



OPEN CALL FOR TENDERS

Tender Specifications

“Cyber Exercises on CIIP”

ENISA P/17/11/TCD

LOT 1 - Second pan European Exercise on CIIP

LOT 2 - Joint EU-US Cyber Exercise

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PART 1 INTRODUCTION TO ENISA

1. BACKGROUND

Communication networks and information systems have become an essential factor in economic and social development. Computing and networking are now becoming ubiquitous utilities in the same way as electricity or water supply. The security of communication networks and information systems, in particular their availability, is therefore of increasing concern to society. This stems from the possibility of problems in key information systems, due to system complexity, accidents, mistakes and attacks to the physical infrastructures which deliver services critical to the well-being of European citizens.

For the purpose of ensuring a high and effective level of network and information security within the Community and in order to develop a culture of network and information security for the benefit of the citizens, consumers, enterprises, and public sector organisations within the European Union (EU), thus contributing to the smooth functioning of the Internal Market, a European Network and Information Security Agency (ENISA) was established on 10 March 2004¹.

2. SCOPE

The Agency shall assist the European Commission and EU Member States, and in consequence cooperate with the business community, in order to help them to meet the requirements of network and information security, thereby ensuring the smooth functioning of the Internal Market, including those set out in present and future Community legislation, such as in the Directive 2002/21/EC.

3. OBJECTIVES

The Agency's objectives are as follows:

- The Agency shall enhance the capability of the Community, EU Member States and, as a consequence, the business community to prevent, to address, and to respond to network and information security problems.
- The Agency shall provide assistance and deliver advice to the Commission and EU Member States on issues related to network and information security falling within its competencies as set out in the Regulation.
- Building on national and Community efforts, the Agency shall develop a high level of expertise.
- The Agency shall use this expertise to stimulate broad cooperation between actors from the public and private sectors.
- The Agency shall assist the Commission, where called upon, in the technical preparatory work for updating and developing Community legislation in the field of network and information security.

¹ Regulation (EC) No 460/2004 of the European Parliament and of the Council of 10 March 2004 establishing the European Network and Information Security Agency. A "European Community agency" is a body set up by the EU to carry out a very specific technical, scientific or management task within the "Community domain" ("first pillar") of the EU. These agencies are not provided for in the Treaties. Instead, each one is set up by an individual piece of legislation that specifies the task of that particular agency.

4. TASKS

In order to ensure the fulfilment of its objectives, the Agency's tasks will mainly be focused on:

- Advising and assisting the Commission and the Member States on network and information security and in their dialogue with industry to address security-related problems in hardware and software products.
- Collecting and analysing data on security incidents in Europe and emerging risks.
- Promoting risk assessment and risk management methods to enhance our capability to deal with network and information security threats.
- Awareness raising and cooperation between different actors in the network and information security field, notably by developing public-private partnerships in this field.

The Agency shall base its operations on carrying out a work programme adopted in accordance to the relevant Articles of the establishing regulation. The work programme does not prevent the Agency from taking up unforeseen activities that follow its scope and objectives and within the given budget limitations.

5. ORGANISATIONAL FRAMEWORK

The bodies of the Agency comprise a Management Board, an Executive Director (and his staff) and a Permanent Stakeholder Group. The Executive Director is responsible for managing the Agency and performs his/her duties independently.

The Management Board is entrusted with the necessary powers to: establish the budget, verify its execution, adopt the appropriate financial rules, establish transparent working procedures for decision making by the Agency, approve the Agency's work programme, adopt its own rules of procedure and the Agency's internal rules of operation, appoint and remove the Executive Director. The Management Board should ensure that the Agency carries out its tasks under conditions which enable it to serve in accordance with the Regulation establishing it.

The Permanent Stakeholders Group is composed of experts representing the relevant stakeholders, such as Information and Communication Technologies industry, consumer groups and academic experts in network and information security. The Permanent Stakeholders Group advises the Executive Director in the performance of his duties under the Regulation, in drawing up a proposal for the Agency's work programme and in ensuring communication with the relevant stakeholders on all issues related to the work programme.

The Executive Director will establish, in consultation with the Permanent Stakeholders Group, ad hoc Working Groups composed of experts. Where established, the ad hoc Working Groups shall address in particular technical and scientific matters.

6. ADDITIONAL INFORMATION

Further information about ENISA can be obtained on its website: www.enisa.europa.eu.

For ENISA's legal base please [click here](#).

PART 2 TECHNICAL DESCRIPTION

A. SCOPE OF THIS TENDER

Within the framework of this Open tender procedure, ENISA would like to find suitably qualified contractors to provide the services as stipulated in the technical specifications outlined below. The project has been split into 2 separate projects defined as LOTS.

A tenderer may bid for one or both LOTS. The two projects are outlined below:

LOT No	Subject of the tender	Maximum budget
LOT 1	Second pan European Exercise on CIIP (Services to support the planning, monitoring, evaluation, training and final reporting)	€ 90,000.00
LOT 2	Joint EU-US Cyber Exercise (Services to support monitoring, evaluation, training and final reporting)	€ 30,000.00

The tenderer is required to provide **completely separate technical bids** for each LOT. If a tenderer decides to bid for more than one LOT, then the *administrative documentation* required to be provided (as outlined in PART 3 - Section 3: SELECTION CRITERIA and Annexes) can be provided just once.

B. THE RESILIENCE PROGRAM

Reliable communications networks and services are now critical to public welfare and economic stability. Attacks on Internet, disruptions due to physical phenomena, software and hardware failures, and human error all affect the proper functioning of public eCommunications networks. Such disruptions reveal the increased dependency of our society on these networks and their services.

This experience shows that neither single providers nor a country alone could effectively detect, prevent, and effectively respond to such threats.

The European Commission's Communications² have highlighted the importance of network and information security and resilience for the creation of a single European Information Space. They

² "i2010 – A European Information Society for growth and employment²" & "A strategy for a Secure Information Society",

stress the importance of dialogue, partnership and empowerment of all stakeholders to properly address these threats.

The [existing](#) Regulatory Framework Directives and their recently proposed updates, as well as the recent Commission's Communication on Critical Information Infrastructure Protection (CIIP) propose concrete policy and regulatory provisions for the improvement of the security and resiliency³ of public e-Communications.

The European Network and Information Security Agency (ENISA), fully recognizing this problem, devised a Multi-annual Thematic Program ([MTP](#)⁴) with the ultimate objective to collectively evaluate and improve the resiliency of public eCommunications in Europe⁵.

In 2008 ENISA performed, inter alia, stock taking and analysis of Member States' (MS) policy, regulatory and operational environments related to the resilience of public eCommunications Networks. ENISA also performed a comprehensive analysis of provider measures.

The [stock taking](#) identified competent authorities at national level and assessed their tasks, policies, initiatives, regulatory provisions and operational activities. Additionally, the activity also collected information at national level on information sharing between authorities and providers, national risk management processes, preparedness and recovery measures and other related issues.

³ The ability of a network to provide and maintain an acceptable level of service in the face of various challenges to normal operation, 'Stock Taking of Member States' Policies and Regulations related to Resilience of public eCommunications Networks', ENISA, 2008. More information about MTP 1 can be found under:

http://www.enisa.europa.eu/doc/pdf/management_board/decisions/enisa_wp_2008.pdf

⁵ http://www.enisa.europa.eu/doc/pdf/management_board/decisions/enisa_wp_2008.pdf

1 LOT 1: SECOND PAN EUROPEAN EXERCISE ON CIIP

1.1 GENERAL DESCRIPTION OF THE REQUIRED SERVICES

Reliable communication networks and services are critical to public welfare and economic stability. Intentional attacks on the Internet, network disruptions caused by physical phenomena, software and hardware failures and human mistakes all affect the functioning of public communications networks.

The European Commission Communication on Critical Information Infrastructure Protection "Protecting Europe from large scale cyber-attacks and disruptions: enhancing preparedness, security and resilience", COM (2009)149 of 30 March 2009, Action Plan states that: "The Commission invites Member States to organise regular exercises for large scale networks security incident response and disaster recovery..."

The Tallinn Ministerial Conference, which took place in April 2009, built on the five pillars of the CIIP Action Plan and stressed that: "A joint EU exercise on Critical Information Infrastructure Protection should be organised and staged by 2010, in line with the Commission's action plan..."

As a final ratification of the importance of exercising, at national but also at a pan-European level, the Council Resolution published in Dec 2009 mentions that: "Member States should organise national exercises and/or participate in regular European exercises in the area of Network and Information Security...", "...ENISA participate with Member States on exercises to provide appropriate responses to emergencies..."

Supporting EU-wide cyber security preparedness exercises is one of the main actions of the Digital Agenda for Europe, the new policy plan of the European Commission. The European Commission Communication on Critical Information Infrastructure Protection "Protecting Europe from large scale cyber-attacks and disruptions: enhancing preparedness, security and resilience", COM (2009)149 of 30 March 2009, Action Plan states that: "The Commission invites Member States to organize regular exercises for large scale networks security incident response and disaster recovery..."

The Tallinn Ministerial Conference which happened a little later (April 2009) also stressed that: "A joint EU exercise on Critical Information Infrastructure Protection should be organised and staged by 2010, in line with the Commission's action plan..."

As a final ratification of the importance of exercising, at national but also at a pan European level the Council Resolution published in Dec 2009 mentions that: "Member States should organise national exercises and/or participate in regular European exercises in the area of Network and Information Security...", "...ENISA participate with Member States on exercises to provide appropriate responses to emergencies..."

In this policy context the first pan-European exercise on CIIP, CYBER EUROPE 2010, was conducted on the 4th of November 2010. The exercise was organised by EU Member States and facilitated by the European Network and Information Security Agency (ENISA). An evaluation report from the exercise and a video are available online⁶.

