making? Are they senior decision makers?
A4:	Not known at this point.
Q5:	What would you say is the average level of the participants with regard to the amount of experience that they have with exercises?
A5:	Medium to high.
Q6:	What would you say is the average level of the participants with regard to their command of the English language?
A6:	High.
Q7:	In what way do you expect the interviews to take place? By telephone/ conference call/ e-mail or in person?
A7:	Either way is... preferably in person in a convenient location (e.g., exercise site).
Q8:	At how many places/ cities should the exercise be observed?
A8:	Two.
Q9:	Is filming during the exercise possible and will the appropriate means be available in time?

A9:	Not known now.
Q10:	Can you be more specific with regard to the comment on page 10 'In case the input received is low, the contractor shall work with ENISA in order to make a more comprehensive proposal for the planners to approve and comment'? What does this mean exactly?
A10:	See same Q for LOT1.
Q11:	Is the tenderer who received the assignment last year invited again to tender?
A11:	There was no such assignment last year.

Task 2 - Exercise Training

Q12:	What needs to be monitored within this assignment: the course of the whole exercise or just the observation/evaluation process during the exercise?
A12:	See same question for LOT 1 (Q13).
Q13:	How many training sessions do you envision to be held to train all moderators and players?
A13:	One physical and (if needed) one remote via teleconference.
Q14:	Can you send us an example of a monitoring format that was used within last years' exercise?
A14:	No. please provide within the offer whatever you feel is appropriate.
Q15:	Are we allowed to use our own proven methods?

A15:	See same Q for LOT1.
Q16:	If so, can we do that instead of the desktop study or only as an addition to that?
A16:	See same Q for LOT1.
Q17:	What are the exact and specific learning aims of the exercise?
A17:	See same Q for LOT1.
Q18:	Will the preferable outcomes – e.g. correct decision and procedures to be followed - be defined and included in the scenario script?
A18:	See same Q for LOT1.
Q19:	Should the instruction of the participants and observers be about the observation and evaluation process and procedures or about all the rules and formats of the whole exercise? In other words, is the instruction an exercise briefing or an observation instruction?
A19:	See same Q for LOT1.
Q20:	Will the contractor have to deliver the content for virtual training alone or also provide the electronic means?
A20:	See same Q for LOT1.
Q21:	Can you be specify what your understanding is of a dry run of the exercise? Where will it be and how many participants will participate?
A21:	See same Q for LOT1.

Q22:	You state that 'all materials should be accepted by ENISA and all participating MS'. Or is maximum consensus required?
A22:	See same Q for LOT1.

Task 3 - Exercise Reporting

Q23:	You state that maximum consensus on the content of the evaluation report should be achieved. What will happen if this is not the case, and a member state or states still do not agree with (some) part(s) of the report, even after amendments? Who will safeguard the integrity of the evaluators' findings?
A23:	See same Q for LOT1.
Q24:	Who will decide about such conflict, will the contractor have the final word on this?
A24:	See same Q for LOT1.
Q25:	Who will decide what can and what can not be included in the public version of the evaluation report?
A25:	See same Q for LOT1.
Q26:	If ENISA decides, what are the guidelines used for this and will they be available before the start of the evaluation process?
A26:	See same Q for LOT1.
Q27:	Who is going to design the actual exercise content?

A27:	See same Q for LOT1.
Q28:	Is it possible to make suggestions to the design team to enhance the outcome of the observation process?
A28:	See same Q for LOT1.
Q29:	Who is going to perform the exercise control?
A29:	See same Q for LOT1.
Q30:	Who will be attending the dry-run exercise? Will this be all participants or a delegation from each member state?
A30:	See same Q for LOT1.