



OPEN CALL FOR TENDERS

Tender Specifications

“Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation”

ENISA P/25/12/TCD

LOT 1 – Study on National-level Risk Assessment and Threat Modelling for Critical Information Infrastructures

LOT 2 – Cyber Crisis Cooperation report and Conference

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PART 1 INTRODUCTION TO ENISA

1. CONTEXT

1.1 Introduction

ENISA, the European Network and Information Security Agency, is an Agency of the European Union (EU). It was set up to strengthen the capacity of the European Union, its Member States and the business community to prevent, address and respond to network and information security threats.

Computers and other information technology devices, such as smart phones, are now central to how Europe's citizens live their lives. Therefore, protecting digital information and networks is crucial, for society and the European economy.

In order to achieve this goal, ENISA acts as a centre of expertise in network and information security and facilitates cooperation between the public and private sectors. The Agency's mission is to support a high and effective level of Network and Information Security within the EU. Together with the EU-institutions and the Member States, ENISA seeks to develop a culture of Network and Information Security for the benefit of citizens, consumers, business and public sector organizations in the European Union.

1.2 Scope

The Agency assists the Commission and the EU Member States, and cooperates with the business community in order to help them to meet the requirements of network and information security. This work supports the smooth functioning of the EU's internal market.

1.3 Objectives

The Agency's objectives are as follows:

- Advising and assisting the European Commission and the Member States on information security and in their dialogue with industry to address security 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 the Agency's capability to deal with information security threats.
- Awareness-raising and co-operation between different actors in the information security field, notably developing public and private sector partnerships with industry.

2. ADDITIONAL INFORMATION

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

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 tender has been split into 2 standalone projects defined as LOTS.

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

LOT No	Subject of the tender	Maximum budget
LOT 1	Study on National-level Risk Assessment and Threat Modelling for Critical Information Infrastructures	€ 60,000.00
LOT 2	Cyber Crisis Cooperation report and Conference	€ 25,000.00

If bidding for more than one LOT, 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) only needs to be provided once.

1. LOT 1: STUDY ON NATIONAL-LEVEL RISK ASSESSMENT AND THREAT MODELLING FOR CRITICAL INFORMATION INFRASTRUCTURES.

1.1 GENERAL DESCRIPTION OF THE REQUIRED SERVICES

This project is related to the area of cyber crisis management, cyber contingency plans, cyber crisis cooperation and cyber exercises.¹

Critical Information Infrastructures (CII)² are vulnerable to a variety of disruptions of a diverse impact. Examples include the large-scale cyber-attacks targeting Estonia, Lithuania and Georgia in 2007 and 2008 and the breaks of transcontinental cables in 2008.

Many CII vulnerabilities may be reduced or eliminated through technical, management, or operational measures as part of the risk management effort. However, it is nearly impossible to completely eliminate all risks. Thus effective contingency planning, execution, and testing are essential to mitigate the risk of system and service unavailability.

In 2011 ENISA studied the National Cyber Contingency Plans (NCPs) in several countries and prepared the good practice guide on this subject³. These are the national-level interim structures and measures to respond and recover services following major incidents that involve Critical Information Infrastructures (CIIs) and that lead to a crisis. Interim structures may involve the formation of committees and response teams (at various levels), the initiation of secure, robust means and platforms for communication, possibly the assembly of a crisis cell, and the involvement of different actors from the private sector(s) that have predefined roles during the crisis response. For managing national and cross-country large-scale cyber incidents (leading to crisis situations) it is necessary to have a proper NCP which includes international cyber crisis cooperation. NCPs include actions all levels, from the technical, to the operational/tactical, to the strategic/political.

Recognising the importance of national contingency plans in mitigation and recovery as means for reinforcing EU defence mechanisms for CII, in the Action Plan for enhancing the security and resilience of European CII, European Commission calls for developing “*national contingency plans and organise regular exercises for large scale networks security incident response and disaster recovery, as a step towards closer pan-European coordination. National/Governmental CERTs/CSIRTs may be tasked to lead national contingency planning exercises and testing, involving private and public sector stakeholders. The involvement of ENISA is called upon to support the exchange of good practices between Member States*”⁴.