⁶ <http://www.enisa.europa.eu/act/res/ce2010>

The evaluation report as well as further policy documents, such as the digital agenda⁷, and the Commission Communication on Critical Information Infrastructure Protection – "Achievements and next steps: towards global cyber-security" - COM(2011) 163⁸ states that: "Cyber exercises are an important element of a coherent strategy for cyber incident contingency planning and recovery both at the national and European level. [...] Such a plan should provide the baseline mechanisms and procedure for communications between Member States and, last but not least, support the scoping and organization of future pan-European exercises." and "ENISA will work with Member States on the development of such a European cyber incident contingency plan by 2012. In the same timeframe, all Member States should develop regular national contingency plans and response and recovery exercises."

Based on the above the MS will move forward to organise the second pan European Exercise on CIIP. This will be a cyber-exercise that will be conducted within 2012.

The exercise will be a more extensive more sophisticated exercise following up that will be designed based on **the experience and the recommendations** of Cyber Europe 2010.

The exact scope and extensions of the second pan European exercise are currently under discussion within the exercise community of the Member States in Europe. The tenderer is pointed to the findings and recommendations of Cyber Europe 2010⁹ in order to get a better idea of the scope and potential set up of the second pan European exercise.

The second pan European exercise that will be conducted in 2012 is the main scope of this tender. In the rest of this document we will refer the second pan Europe exercise on CIIP as 'Cyber Europe 2012'.

1.2 OBJECTIVES AND TASKS

The main objective of this tender is to support the planning, monitoring, evaluation, training, and final reporting of Cyber Europe 2012.

More specifically, the objective of this tender shall be achieved through the following tasks:

- Task 1: Exercise Planning
- Task 2: Exercise Monitoring and Evaluation
- Task 3: Exercise Training
- Task 4: Exercise Reporting
- Task 5: Project Management

For the purpose of this tender we follow closely the definitions of Exercise Lifecycle activities as described in ENISA's Good Practice Guide on National Cyber Exercises¹⁰

Details of the tasks are given below.

⁷ http://ec.europa.eu/information_society/digital-agenda/index_en.htm

⁸ http://ec.europa.eu/information_society/policy/nis/strategy/activities/ciip/index_en.htm

⁹ <http://www.enisa.europa.eu/act/res/ce2010>

¹⁰ <http://www.enisa.europa.eu/act/res/policies/good-practices-1/exercises>

1.2.1 TASK 1: Exercise Planning and Design

In this task the contractor is expected to perform the following subtasks:

- 1) Support the organisation of the planning workshops and meetings
- 2) Support the development of exercise policies (observers, players, media) and exercise plan
- 3) Support the development of the scenario including the master scenario events list
- 4) Support the selection of relevant exercise management tools

More specifically:

In the first subtask the contractor is expected to support the teleconference meeting(s) and physical workshop preparation, the agenda formulation, the preparatory material and slides needed, taking notes and writing the minutes.

During the planning of the exercise it is expected to have four physical Workshops, one day long, organised in a central capital in Europe (Brussels, Paris, Athens). Also there will be a number (around 10) of 1 hour teleconferences between the planners of the exercise.

The physical meetings and the teleconferences will all be organised logistically by ENISA. That means that the contractor will not have to account for any expenses related to organisation of physical meetings neither of teleconferences. The contractor though should include in the offer the expenses incurred for their staff to participate in these workshop, e.g., travel and subsistence expenses for the physical meetings.

In the second subtask the contractor shall be responsible to write down all the relevant preparatory documents needed for the exercise. The input on the content of these documents shall in most cases be given to the contractor as a result from the planning workshops and meetings. The contractor will have to write all in a coherent format. The list of documents that will be needed include but are not limited to:

- The observers, media and players policies
- The exercise setup and tools (see in the subtask below)
- The exercise scenario description (see subtask below)
- The monitoring and evaluation scheme (see Task 2)
- The training plan (see Task 3)

The contractor will have to collect all these documents together in a single Exercise Plan document.

In the third subtask the contractor shall support the preparation and management of the exercise scenario. This includes the descriptive documents needed, but also the preparation and management of the Master Scenario Events List (MSEL). Where appropriate the contractor shall use tools and software to manage the scenario and the MSEL.

The exercise planners team, composed of experts from participating Member States will provide the main input on this subtask. 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.

In the fourth subtask the contractor is expected to provide input and the requirements for the selection of tools that can facilitate the management of the exercise. These tools may include tools for management of scenario, tools for documents management, tools for inject management, tools for evaluation, tools for monitoring, tools for reporting, etc.

In case the contractor has already some tools to offer for the management of the exercise it can be an added value to the proposal. The cost for using such tools though should be included in final price.

1.2.2 TASK 2: Exercise Monitoring and Evaluation

This task is organised in two main subtasks:

- 1) Monitor the Exercise
- 2) Evaluate the Exercise

Concerning the first part, the contractor is expected to conduct a desktop study and use their in house experience existing monitoring schemes already used for other complex, cross-country exercises. The desktop study shall not be long and should focus on key aspects such as overall monitoring schemes and methodologies, parameters to monitor, data to collect, approaches to collect data, data analysis methods, tools to be used for collecting input.

ENISA will also provide to the contractor concrete requirements for monitoring the exercise. The contractor is expected to analyse both inputs, i.e. the desktop study findings and ENISA's requirements, and to propose a suitable monitoring scheme to be used for Cyber Europe 2012. The proposed monitoring scheme should be accepted by ENISA and all participants.

As soon as the monitoring scheme is approved, the contractor is expected to develop and manage the proposed monitoring scheme in conjunction with the evaluation scheme (see below). The management of the monitoring should be done during the exercise.

Finally the contractor shall evaluate the monitoring scheme used, identify the strong points as well as the weaknesses and propose modifications for future improvement.

Concerning the second part, the contractor is expected to propose an evaluation scheme for the exercise after conducting a desktop study and using their in house experience. ENISA will also provide to the contractor concrete requirements for the evaluation of exercise. The contractor is expected to analyse both inputs, i.e. the desktop study findings and ENISA's requirements, and to propose a suitable evaluation scheme to be used for Cyber Europe 2012. The proposed evaluation methodology should be compatible with the monitoring scheme. Both should be accepted by ENISA and all the exercise participants.

The methodology should include

- questionnaire to be used for collecting input from different categories of participants
- mechanisms for getting the opinion of participants (e.g. forms, online questionnaires, interviews, etc.)
- mechanisms for analysing the collected input

As soon as the evaluation scheme is approved, the contractor is expected to develop and manage the proposed evaluation scheme of the exercise. The management of the evaluation methodology should be done during and after the exercise.

The contractor should get the opinion of participants, through forms and questionnaires. The contractor is also expected to organise a number of selected interviews with possibly different types of exercise participants, extending on the responses received via the questionnaires. This additional input will help to get a more qualitative view of the different participants' perception of the exercise

At the end of the exercise, the contractor is expected to gather all needed data, and analyse them according to the proposed concept. The result of the analysis would be a full report with concrete suggestions and recommendations.

Finally, the contractor is expected to participate in a validation Workshop which will help to overall validate the actual results of the exercise as well as its design, monitoring and evaluation schemes used during the exercise.

In particular the contractor will have to:

- a) develop and document a monitoring scheme for the exercise
- b) develop and document an evaluation scheme for the exercise
- c) manage the monitoring and evaluation schemes during and after the exercise
- d) collect and analyse the collected data
- e) report the findings of the evaluation
- f) evaluate the schemes and propose possible future improvements

The outcomes of both the monitoring and evaluation process together with other relevant material available will be inputs to "Task 4: Exercise Report Preparation".

1.2.3 TASK 3: Exercise Training and Dry Run

In this task the contractor is expected to

- develop the appropriate scheme for training the participants of Cyber Europe 2012
- conduct the training and dry run in co-operation with ENISA and MS

Concerning the first part the contractor is expected to develop with input from ENISA and MS the appropriate training plan and material taking under consideration the requirements and constraints of the exercise (e.g. multilingual and multi-cultural aspects). The training plan should address different categories of exercise participants, namely:

- moderators
- players
- observers
- evaluators

The material should be customised to the needs and profiles of these categories of stakeholders. It should also cover all issues related to the exercise, e.g. the set-up, the scenario, the monitoring

process, the evaluation process, the tools to use, the relations with media, the interaction with observers, etc.

The training material shall include power point slides and the accompanied documents. Also the contractors should use its experience to propose innovative means of training, such as a video with the training so as people could download it. The contractor will have to include in the offer the exact means proposed and the means that included in the offer. For example if the video can be shot within the scope of the contract or only the scripts and material will be prepared. The training scheme and material should be accepted by ENISA and all participating MS.

Concerning the second part the contractor is expected to implement the training plan, i.e. conduct the training.

The contractor, in co-operation with ENISA and MS, is expected to organise and deliver maximum two training sessions, one of which should be a dry run pilot of the exercise. The training sessions shall allow the possibility of remote participation of the trainees.

The logistical costs of both trainings are **not** part of this tender, ENISA will take care these logistics.

The contractor is also expected to prepare the material (slides, documents etc.) for the organisation of remote training sessions using electronic means.

The contractor is expected to evaluate the quality of the delivered trainings and the dry run. After each training session/dry run a questionnaire will be circulated to all participants of the session about the quality of the training. The results of the training will be reported to ENISA at the end of the training session, including proposals for improving the overall training scheme.

1.2.4 TASK 4: Exercise Reporting

In this task the contractor is expected to

- Write the final report (public, private versions) of the exercise report including presentation material (slides, flyer) and participate in a consultation process (workshop)

This task includes the following subtasks:

1. Prepare and write the final report of the exercise in two versions: internal use, public.
2. Participate in and gather feedback from a consultation process (Workshop, emails) for the final report, updating it accordingly.
3. Prepare presentation material for the exercise: professional power point slide presentation, script for a video clip, and one flyer.

In the first subtask the contractor is expected to draft two reports, one extended for internal use and one public, for external use. The first will be a full scale report on all aspects of the exercise, while the latter a shortened and summarised version of the former with only the information that can be made publicly available.

In order to prepare the reports the contractor is expected to gather, assess, and analyse all required information including the following outcomes:

- The outcomes of the monitoring and evaluation process of “Task 2”
- The outcomes of individual assessment reports done by Member States
- Material prepared by the exercise itself, e.g., exercise setup, exercise planning, training, scenario, policies (observers, media)
- The lessons learned and directions for future exercises

Using the above information the contractor is expected to prepare draft versions of the two reports seeking comments and approval from both ENISA and MS participants. An almost final version of both reports will be prepared and circulated to MS participants and observers prior to the consultation process (see pls. next subtask below).

In the second subtask the contractor is expected to participate in the consultation process. The final reports, internal and external, will have to have the maximum consensus from the involved stakeholders.

The consultation process will be organised and managed by ENISA. The consultation would be done electronically through email/webpage/portal and will include a validation workshop. The contractor has to be present in the workshop and gather the feedback, electronic and verbal, in order to finalise the report. The contractor will process all collected comments and suggestions and develop new version of the reports.

In the final, third subtask the contractor will prepare a set of promotional material to accompany the final report(s). These will include a set of professional slides for presenting the final report (the more detailed version), script for a video clip and a flyer. The contractor would not film the video clip but would have to support the overall process by writing an initial script, providing ideas that would make the clip more attractive to public and would promote the importance of exercises. The contractor could potentially suggest additional promotional material.

1.2.5 TASK 5: Project Management

The main objective of this task is

- to define and implement appropriate management mechanisms, sound planning and resource allocation according to proven expertise and prior knowledge of the subject.

As part of this task the contractor should also provide justification for subcontracting, if any, interact with ENISA staff and external experts, and provide regular management reporting. These will ensure the punctual delivery of good quality results of this study on budget.

The contractor is expected to submit to the Agency, prior to the Kick Off meeting, detailed Gantt Charts and accompanying documentation with sufficient details. These will be negotiated with ENISA and be confirmed as final.

The Gantt charts and related documentation should include:

- Scheduling of all tasks and activities within the tasks,
- Identification of milestones and critical activities,
- Assignment of experts and person days to tasks and activities
- Identification of possible risks and suggestions to mitigate them

- Quality assurance and peer review measures to ensure high quality results
- Detailed information on the expertise of the contractors on the tasks and topics of this tender including references to previous, relevant projects,
- Detailed CVs of experts proposed to be involved in all the tasks of the project
- Detailed justification for subcontracting tasks or parts of them. In that case, ENISA requires additional information on the:
 - Tasks undertaken by the sub-contractor,
 - Expertise of the contractor and its experts,
 - Resources allocated to him/her
 - Co-ordination mechanisms among the prime and the sub-contractors
 - Risk management method in case of delayed and/or low quality delivery of sub-contractor's outcomes
 - Official statement of overall responsibility for the whole project and its results by the prime contractor

Based on the Gantt chart, the contractor is expected to deliver the following documents regularly:

- Brief monthly progress report on current activities (as they defined in the Gantt chart) information on the progress achieved, next steps, possible risks affecting project, risk mitigation measures
- Early warning reports, at any time, if emerging risks threat key milestones of the project and when the Agency needs to either be informed or take a decision
- Bi-weekly teleconferences with ENISA staff on the progress of the project and its tasks

1.3 EXPECTED SKILLS

The performance of the abovementioned activities requires professionals that have good professional multi-disciplinary knowledge and experience of all or a sub set of the following fields:

- Excellent professional experience in planning and managing national and international cyber exercises;
- Excellent professional experience in developing training material and providing trainings on tools usage and procedures. It would be considered an asset to have this specific experience on tools and procedures used for conducting network information security exercises;
- Excellent professional experience in organising, monitoring, following up and evaluating procedures during and after information security exercises.
- Excellent knowledge of data collection and validation methods including the ability to produce clear and comprehensible text with extended use of illustrations;
- Excellent professional experience in analysing results and producing reports for information security exercises, identifying shortcomings and lessons learned in processes, routines, procedures and tools;
- Excellent understanding of policy and regulatory issues related to the resilience of public communications networks and services at national and/or pan European level including activities related to Critical Information Infrastructure Protection (CIIP);

- Very good professional experience in relevant security and resilience issues and disciplines (e.g. security policies and controls);
- Excellent project management skills including quality assurance;
- Very good communication skills.
- Excellent oral and written language skills in English and very good oral and written capabilities in French and German.

1.4 DURATION

The duration of this work is foreseen between mid-September 2011 and 01 December 2012.

More specifically:

- Task 1 should start by mid-Sept 2011 and finish not later than 31 Oct 2012
- Task 2 should start by mid-Sept 2011 and finish not later than 30 Nov 2012
- Task 3 should start by mid-Sept 2011 and finish not later than 30 Sep 2012
- Task 4 should start by 01 of Aug 2012 and finish not later than 01 Dec 2012
- Task 5 should start by mid-Sept 2011 and finish not later than 01 Dec 2012

The contractor shall be flexible on the dates of the delivery services as given below in case the Member States request differentiation in exercise delivery date. The actual effort needed though **will not** change or be affected.

1.5 DELIVERABLES

The following deliverables/outputs are required from the contractor:

- **Task 1 - Exercise Planning** – Delivery date 31 Oct 2012
 - Minutes from the planning workshops – no later than one week after the workshop
 - Minutes from teleconference – no later than one working day after teleconference
 - Agenda and supporting material for workshops and teleconferences – at least one week before the workshop and teleconferences
 - Documented exercise policies (observers, players, media) and exercise plan – version 1: Nov 2011 – version 2: Feb 2012 – version 3: May 2012 – final version: July 2012
 - Documented descriptive scenario – Feb 2012
 - MSEL – May 2012
 - Requirements on exercise management tools – version 1: Nov 2011 – final version: Feb 2012
- **Task 2 - Exercise Monitoring and Evaluation** – Delivery date 30 Nov 2012
 - Description of the selected monitoring scheme, including short descriptions of alternative monitoring schemes (desktop study) – version 1: Dec 2012 – final version: Mar 2012

- Description of the selected exercise evaluation scheme customised to different types of participants, including short descriptions of alternative evaluation schemes (desktop study)-
– version 1: Dec 2011 – final version: Mar 2012
- Analysis of the collected monitoring and evaluation data - 10 Nov 2012
- Final report the evaluation: scheme, findings, proposed improvements – 30 Nov 2012
- **Task 3 - Exercise Training and Dry Run-** Delivery date 30 Sep 2012
 - Description of the appropriate training plan and dry run for the participants of Cyber Europe 2012 version 1: Nov 2011 – final version: Feb 2012
 - Training material in 3 languages (English, French, German) – Apr 2012
 - Script for a training video and other innovative training means – Apr 2012
 - Final report on trainings: scheme, lessons learned, proposed improvements – 30 Sep 2012
- **Task 4 - Exercise Report Preparation-** Delivery date 01 Dec 2012
 - Final report of the exercise in two versions: internal, public -01 Dec 2012
 - Presentation material for the exercise: professional PowerPoint slide presentation, script for a video clip, and one flyer - 01 Dec 2012
 - Feedback report from a consultation process (Workshop, emails) and updated versions of the final reports (internal, public) - 01 Dec 2012
- **Task 5 – Project Management** - Delivery date 01 Dec 2012
 - The Gantt charts and relevant documentation to be supplied with the proposal and be finalised on the kick off meeting.
 - Brief monthly progress reports on current activities (as they defined in the Gantt chart) information on the progress achieved, next steps, possible risks affecting project, risk mitigation measures – 15th of each month
 - Early warning reports, at any time, if emerging risks threaten key milestones of the project and when the Agency needs to either be informed or take a decision
 - Minutes from the bi-weekly teleconferences with ENISA staff on the progress of the project and its tasks – 1 working day after each teleconference

1.6 DURATION OF THE SERVICE

The Tenderer is required to make a proposal in their tender for the time schedule of the activities in order to carry out the project and identify concrete milestones. The presentation of the time schedule should be on a Gantt chart. In its offer the Tenderer should indicate the estimated amount of man days required to accomplish all tasks associated with this Call for Tenders.

1.7 PLACE OF EXECUTION OF THE ACTIVITIES AND COMMUNICATIONS

The execution of the activities will take place primarily at the Contractor's premises. The contractor is required to be present at ENISA premises for all necessary meetings and for collecting all

relevant information to conduct the various tasks. For this purpose network based collaborative tools (i.e. videoconferencing) could also be used.

ENISA expects that the contractor will perform, in the context of this project, the following business trips:

- Kick-off meeting: in a jointly agreed central location in Europe; either Brussels or Athens (one day)
- A maximum of four planning Workshops in a central location in Europe, e.g., Brussels, Milan, Athens (one day each, c.f. Task 1)
- A maximum of two training sessions, in central location in Europe, e.g., Brussels, Milan, Athens (one day each, c.f. Task 3)
- Participation in the conduct of the exercise, in central location in Europe, e.g., Brussels, Milan, Athens (2 days, c.f. Task 4)
- One Validation workshop, in central location in Europe, e.g., Brussels, Milan, Athens (one day, c.f. Task 4).