The Agency, would like to deepen on its existing work on the National Contingency Plans (NCP)⁵, by focusing on a specific part of the NCP lifecycle, namely the National-level Risk Assessment and Threat Modeling. ENISA is aiming at developing the relevant good practice guide/methodology

¹ <http://www.enisa.europa.eu/activities/Resilience-and-CIIP/cyber-crisis-cooperation>

² Critical information Infrastructures (CIIs) are these ICT systems, services, networks and infrastructures (in short, ICT infrastructures) which form a vital part of European economy and society, either providing essential goods and services or constituting the underpinning platform of other critical infrastructures as their disruption or destruction would have a serious impact on vital societal functions. [COM(2009) 149 final]

³ Available upon request.

⁴ COM (2009) 149 on Critical Information Infrastructure Protection – “Protecting Europe from large scale cyber-attacks and disruptions: enhancing preparedness, security and resilience”

⁵ <https://www.enisa.europa.eu/activities/Resilience-and-CIIP/cyber-crisis-cooperation/national-contingency-plans/P/25/12/TCD> Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation

with emphasis on the 'how-to' that would help Member States to further improve their national contingency planning and their national risk assessment for CII.

1.2 STRUCTURE OF THE STUDY

The study aims at:

- taking stock and analysing risk assessment and threat modelling methodologies for CIIs that are used/appropriate at national level,
- engaging private and public experts in a structured dialogue,
- present the best practices and common approaches in the area of risk assessment and threat modelling for CII.

The good practices or methodologies will help European Union Member States (MS) to develop, improve and maintain national risk assessment programs for CII. ENISA will use all possible means to engage private and public stakeholders including European Public Private Partnerships on Resilience (EP3R).

Details of each task are given below.

1.2.1 TASK 1: Identification of Stakeholders and Stock Taking

This task is organised in three parts, namely:

Part 1: Identifying relevant stakeholders

Part 2: Comprehensive state of the art survey and research on national risk assessment and threat modelling for CII

Part 3: Stock taking (a survey) of known good practices, structures, standards, methodologies and policies, initiatives related to on national risk assessment and threat modelling for CII, challenges in the area and emerging issues

Concerning **Part 1**, the prospective contractor should first identify related stakeholders and experts with significant experience and expertise in the above stated fields and engage their commitment to participate in the stock-taking exercise and following dialogue.

Typical categories of such stakeholders include:

- Public bodies involved in the development and maintenance of programs in the area of risk assessment and threat modelling for CII
- Representatives of private sectors engaged in national risk assessments
- Academia, R&D
- Other regulators

ENISA will also mobilise its network of contacts and institutional bodies (i.e. PSG, MB and NLOs) to identify relevant experts that could possibly help the contractor to enrich their list of identified experts/stakeholders.

Concerning **Part 2**, the prospective contractor should:

- Identify and analyse European national risk assessments (methodologies, programs, plans, etc.) in the area of CII in order to identify common points and differences among them
- Recognise the challenges in this area, especially in the development, governance and implementation
- Identify and investigate national, European, or global initiatives, activities, solutions or projects in the area of national risk assessments and threat modelling for CII including co-operation initiatives among stakeholders and technical measures
- Take stock of institutions involved in the national risk assessments for CII

These studies can be performed through state of the art survey and desktop research, web searching, informal discussions with experts, internal knowledge/expertise, and/or other possible means.

Concerning **Part 3**, the prospective contractor, in co-operation with ENISA and initial interaction with experts, will develop a questionnaire.