It should be mentioned that the costs of these business trips should be included in the total offer. ENISA will not additionally reimburse the contractor for taking part in these meetings.

Note: the logistical costs of these meetings and sessions will be covered by ENISA and should **not** be considered as part of this tender; the only costs to be included in your offer are the contractor's travelling and subsistence expenses.

Quality assurance, review and final approval of deliverable, and project sign-off will take place at a location to be agreed on later. Informal and regular contacts should be maintained by telephone and e-mail.

1.8 TENDER RESULT AND ESTIMATED CONTRACT VALUE

The result of the evaluation of tenders for **LOT 1** will be the awarding of a Service Contract. The total estimated budget cannot exceed **90,000.00 Euros** (ninety thousand Euros) covering all tasks executed and including all costs (e.g. travelling expenses of the contractor to and from ENISA's premises/workshop locations, use of conferencing equipment, telephone calls, etc.).

1.9 CONTENT AND PRESENTATION OF THE TECHNICAL OFFER

The Tenderer shall enclose with the **Technical Offer** all documents and information that will enable its offers to be assessed in terms of quality and of compliance with the Specifications. An Offer shall include a description of the operational means and procedures to be implemented to perform the Contract, supported where appropriate by related documents.

An offer must address each of the following elements as A MINIMUM in order to be considered to be a valid and conforming offer:

- **Description of the skills of the prospective contractor**
 - The Tenderer will have to present its compliance with the expected skills as described in the relevant section.

- **Description of the deliverables**
 - The deliverables must be presented as requested in the section entitled “Deliverables”
 - The requested proposals and additional details (see article 1.5: “DELIVERABLES”) must be included in the offer
 - The prospective contractor is expected to provide insights in the methodology chosen in order to produce the deliverables

- **Description of the used methodology / methodologies and additional proposals** *(where appropriate these can be included in the project plan!)*
 - A draft list with stakeholders to be involved during the process (see article 1.2: “OBJECTIVES AND TASKS”) should be included in the offer
 - A brief description how those stakeholders will be involved (for example surveys, interviews, workshops, other meetings, etc.) should be included in the offer
 - If appropriate an outline description of additional essential services (see article 1.1: “GENERAL DESCRIPTION OF THE REQUIRED SERVICES”) should be included in the offer

- **Management of provision of services**
 - Project Management: a close description of the project management method used including quality assurance is required. Breakdown of tasks, definition of milestones, assignment of person days to tasks, etc. should be presented in a concise project plan (including a Gantt chart) and included in the offer.
 - At the kick off meeting, the project plan will be confirmed as final.
 - The prospective contractor must also identify possible risks to the project and propose mitigation measures.

- **In addition the prospective contractor is expected to highlight / explain**
 - Availability and ability of the Contractor to respond: prompt availability of resources is required within the specified delivery timeframes. Additionally, any ancillary or support resources, such as a network of associates to support the scope of this Call for Tenders must be clearly stated.

- Short CV’s of the experts that will be allocated in the project focussing on their experience and expertise on the areas covered by the study.

2. LOT 2 – JOINT EU - US CYBER EXERCISE

2.1 GENERAL DESCRIPTION OF THE REQUIRED SERVICES

Reliable communication networks and services are critical to public welfare and economic stability. Intentional attacks on the Internet, network disruptions caused by physical phenomena, software and hardware failures and human mistakes all affect the functioning of public communications networks.

The European Commission Communication on Critical Information Infrastructure Protection "Protecting Europe from large scale cyber-attacks and disruptions: enhancing preparedness, security and resilience", COM (2009)149 of 30 March 2009, Action Plan states that: "The Commission invites Member States to organise regular exercises for large scale networks security incident response and disaster recovery..."

The Tallinn Ministerial Conference, which took place in April 2009, built on the five pillars of the CIIP Action Plan and stressed that: "A joint EU exercise on Critical Information Infrastructure Protection should be organised and staged by 2010, in line with the Commission's action plan..."

As a final ratification of the importance of exercising, at national but also at a pan-European level, the Council Resolution published in Dec 2009 mentions that: "Member States should organise national exercises and/or participate in regular European exercises in the area of Network and Information Security...", "...ENISA participate with Member States on exercises to provide appropriate responses to emergencies..."

Supporting EU-wide cyber security preparedness exercises is one of the main actions of the Digital Agenda for Europe, the new policy plan of the European Commission. The European Commission Communication on Critical Information Infrastructure Protection "Protecting Europe from large scale cyber-attacks and disruptions: enhancing preparedness, security and resilience", COM (2009)149 of 30 March 2009, Action Plan states that: "The Commission invites Member States to organize regular exercises for large scale networks security incident response and disaster recovery..."

The Tallinn Ministerial Conference which happened a little later (April 2009) also stressed that: "A joint EU exercise on Critical Information Infrastructure Protection should be organised and staged by 2010, in line with the Commission's action plan..."

As a final ratification of the importance of exercising, at national but also at a pan European level the Council Resolution published in Dec 2009 mentions that: "Member States should organise national exercises and/or participate in regular European exercises in the area of Network and Information Security...", "...ENISA participate with Member States on exercises to provide appropriate responses to emergencies..."

In this policy context the first pan-European exercise on CIIP, CYBER EUROPE 2010, was conducted on the 4th of November 2010. The exercise was organised by EU Member States and facilitated by the European Network and Information Security Agency (ENISA). An evaluation report from the exercise and a video are available online¹¹.

¹¹ <http://www.enisa.europa.eu/act/res/ce2010>

The evaluation report as well as further policy documents, such as the digital agenda¹², and the Commission Communication on Critical Information Infrastructure Protection – "Achievements and next steps: towards global cyber-security" - COM(2011) 163¹³ states that: "Cyber exercises are an important element of a coherent strategy for cyber incident contingency planning and recovery both at the national and European level. [...] Such a plan should provide the baseline mechanisms and procedure for communications between Member States and, last but not least, support the scoping and organization of future pan-European exercises." and "ENISA will work with Member States on the development of such a European cyber incident contingency plan by 2012. In the same timeframe, all Member States should develop regular national contingency plans and response and recovery exercises."

During the Hungarian Presidency Telecom Ministerial Conference on CIIP¹⁴ it was announced¹⁵ that the EU and the US would move towards co-ordinating annual security awareness efforts; a welcome break from the mishmash of Internet Safety day this and Security Awareness month that which currently litters the calendar. In this context during a meeting between Neelie Kroes, European Commission Vice President for the Digital Agenda, EU Home Affairs Commissioner Cecilia Malmström and Secretary of the US Department of Homeland Security Janet Napolitano agreed to run a joint EU-US Cyber Exercise by the end of 2011

The exact scope and extensions of the second pan European exercise are currently under discussion within the exercise community EU and US experts.

The joint EU-US Cyber Exercise that will be conducted in 2011 is the main scope of this tender.

2.2 OBJECTIVES AND TASKS

The main objective of this tender is to support ENISA on the monitoring, evaluation, training, and final reporting of joint EU-US Cyber Exercise.

More specifically, the objective of this tender shall be achieved through the following tasks:

- Task 1: Support the Exercise Monitoring and Evaluation
- Task 2: Support the Exercise Training and Dry Run
- Task 3: Support the Exercise Reporting
- Task 4: Project Management

For the purpose of this tender we follow closely the definitions of Exercise Lifecycle activities as described in ENISA's Good Practice Guide on National Cyber Exercises¹⁶

Details of the tasks are given below.

¹² http://ec.europa.eu/information_society/digital-agenda/index_en.htm

¹³ http://ec.europa.eu/information_society/policy/nis/strategy/activities/ciip/index_en.htm

¹⁴ <http://www.eu2011.hu/event/ministerial-conference-ciip-telecom-networks-european-and-international-cooperation-strengthen>

¹⁵

<http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/11/246&format=HTML&aged=0&language=EN&guiLanguage=en>

¹⁶ <http://www.enisa.europa.eu/act/res/policies/good-practices-1/exercises>

2.2.1 TASK 1: Exercise Monitoring and Evaluation

This task is expected to support the:

- 1) Monitoring and
- 2) Evaluation of the Exercise

Concerning the first part, the contractor is expected to prepare, document and manage a monitoring scheme for the joint EU-US Cyber Exercise. ENISA will provide to the contractor concrete requirements for monitoring the exercise. The contractor is expected to analyse ENISA input, and use in house experience in order to propose a suitable monitoring scheme to be used for the joint EU-US Cyber Exercise. The proposed monitoring scheme should be accepted by ENISA and all participating countries. As soon as the monitoring scheme is approved, the contractor is expected to develop and manage the proposed monitoring scheme. The management of the monitoring should be done during the exercise.

Concerning the second part, the contractor is expected to prepare, document and manage an evaluation scheme for the joint EU-US Cyber Exercise. ENISA will provide to the contractor concrete requirements for the evaluation of exercise. The contractor is expected to analyse the given requirements, use in house experience in order to propose a suitable evaluation scheme to be used for the joint EU-US Cyber Exercise. The proposed evaluation methodology should be accepted by ENISA and all participating countries.

The methodology should include

- questionnaire to be used for collecting input from different categories of participants
- mechanisms for getting the opinion of participants (e.g. forms, online questionnaires, interviews, etc)
- mechanisms for analysing the collected input

As soon as the evaluation scheme is approved, the contractor is expected to develop and manage the proposed evaluation scheme of the exercise. The management of the evaluation methodology should be done during and after the exercise.

The contractor should get the opinion of participants, through forms and questionnaires. The contractor is also expected to organise a number of selected interviews with possibly different types of exercise participants, extending on the responses received via the questionnaires. This additional input will help to get a more qualitative view of the different participants' perception of the exercise

At the end of the exercise, the contractor is expected to gather all needed data, and analyse them. The result of the analysis would be a full report with concrete suggestions and recommendations.

Finally, the contractor is expected to participate in a validation Workshop which will help to overall validate the actual results of the exercise as well as its design, monitoring and evaluation schemes used during the exercise.

In particular in this task the contractor will have to:

- g) develop a monitoring scheme for the exercise using ENISA's requirements and in house experience
- h) develop an evaluation scheme for the exercise using ENISA's requirements and in house experience

- i) manage the monitoring and evaluation schemes during and after the exercise as needed
- j) collect and analyse the collected data

The outcomes of both the monitoring and evaluation process together with other relevant material available will be inputs to “Task 3: Exercise Report Preparation”.

2.2.2 TASK 2: Exercise Training

In this task the contractor is expected to

- develop the appropriate scheme for training the participants the joint EU-US exercise
- conduct the training in co-operation with ENISA

Concerning the first part the contractor is expected to develop with input from ENISA the appropriate training plan and material taking under consideration the requirements and constraints of the exercise. The training plan should address different categories of exercise participants, namely:

- moderators
- players

The material should be customised to the needs and profiles of these categories of stakeholders. It should also cover all issues related to the exercise, e.g. the set-up, the scenario, the monitoring process, the evaluation process, the tools to use, the relations with media, the interaction with observers, etc.

The training material shall include power point slides and the accompanied documents. The training scheme and material should be accepted by ENISA and all participating countries.

Concerning the second part the contractor is expected to implement the training plan, i.e. conduct the training. The contractor, in co-operation with ENISA, is expected to organise (agenda, slides etc.) and deliver **one** training session organised in a European capital city. The training session shall allow the possibility of remote participation of the trainees.

The logistical costs of the training are **not** part of this tender; ENISA will cover these logistics. The offer though should include the contractor’s expenses to participate in the training session.

The contractor is also expected to prepare the material (slides, documents etc.) for the organisation of remote training sessions using electronic means.

The contractor is expected to evaluate the quality of the delivered training. After each training session/dry run a questionnaire will be circulated to all participants of the session about the quality of the training. The results of the training will be reported to ENISA at the end of the training session, including proposals for improving the overall training scheme.

2.2.3 TASK 3: Exercise Reporting

In this task the contractor is expected to

- Write the final report (public, private versions) of the exercise report including presentation material (slides, flyer) and participate in a consultation process (workshop)

This task includes the following subtasks:

- 1) Prepare and write the final report of the exercise in two versions: internal use, public.
- 2) Participate in and gather feedback from a consultation process (Workshop, emails) for the final report, updating it accordingly.
- 3) Prepare presentation material for the exercise: professional power point slide presentation, script for a video clip, and one flyer.

In the first subtask the contractor is expected to draft two reports, one extended for internal use and one public, for external use. The first will be a full scale report on all aspects of the exercise, while the latter a shortened and summarised version of the former with only the information that can be made publicly available.

In order to prepare the reports the contractor is expected to gather, assess, and analyse all required information including the following outcomes:

- The outcomes of the monitoring and evaluation process of “Task 1”
- Material prepared by the exercise itself, e.g., exercise setup, exercise planning, training, scenario, policies (observers, media)
- The lessons learned and directions for future exercises

Using the above information the contractor is expected to prepare draft versions of the two reports seeking comments and approval from both ENISA and participating countries. An almost final version of both reports will be prepared and circulated to participants and observers prior to the consultation process (see pls. next subtask below).

In the second subtask the contractor is expected to participate in the consultation process. The final reports, internal and external, will have to have the maximum consensus from the involved stakeholders.

The consultation process will be organised and managed by ENISA. The consultation would be done electronically through email/webpage/portal and will include a validation workshop. The contractor has to be present in the workshop and gather the feedback, electronic and verbal, in order to finalise the report. The contractor will process all collected comments and suggestions and develop new version of the reports.

In the final, third subtask the contractor will prepare a set of promotional material to accompany the final report(s). These will include a set of professional slides for presenting the final report (the more detailed version), script for a video clip and a flyer. The contractor would not film the video clip but would have to support the overall process by writing an initial script, providing ideas that would make the clip more attractive to public and would promote the importance of exercises. The contractor could potentially suggest additional promotional material.

2.2.4 TASK 4: Project Management

The main objective of this task is

- to define and implement appropriate management mechanisms, sound planning and resource allocation according to proven expertise and prior knowledge of the subject.

As part of this task the contractor should also provide justification for subcontracting, if any, interact with ENISA staff and external experts, and provide regular management reporting. These will ensure the punctual delivery of good quality results of this study on budget.

The contractor is expected to submit to the Agency, prior to the Kick Off meeting, detailed Gantt Charts and accompanying documentation with sufficient details. These will be negotiated with ENISA and be confirmed as final.

The Gantt charts and related documentation should include:

- Scheduling of all tasks and activities within the tasks,
- Identification of milestones and critical activities,
- Assignment of experts and person days to tasks and activities
- Identification of possible risks and suggestions to mitigate them
- Quality assurance and peer review measures to ensure high quality results
- Detailed information on the expertise of the contractors on the tasks and topics of this tender including references to previous, relevant projects,
- Detailed CVs of experts proposed to be involved in all the tasks of the project
- Detailed justification for subcontracting tasks or parts of them. In that case, ENISA requires additional information on the:
 - Tasks undertaken by the sub-contractor,
 - Expertise of the contractor and its experts,
 - Resources allocated to him/her
 - Co-ordination mechanisms among the prime and the sub-contractors
 - Risk management method in case of delayed and/or low quality delivery of sub-contractor's outcomes
 - Official statement of overall responsibility for the whole project and its results by the prime contractor

Based on the Gantt chart, the contractor is expected to deliver the following documents regularly:

- Brief monthly progress report on current activities (as they defined in the Gantt chart) information on the progress achieved, next steps, possible risks affecting project, risk mitigation measures
- Early warning reports, at any time, if emerging risks threaten key milestones of the project and when the Agency needs to either be informed or take a decision
- Bi-weekly teleconferences with ENISA staff on the progress of the project and its tasks

2.3 EXPECTED SKILLS

The performance of the abovementioned activities requires professionals that have good professional multi-disciplinary knowledge and experience of all or a sub set of the following fields:

- Excellent professional experience in planning and managing national and international cyber exercises;
- Excellent professional experience in developing training material and providing trainings on tools usage and procedures. It would be considered an asset to have this specific experience on tools and procedures used for conducting network information security exercises;

- Excellent professional experience in organising, monitoring, following up and evaluating procedures during and after information security exercises.
- Excellent knowledge of data collection and validation methods including the ability to produce clear and comprehensible text with extended use of illustrations;
- Excellent professional experience in analysing results and producing reports for information security exercises, identifying shortcomings and lessons learned in processes, routines, procedures and tools;
- Excellent understanding of policy and regulatory issues related to the resilience of public communications networks and services at national and/or pan European level including activities related to Critical Information Infrastructure Protection (CIIP);
- Very good professional experience in relevant security and resilience issues and disciplines (e.g. security policies and controls);
- Excellent project management skills including quality assurance;
- Very good communication skills;
- Excellent oral and written language skills in English and very good oral and written capabilities in French and German

2.4 DURATION

The duration of this work is foreseen between mid-September 2011 and 15 December 2011.

More specifically:

Task 1 should start by 15 Sept 2011 and finish not later than 30 Nov 2011

Task 2 should start by 15 Sept 2011 and finish not later than 30 Oct 2011

Task 3 should start by 15 Sept 2011 and finish not later than 15 Dec 2011

Task 4 should start by 15 Sept 2011 and finish not later than 15 Dec 2011

The contractor shall be flexible on the dates of the delivery services as given below in case the participating countries request differentiation in exercise delivery date. The actual effort needed though **will not** change or be affected.

2.5 LIST OF OUTPUTS/DELIVERABLES

The following deliverables/outputs are required from the contractor:

Task 1 - Exercise Monitoring and Evaluation – Delivery date 30 Nov 2011

- Description of the selected monitoring scheme – version 1: 30 Sept 2011, final version: 30 Oct 2011
- Description of the selected exercise evaluation scheme customised to different types of participants version 1: 30 Sept 2011, final version: 30 Oct 2011

- Analysis of the collected evaluation data - 30 Nov 2011

Task 2 - Exercise Training - Delivery date 30 Oct 2011

- Description of the appropriate training plan – version 1: 15 Sept 2011, final version: 30 Sep 2011
- Training material – 01 Oct 2011
- Final report on training: scheme, lessons learned, proposed improvements – 30 Oct 2011

Task 3 - Exercise Report Preparation- Delivery date 15 Dec 2011

- Final report of the exercise in two versions: internal, public -01 Dec 2011
- Presentation material for the exercise: professional PowerPoint slide presentation, script for a video clip, and one flyer - 01 Dec 2011
- Feedback report from a consultation process (Workshop, emails) and updated versions of the final reports (internal, public) - 15 Dec 2011

Task 4 – Project Management - Delivery date 15 Dec 2011

- The Gantt charts and relevant documentation are to be supplied with the proposal and be finalised on the kick off meeting.
- Brief monthly progress reports on current activities (as they defined in the Gantt chart) information on the progress achieved, next steps, possible risks affecting project, risk mitigation measures – 15th of each month
- Early warning reports, at any time, if emerging risks threaten key milestones of the project and when the Agency needs to either be informed or take a decision
- Minutes from the bi-weekly teleconferences with ENISA staff on the progress of the project and its tasks – 1 working day after each teleconference

2.6 DURATION OF THE SERVICE

The Tenderer is required to make a proposal in their tender for the time schedule of the activities in order to carry out the project and identify concrete milestones. The presentation of the time schedule should be on a Gantt chart. In its offer the Tenderer should indicate the estimated amount of man days required to accomplish all tasks associated with this Call for Tenders.