An indicative list of possible topics to be considered for stock taking survey follows:

- Known good measures, practices, standards and policies
- Institutions and stakeholders involved in the national risk assessments for CII
 - Public bodies
 - Partners from the private sector
- Challenges in the area of national risk assessments and threat modelling for CII
 - In regard to the development, governance and implementation of national risk assessments
 - Maintaining and maturing national risk assessments
- Emerging issues
 - Research issues and topics

The questionnaire will be used to collect input from all categories of stakeholders and experts mentioned above. The questionnaire will be validated by ENISA and a small group of relevant experts for its size, suitability and content. After the validation phase, the contractor will disseminate the questionnaire to the abovementioned stakeholders and follow up the process regularly so the return is maximised. After the collection of the replies, the prospective contractor is expected to carry out one-to-one interviews with selected stakeholders to further elaborate on the input received. The interviews will be done electronically, i.e. via telephone conferences.

ENISA will participate in all interviews to ensure the openness, transparency and quality of the process. The contractor is expected to summarise each interview in a written statement and seek validation by each group. If there are inconsistencies or incomplete answers the prospective contractor is expected to repeat parts of the interview(s).

A success indicator of this task is the number of participants, as well as the coverage of all potential public and private stakeholders. ENISA will use the following key performance indicators to ensure the quality and statistical value of the results:

- At least 5 replies for each category (1-4 above) of experts/stakeholders and no less than 40 in total
- At least 2 interviews with each category (1-4 above) of stakeholders and no less than 15 in total
- At least 10 risk assessment methodologies/approaches for CII analysed
- At least 10 threat modelling methodologies analysed
- Returned questionnaires from the stakeholders from the public sector having the leading position in the area at national or at pan European level

1.2.2 TASK 2: Analysis, Good Practices reporting

Having collected the information from the stakeholders the contractor is expected to:

- Carry out qualitative analysis of the findings
- Develop a Good Practice Guide/Methodology for national risk assessments and threat modelling describing the structure, steps and elements.
- Identify or suggest measures, policies and practices that could constitute elements of a pan European risk assessment plan for CII

The qualitative analysis should aim at identifying common points and differences among stakeholders' replies and contributions. If during this phase, it becomes evident that additional information is needed from specific stakeholders, it is expected that the contractor will either perform additional desktop research or contact the relevant stakeholder(s) to obtain the required input.

The analysis should be performed by means of systematic approach that should be adequately explained as part of the prospective contractor's technical proposal in terms of benefits for this specific project. It is expected that the contractor will provide sufficient evidence of expertise and knowledge of the approach.

ENISA's experts will carefully follow up the analysis phase to ensure that all contributions from different stakeholders are properly and accurately taken into consideration.

At this stage of the study, ENISA will use all the contacts obtained during the first part of Task 1 (Identifying relevant stakeholders) to form one or more virtual thematic group(s) of experts on relevant topics of the study. Through the thematic group(s) of experts ENISA will engage the stakeholders in dialogue, sharing of information, identification of good practices and measures for different categories of stakeholders. The prospective contractor is expected to electronically participate in the thematic group(s) and, in co-operation with ENISA, pursue the objectives and goals of the study.

ENISA may invite experts from different stakeholder categories to assess the quality of the findings and debate the proposed good practices.

The final report with the analysis findings and good practices might be published at ENISA's web site for open consultation. This way ENISA ensures that all possible stakeholders can suggest good practices and recommendations and make the report as inclusive and representative as possible. ENISA will finalise the report based on the additional comments received. ENISA retains the right to suspend the publication without justification

1.2.3 Task (on-going) 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 required, interact with ENISA staff and external experts, and provide regular management reporting. This will ensure the punctual delivery of good quality results of this study within the budget allocated.

The prospective contractor is expected to submit to the Agency detailed Gantt Charts and accompanying documentation with sufficient details including:

- 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 are 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
- Participation in ENISA's thematic group of experts at regular or ad-hoc manner

Prior to the kick off meeting, the prospective contractor is expected to submit detailed Gantt charts and relevant documentation. These will be negotiated with ENISA and be confirmed as final.