2.7 PLACE OF EXECUTION OF THE ACTIVITIES AND COMMUNICATIONS

The execution of the activities will take place primarily at the Contractor's premises. The contractor is required to be present at ENISA premises for all necessary meetings and for collecting all relevant information to conduct the various tasks. For this purpose network based collaborative tools (i.e. videoconferencing) could also be used.

ENISA expects that the contractor will perform, in the context of this project, the following business trips:

- Kick-off meeting: in a jointly agreed central location in Europe; either Brussels or Athens (one day)
- One training session, in central location in Europe, e.g., Brussels, Milan, Athens (one day each, c.f. Task 2)
- Participation in the conduct of the exercise, in central location in Europe, e.g., Brussels, Milan, Athens (max 2 days, c.f. Task 3)
- One Validation workshop, in central location in Europe, e.g., Brussels, Milan, Athens (one day, c.f. Task 3).

It should be mentioned that the costs of these business trips should be included in the total offer. ENISA will not additionally reimburse the contractor for taking part in these meetings.

Note: the logistical costs of these meetings and sessions will be covered by ENISA and should **not** be considered as part of this tender; the only costs to be included in your offer are the contractor's travelling and subsistence expenses.

Quality assurance, review and final approval of deliverable, and project sign-off will take place at a location to be agreed on later. Informal and regular contacts should be maintained by telephone and e-mail.

2.8 TENDER RESULT AND ESTIMATED CONTRACT VALUE

The result of the evaluation of tenders for **LOT 2** will be the awarding of a Service Contract. The total estimated budget cannot exceed **30 000.00 Euros** (thirty thousand Euros) covering all tasks executed and including all costs (e.g. travelling expenses of the contractor to and from ENISA's premises/workshop locations, use of conferencing equipment, telephone calls, etc.).

The following specifications are common to BOTH LOTS:

3. CONTENT AND PRESENTATION OF THE TECHNICAL OFFER

The Tenderer shall enclose with the **Technical Offer** all documents and information that will enable its offer to be assessed in terms of quality and of compliance with the Specifications. An Offer shall include a description of the operational means and procedures to be implemented to perform the Contract, supported where appropriate by related documents.

An Offer shall cover the following aspects:

- Skills of the expected contactor
 - The Tenderer will have to present its compliance with the expected skills as described in the relevant section.
- Description of the deliverables
 - The deliverables must be presented as requested in section entitled “Deliverables”.
 - The approach and method to perform the tasks and ensure the quality of the deliverables.
 - Examples of previous related works, specifically on: monitoring exercises, evaluation of exercises, training material, exercise assessment frameworks, exercise debriefings and major related reports.
 - A full list of all related projects and activities that the contractor has overtaken in the past.
- Management of provision of services
 - Project Management: a close description of the project management method used including quality assurance is required. Breakdown of tasks; milestones definition; assignment of experts to tasks and person days to tasks should be presented in a Gantt chart, included in the offer.
At the kick off meeting, the Gantt charts will be confirmed as final.
The prospected contactor must also identify possible risks to the project and propose mitigation measures.
 - Availability and ability of the Contractor to respond: prompt availability of resources is required within the specified delivery timeframes. Additionally, any ancillary or support resources, such as a network of associates to support the scope of this Call for Tenders must be clearly stated.
- Short CV's of the people that will be allocated in the project focussing on their experience and expertise on the areas covered by the tender.

4. CONTENT AND PRESENTATION OF THE PRICE OFFER

The Price offer(s) must be drawn up using the Financial Offer template provided (see Annex IV).

5. PRICE

Prices submitted in response to this Tender must be inclusive of all costs involved in the performance of the contract. Prices shall be submitted only in Euro and VAT excluded.

6. PRICE REVISION

Prices submitted in response to this Tender shall be fixed and not subject to revision.

7. COSTS INVOLVED IN PREPARING AND SUBMITTING A TENDER

ENISA will not reimburse any costs incurred in the preparation and submission of a Tender. Any such costs must be paid by the Tenderer.

8. PERIOD OF VALIDITY OF THE TENDER

Tenderers must enclose a confirmation that the prices given are valid for (90) ninety days from the date of submission of the tender.

9. PROTOCOL ON PRIVILEGES AND IMMUNITIES OF THE EUROPEAN COMMUNITIES

ENISA is exempt from all taxes and duties, including value added tax (VAT), pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities. Tenderers must therefore give prices which are exclusive of any taxes and duties and must indicate the amount of VAT separately.

10. PAYMENT ARRANGEMENTS

Payments under the Contract shall be carried out subject to prior approval of the Services by ENISA within 30 days after an invoice is submitted to ENISA. One single payment will be made after receipt and approval of the deliverables by ENISA. An invoice must specify the specific deliverables covered. A note that accompanies the final deliverables must present the resources used for each of the deliverables presented. Time sheets should be submitted as appropriate.

11. CONTRACTUAL DETAILS

A model of the Service Contract is proposed to the successful candidate(s) - see Annex V.

Please note that the general conditions of our standard service contract cannot be modified. Submission of a tender by a potential contractor implies acceptance of this contract and all of the terms and conditions contained therein. It is strongly recommended that you have this draft contract checked and passed by your legal section before committing to submitting an offer.

PART 3 ADMINISTRATIVE DETAILS

1. FORMAL REQUIREMENTS

1.1 Address and deadline for submission of the Tender:

You are invited to tender for this project and requested to submit your tender no later than **12th August 2011** either by:

- a) **Registered post or express courier**. The postal service's dated stamp or the courier company's printed delivery slip and stamp will constitute proof of compliance with the deadline given above:

or

- b) **Hand-delivery** (direct or through any authorised representative of the Tenderer) by 17.00 hours on **12th August 2011** at the latest to the address shown below (please, be informed that only delivery during working hours 09:00-17:00 hrs, is accepted). In the case of hand-delivery, in order to establish proof of the date of deposit, the depositor will receive from an official at the below-mentioned address, a receipt which will be signed by both parties, dated and time stamped.

Please note that in this case it is the date and time actually received at the ENISA premises that will count.

Please Note: Due to frequent delays encountered with the postal services in Europe, we would ***strongly suggest that you use a courier service***. It is important to avoid delays to the programmed Opening and Evaluation dates as this will in turn delay the contract award, thereby affecting project completion dates.

The offer must be sent to one of the following addresses:

Postal Address		Express Courier & Hand Delivery
European Network and Information Security Agency (ENISA) For the attention of: The Procurement Officer PO Box 1309 71001 Heraklion Greece	or	European Network and Information Security Agency (ENISA) For the attention of Procurement Section Science and Technology Park of Crete (ITE) Vassilika Vouton 700 13 Heraklion Greece

Please note that late delivery will lead to exclusion from the award procedure for this Contract.

1.2 Presentation of the Offer and Packaging

The offer (consisting of one original and two copies) should be enclosed in two envelopes, both of which should be sealed. If self-adhesive envelopes are used, they should be further sealed with adhesive tape, upon which the Tenderer's signature must appear.

The **outer envelope**, in addition to the above-mentioned ENISA address, should be marked as follows:

OPEN CALL FOR TENDER NO. ENISA P/17/11/TCD
“Cyber Exercises on CIIP”
NOT TO BE OPENED BY THE MESSENGER/COURIER SERVICE
NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 22nd AUG 2011
TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY>

The **inner envelope** should also be similarly marked:

OPEN CALL FOR TENDER NO. ENISA P/17/11/TCD
“Cyber Exercises on CIIP”
NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 22nd AUG 2011
TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY>

1.3 Identification of the Tenderer

Tenderers are required to complete the **Legal Entity Form (Annex I)** which must be signed by a representative of the Tenderer authorised to sign contracts with third parties. There is one form for 'individuals', one for 'private entities' and one for 'public entities'. A standard form is provided for each category - please choose whichever is applicable. In addition to the above, a **Financial Identification Form** must be filled in and signed by an authorised representative of the Tenderer and his/her bank (or a copy of the bank account statement instead of bank's signature). A specimen form is provided in **Annex II**. Finally a **Declaration by Authorised Representative (Annex VI)** must also be completed for internal administrative purposes.

The **Legal Entity Form** must be supported by the following documents relating to each Tenderer in order to show its name, address and official registration number:

a) For private entities:

- A legible copy of the instrument of incorporation or constitution, and a copy of the statutes, if they are contained in a separate instrument, or a copy of the notices of such constitution or incorporation published in the national or other official journal, if the legislation which applies to the Tenderer requires such publication.
- If the instruments mentioned in the above paragraph have been amended, a legible copy of the most recent amendment to the instruments mentioned in the previous indent, including that involving any transfer of the registered office of the legal entity, or a copy of the notice published in the relevant national or other official journal of such amendment, if the legislation which applies to the Tenderer requires such publication.
- If the instruments mentioned in the first paragraph have not been amended since incorporation and the Tenderer's registered office has not been transferred since then, a written confirmation, signed by an authorised representative of the Tenderer, that there has been no such amendment or transfer.
- A legible copy of the notice of appointment of the persons authorised to represent the Tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication.
- If the above documents do not show the registration number, a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number.
- If the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

b) For Individuals:

- A legible copy of their identity card or passport.
- Where applicable, a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number.
- If the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

c) For Public Entities:

- A copy of the resolution decree, law, or decision establishing the entity in question or failing that, any other official document attesting to the establishment of the entity.

All tenderers must provide their Legal Entity Form (Annex I) as well as the evidence mentioned above.

In case of a joint bid, only the co-ordinator must return the Financial Identification form (Annex II).

The Tenderer must be clearly identified, and where the Tender is submitted by an organisation or a company, the following administrative information and documents must be provided:

Full name of organisation/company, copy of legal status, registration number, address, person to contact, person authorised to sign on behalf of the organisation (copy of the official mandate must be produced), telephone number, facsimile number, VAT number, banking details: bank name, account name and number, branch address, sort code, IBAN and SWIFT address of bank: a bank identification form must be filled in and signed by an authorised representative of each Tenderer and his banker.

Tenders must be submitted individually. If two or more applicants submit a joint bid, one must be designated as the lead Contractor and agent responsible.

1.4 Participation of consortia

Consortia, may submit a tender on condition that it complies with the rules of competition. The 'Consortium Form' (Annex VII) must be completed and submitted with your offer.

A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure. Such a grouping (or consortia) must specify the company or person heading the project (the leader) and must also submit a copy of the document authorising this company or person to submit a tender. All members of a consortium (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.

In addition, each member of the consortium must provide the required evidence for the exclusion and selection criteria (*Articles 2 and 3 below*). Concerning the selection criteria "technical and professional capacity", the evidence provided by each member of the consortium will be checked to ensure that the consortium as a whole fulfils the criteria.

The participation of an ineligible person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

1.5 Subcontracting

In well justified cases and subject to approval by ENISA, a contractor may subcontract parts of the services. The 'Sub-contractors Form' (Annex VIII) must be completed and submitted with your offer.

Contractors must state in their offers what parts of the work, if any, they intend to subcontract, and to what extent (% of the total contract value), specifying the names, addresses and legal status of the subcontractors.

The sub-contractor must not sub-contract further.

Sub-contractors must satisfy the eligibility criteria applicable to the award of the contract. If the identity of the intended sub-contractor(s) is already known at the time of submitting the tender, all sub-contractors must provide the required evidence for the exclusion and selection criteria.

If the identity of the sub-contractor is not known at the time of submitting the tender, the tenderer who is awarded the contract will have to seek ENISA's prior written authorisation before entering into a sub-contract.

Where no sub-contractor is given, the work will be assumed to be carried out directly by the bidder.

1.4 Signatures of the Tender

Both the technical and the financial offer must be signed by the Tenderer's authorised representative or representatives (preferably in blue ink).

1.5 Total fixed price

A total fixed price expressed in Euro must be included for each LOT in the Tender. The contract prices shall be firm and not subject to revision.

1.6 Language

Offers shall be submitted in one of the official languages of the European Union (preferably in English).

1.7 Opening of the Tenders

The public opening of received tenders will take place on **22nd August 2011 at 10:00am** at ENISA Building, Science and Technology Park of Crete, GR - 70013 Heraklion, Greece.

A maximum one legal representative per participating tenderer may attend the opening session. Tenderers shall inform the Agency in writing of their intention to attend, at least 48 hours prior to the opening session.

2. GROUNDS FOR EXCLUSION OF TENDERERS

2.1 Reasons for Exclusion

Pursuant to Article 29 of Council Directive 92/50/EC relating to Public Service Contracts and to Article 93 of the Financial Regulation, ENISA will exclude Tenderers from participation in the procurement procedure if:

They are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or

Are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;

They have been convicted of an offence concerning their professional conduct by a judgement which has the force of res judicata;

They have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;

They have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

- They have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- Following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Tenderers must certify that they are not in one of the situations listed in sub-article 2.1 (see Annex III: Exclusion criteria and non-conflict of interest form). If the tender is proposed by a consortium this form must be submitted by each partner.

2.2 Other reasons for not awarding the Contract

Contracts may not be awarded to Candidates or Tenderers who, during the procurement procedure:

- a. Are subject to a conflict of interest;
- b. Are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information;
- c. Any attempt by a Tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or ENISA during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of his offer and may result in administrative penalties.

See last paragraph point 2.1.

2.3 Confidentiality and Public Access to Documents

In the general implementation of its activities and for the processing of tendering procedures in particular, ENISA observes the following EU regulations:

- Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data;
- Regulation (EC) No. 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data;

- Regulation (EC) No. 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents.

3. SELECTION CRITERIA

The following criteria will be used to select the Tenderers. If the Tender is proposed by a consortium these criteria must be fulfilled by each partner.

Documentary evidence of the Tenderers' claims in respect of the below-mentioned criteria is required.

3.1 Professional Information

The Tenderer must provide evidence of enrolment (declaration or certificates) in one of the professional or trade registers, in country of establishment.

3.2 Financial and Economic Capacity

Proof of financial and economic standing may be furnished by one or more of the following references:

- Annual accounts, balance sheet or extracts there from where publication of the balance sheet is required under company law in the country of establishment;
- Statement of the undertaking's overall turnover and its turnover in respect of the services to which the contract relates for the previous two financial years.

If, for any valid reason, the service provider is unable to provide the references requested by the contracting authority, he may prove his economic and financial standing by any other document which the contracting authority considers appropriate.

3.3 Technical Background

3.3(a) For LOT 1 - Second pan European Exercise on CIIP:

A curriculum vitae of the Tenderer, as well as of all members of the Tenderer's team, has to be included, in which the Tenderer has to make statements about (in line with Part 2 – Art 1.3 for LOT 1 - Expected Skills):

- His technical knowledge and experience in the relevant technical areas (including references to projects similar to the one proposed by this tender);
- His management capability (including, but not limited to, project management in a European context and quality assurance).

3.3(b) For LOT 2 - Joint EU-US Cyber Exercise:

A curriculum vitae of the Tenderer, as well as of all members of the Tenderer's team, has to be included, in which the Tenderer has to make statements about (in line with Part 2 – Art 2.3 for LOT 2 - Expected Skills):

- His technical knowledge and experience in the relevant technical areas;
- His management capability (including, but not limited to, project management and quality assurance).

4. AWARD CRITERIA

The following award criteria apply to LOTS 1 and 2 identically:

4.1 Quality of the Offer

Once the Tenderer has demonstrated the appropriate capacity to perform the Contract on the grounds of the selection criteria, the offer will be assessed on the basis of the award criteria.

No	Qualitative award criteria		Weighting (max. points)
1.	Technical compliance	Compliance with the technical descriptions (Part 2 of this document)	25
2.	Quality and accuracy of content and structure	Quality of the proposal and accuracy of the description to provide the requested services	35
3.	Project Team	Composition of project team (ratio senior/juniors), relevant experience of the team, work flows and review cycles of the output, direct involvement of senior staff, and distribution of tasks amongst experts; quality reviews of deliverables.	30
4.	Methodology	Selected methodology and project management	10
Total Qualitative Points (QP)			100

Minimum attainment per criterion

Offers scoring less than 50% for any criterion will be deemed to be of insufficient quality and eliminated from further consideration.

Minimum attainment overall

Offers scoring less than 60% after the evaluation process will be considered to be of insufficient quality and eliminated from the following phase.

The sum of all criteria gives a total of 100 points. The respective weighting between the different awards criteria depends on the nature of the services required and is consequently closely related to the terms of reference. The award criteria are thus quantified parameters that the offer should comply with. The **qualitative award criteria** points will be weighted at **70%** in relation to the price.

4.2 Price of the Offer

Tenders must state a total fixed price in Euro. Prices quoted should be exclusive of all charges, taxes, dues including value added tax in accordance with Article 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities. Such charges may not therefore be included in the calculation of the price quoted.

ENISA, in conformity with the Protocol on the Privileges and Immunities of the European Community annexed to the Treaty of April 8th, 1965, is exempt from all VAT.

Offers exceeding the maximum price set in Part 2; Article 1.8 for LOT 1 and Article 2.8 for LOT 2 will be excluded. The cheapest offer will receive the maximum points and the rest of the candidate's offers will be awarded points in relation to the best offer as follows

$$PP = (PC / PB) \times 100$$

Where;

- PP** = Weighted price points
- PC** = Cheapest bid price received
- PB** = Bid price being evaluated

5. AWARD OF THE CONTRACT

The contract for each Lot will be awarded to the offer which is the most cost effective (offers the best value for money) which obtains the highest number of points after the final evaluation on the basis of the ratio between the **quality criteria (70%)** and the **price (30%)**. The following formula will be used:

$$TWP = (QP \times 0.7) + (PP \times 0.3)$$

Where;

- QP** = Qualitative points
PP = Weighted price points
TWP = Total weighted points score

In case the successful tenderer is unable to sign the contract for any reasons, the Contracting Authority reserves the right to award the contract to other tenderers as per the ranking order established following the evaluation procedure.

6. PAYMENT AND STANDARD CONTRACT

Payments under the Service Contract shall be made in accordance with article I.5 of the Special Conditions and article II.4.3 of the General Conditions (see Annex V)

In drawing up their bid, the Tenderer should take into account the provisions of the standard contract which include the “General terms and conditions applicable to contracts”

7. VALIDITY

Period of validity of the Tender: 90 days from the closing date given above. The successful Tenderer must maintain its Offer for a further 220 days from the notification of the award.

8. LOTS

This Tender is divided into two Lots.

- **LOT 1:** Second pan European Exercise on CIIP
- **LOT 2:** Joint EU-US Cyber Exercise

9. ADDITIONAL PROVISIONS

- Changes to tenders will be accepted only if they are received on or before the final date set for the receipt of tenders.
- Expenses incurred in respect of the preparation and presentation of tenders cannot be refunded.
- No information of any kind will be given on the state of progress with regard to the evaluation of tenders.
- All documents submitted by Tenderers will become property of ENISA and will be regarded as confidential.

10. NO OBLIGATION TO AWARD THE CONTRACT

Initiation of a tendering procedure imposes no obligation on ENISA to award the contract. Should the invitation to tender cover several items or lots, ENISA reserves the right to award a contract for only some of them. ENISA shall not be liable for any compensation with respect to Tenderers who's Tenders have not been accepted. Nor shall it be so liable if it decides not to award the contract.

11. DRAFT CONTRACT

A Service Contract will be proposed to the selected candidate for each LOT. A draft copy of which is included as Annex V to this tender.

Please note that the general conditions of our standard service contract cannot be modified. Submission of a tender by a potential contractor implies acceptance of this contract and all of the terms and conditions contained therein. It is strongly recommended that you have this draft contract checked and passed by your legal section before committing to submitting an offer.

12. SPECIFIC INFORMATION

12.1 Timetable

The timetable for this tender and the resulting contract(s) is as follows:

Title: **“Cyber Exercises on CIIP”**

ENISA P/17/11/TCD

Summary timetable & comments

Launch of tender - Contract notice to the Official Journal of the European Union (OJEU)	24 June 2011	
Deadline for request of information from ENISA	6 August 2011	
Last date on which clarifications are issued by ENISA	8 August 2011	
Deadline for submission of offers	12 August 2011	in case of hand-delivery (05:00 pm local time. This deadline is fixed for the receipt of the tender in ENISA's premises)
Opening of offers	22 August 2011	At 10:00 Greek time
Date for evaluation of offers	22 August 2011	At 11:00 Greek time
Notification of award to the selected candidate	1 st September 2011	Estimated
14 day standstill period & contract signature	mid-September 2011	Estimated
Commencement date of activities	As per tender	Estimated
Completion date of activities	As per tender	Estimated

ANNEX I

Legal Entity Form

The specific form, for either a;

- c) public entity,
- d) private entity or
- e) individual entity,

is available for download in each of the 22 official languages at the following address: http://ec.europa.eu/budget/execution/legal_entities_en.htm

Please download the appropriate form, complete the details requested and include in your tender offer documentation.

ANNEX II

FINANCIAL IDENTIFICATION FORM

- SPECIMEN FOR THE TENDERER -

(to be completed by the Tenderer and his financial institution)

The Tenderer's attention is drawn to the fact that this document is a sample only, and a specific form in each of the 22 official languages is available for download at the following address:

http://ec.europa.eu/budget/execution/ftiers_en.htm

	FINANCIAL IDENTIFICATION
PRIVACY STATEMENT	http://ec.europa.eu/budget/execution/ftiers_fr.htm
ACCOUNT NAME	
ACCOUNT NAME ⁽¹⁾	<input type="text"/>
	<input type="text"/>
ADDRESS	<input type="text"/>
	<input type="text"/>
TOWN/CITY	<input type="text"/>
POSTCODE	<input type="text"/>
COUNTRY	<input type="text"/>
CONTACT	
CONTACT	<input type="text"/>
TELEPHONE	<input type="text"/>
FAX	<input type="text"/>
E - MAIL	<input type="text"/>
BANK	
BANK NAME	<input type="text"/>
	<input type="text"/>
BRANCH ADDRESS	<input type="text"/>
	<input type="text"/>
TOWN/CITY	<input type="text"/>
POSTCODE	<input type="text"/>
COUNTRY	<input type="text"/>
ACCOUNT NUMBER	<input type="text"/>
IBAN ⁽²⁾	<input type="text"/>
REMARKS:	<input type="text"/>
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (Both Obligatory) ⁽³⁾	DATE + SIGNATURE ACCOUNT HOLDER : (Obligatory)
<input type="text"/>	DATE <input type="text"/>
<small>⁽¹⁾ The name or title under which the account has been opened and not the name of the authorized agent ⁽²⁾ If the IBAN Code (International Bank account number) is applied in the country where your bank is situated ⁽³⁾ It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.</small>	

ANNEX III

DECLARATION OF HONOUR

WITH RESPECT TO THE

EXCLUSION CRITERIA AND ABSENCE OF CONFLICT OF INTEREST

The undersigned: (Please print name)

in his/her own name (if the economic operator is a natural person)

or

representing (if the economic operator is a legal entity)

Official name of the company/organisation:

.....

Official legal form:

Official address in full:

.....

.....

VAT (Tax) registration number:

.....

Declares that the company or organisation that he/she represents:

- is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, and is not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- has not been convicted of an offence concerning professional conduct by a judgment which has the force of res judicata;
- has not been guilty of grave professional misconduct proven by any means which the contracting authorities can justify;
- has fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

- has not been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- has not been declared to be in serious breach of contract for failure to comply with his contractual obligations subsequent to another procurement procedure or grant award procedure financed by the Community budget.

In addition, the undersigned declares on his honour:

- that on the date of submission of the tender, the company or organisation he represents and the staff proposed for this tender are not subject to a conflict of interests in the context of this invitation to tender; he undertakes to inform the ENISA Agency without delay of any change in this situation which might occur after the date of submission of the tender;
- that the information provided to the ENISA Agency within the context of this invitation to tender is accurate, truthful and complete.

By signing this form, the undersigned acknowledges that they have been acquainted with the administrative and financial penalties described under art 133 and 134 b of the Implementing Rules (Commission Regulation 2342/2002 of 23/12/02), which may be applied if any of the declarations or information provided prove to be false

.....
Full name

.....
Signature

.....
Date

ANNEX IV

FINANCIAL OFFER:

“Cyber Exercises on CIIP”

ENISA P/17/11/TCD

Please provide your financial lump sum offer for **LOT 1** and/or **LOT 2** or for **BOTH LOTS**

LOT Description:	Number of 'Person days' required for completion of project.	Your OFFER
LOT 1: Second pan European Exercise on CIIP <i>Please provide your lump sum price for the total deliverables.</i>	P/Days	€
LOT 2: Joint EU-US Cyber Exercise <i>Please provide your lump sum price for the total deliverables.</i>	P/Days	€

Print name: <i>(of the Tenderer or authorised representative)</i>	Signature:	Date:
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ANNEX V

Model Service Contract template

(See attached file)

ANNEX VI

DECLARATION BY THE AUTHORISED REPRESENTATIVE(S):

NAME OF LEGAL REPRESENTATIVE	
<i>I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.</i>	
First name	
Last name	
Title (e.g. Dr, Mr, Mrs)	
Position (e.g. Manager, Director)	
Telephone number	
Fax number	
e-mail address	
Website	
NAME OF 2 nd LEGAL REPRESENTATIVE <i>(if applicable)</i>	
<i>I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.</i>	
First name	
Last name	
Title (e.g. Dr, Mr, Mrs)	
Position (e.g. Manager, Director)	
Telephone number	
Fax number	
e-mail address	
Website	

SIGNATURE: **DATE:**

ANNEX VII

Consortium form

Name of tenderer:

Form of the Consortium: (Please cross the relevant box)

Permanent: Legally established: Specifically for this tender:

	Name(s)	Address
Leader of the Consortium <i>(person authorised to conclude contract)</i>		
Partner 1*		
Partner 2*		

* add additional lines for partners if required. **Note that a subcontractor is not considered to be a partner.**

We confirm, as a partner in the consortium, that all partners are jointly and severally liable by law for the performance of the contract, that the leader is authorised to bind, and receive instructions for and on behalf of, each partner, that the performance of the contract, including payments, is the responsibility of the leader, and that all partners in the consortium are bound to remain in the consortia for the entire period of the contract's performance.

Signature: <i>Leader of consortium</i>	
Date:	
Signature: <i>Partner 1</i>	
Date:	
Signature: <i>Partner 2...etc</i>	
Date:	

ANNEX VIII

Sub-contractors form

	Name(s)	Address
Tenderer (person authorised to sign contract)		
Sub-contractor 1*		
Sub-contractor 2*		

* add additional lines for subcontractors if required.

As subcontractors for this tender, we confirm that we are willing to perform the tasks as specified in the tender documentation.

Signature: <i>Tenderer</i>	
Date:	
Signature: <i>Subcontractor 1</i>	
Date:	
Signature: <i>Subcontractor 2</i>	
Date:	

ANNEX IX Document CHECKLIST

WHAT MUST BE INCLUDED IN THE TENDER SUBMISSION:

PLEASE TICK EACH BOX AND **RETURN THIS CHECKLIST**

TOGETHER WITH YOUR OFFER

- 1 **Technical Offer**
- 2 **Professional information** (*see Part 3 – Article 3.1*)
- 3 **Proof of financial and economic capacity** (*see Part 3 – Article 3.2*)
- 4 **Proof of technical and professional capacity** (*see Part 3 – Article 3.3*)
- 5 **Legal Entity Form**¹⁷ (*Annex I*) *signed and dated*
- 6 **Financial Identification Form**¹⁸ (*Annex II*) *signed and dated*
- 7 **Declaration on Honour on exclusion criteria** (*Annex III*) *signed and dated*
- 8 **Financial Offer** (*Annex IV*) *signed and dated*
- 9 **Declaration by Authorised Representative** (*Annex VI*) *signed and dated*
- 10 **Consortium form** (*Annex VII*) *signed and dated - if applicable*
- 11 **Sub-Contractors form** (*Annex VIII*) *signed and dated - if applicable*

****The tenderers' attention is drawn to the fact that any total or partial omission of documentation requested may lead the Contracting Authority to exclude the tender from the rest of the procedure.***

Print name:

Signature:

Date:

(of the Tenderer or authorised representative)

¹⁷ If you have provided a Legal Entity form to ENISA within the previous 6 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.

¹⁸ If you have provided a Financial Identification form to ENISA within the previous 6 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.