1.3 EXPECTED SKILLS

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

- Proven experience in risk assessment, threat modelling, contingency plans, business continuity management.
- Proven experience in Critical ICT Infrastructures Protection, at both policy and operational levels.
- Proven experience in step-by-step lifecycle models and maturity models.
- Proven experience in organising stock taking exercises, analysis skills, and creating good practice guides and recommendations on relevant subjects
- Excellent knowledge of data collection and validation methods including the ability to produce clear and understandable text equipped with graphical elements
- Good professional experience in relevant information security issues and disciplines (e.g. security policies and controls)
- Good understanding of policy and regulatory issues related to the security of public telecommunication networks at national and/or pan European level including activities related to Critical Information Infrastructure Protection (CIIP)
- Excellent project management skills including quality assurance
- Very good communication skills

1.4 DURATION

The duration of this work is foreseen between March 2013 and 30 September 2013.

More specifically:

- Task 1 should start mid-March 2013 and finish not later than end of May 2013
- Task 2 should commence start of mid-April 2013 and finish not later than end of September 2013
- Task 3 should start mid-March 2013 and finish not later than end of September 2013.

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 (e.g. including a Gantt chart). In its offer the Tenderer should indicate the estimated amount of person days required to accomplish all tasks associated with this procurement.

1.5 LIST OF DELIVERABLES AND MILESTONES

The following deliverables/*milestones* are required to be delivered/*met* by the contractor:

- Task 1 – Identification of Stakeholders, Stock Taking – delivery date 31st May, 2013
 - Milestone: project kick-off – mid to late March 2013 (*see Section: Duration*)
 - Milestone: State of the art research results and survey results – 30th May 2013
- Task 2 – Analysis, Good Practices – delivery date 30th of September 2013
 - Draft deliverable (to ENISA for comments) – delivery date by 1st June 2013.
 - Final draft deliverable – delivery date 30th August, 2013.
 - Final deliverable – delivery date 30th September 2013
 - Power Point presentation of the deliverable – delivery date no later than 30 September 2013
- Task 3 – Project Management – by 30th September 2013
 - Project detailed plan, including Gantt chart – mid to late March 2013
 - Monthly progress reports – every last working day of a month
 - Minutes from the two-weekly teleconferences and any other meeting

English is the language to be used for all the documents (interim and final reports, project management reports etc.) produced. Quality assurance and proof reading of the final report must be included as part of the offer.

1.6 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 Athens (one day)
- Participation in the Conference/Workshop organised , in a central location in Europe, e.g., Brussels, Rome, Athens (1 day) to present or gather information related to the work of the study

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.

1.7 TENDER RESULT AND ESTIMATED CONTRACT VALUE

The result of the evaluation of tenders will be the awarding of a Service Contract for LOT 1. The total estimated budget cannot exceed **60,000.00 Euros (sixty thousand Euros)**⁶ covering all tasks executed and including all costs (e.g. travelling expenses of the contractor to and from ENISA's premises/conference locations, use of conferencing equipment, telephone calls, etc.).

1.8 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 expected 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 section entitled "Deliverables"
 - The requested proposals and additional details (see section "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
- 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 project plans will be confirmed as final.
 - The prospected contractor must also identify possible risks to the project and propose mitigation measures.

In addition the Contractor is expected to highlight / explain:

- Availability and ability of the Contractor to respond to ENISA request: 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.
- If applicable, ability of the Contractor to manage services of a subcontractor or to work as a consortium in order to adequately cover all the specialised areas.
- 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 call

⁶ Please note that following implementation of the contract with the successful contractor and depending on the further needs of the contracting authority specifically in the field of endeavour the subject of this contract, the maximum amount contracted may be increased by up to 50% - subject to budget availability.

2. LOT 2 - CYBER CRISIS COOPERATION REPORT AND CONFERENCE

2.1 GENERAL DESCRIPTION OF THE REQUIRED SERVICES

This project is related to the area of cyber crisis management, cyber contingency plans, cyber crisis cooperation and cyber exercises.⁷

In 2011 ENISA studied the National Cyber Contingency Plans (NCPs) in several countries and prepared the good practice guide on this subject⁸. These are the national-level interim structures and measures to respond and recover services following major incidents that involve Critical Information Infrastructures (CIIs) and that lead to a crisis. Interim structures may involve the formation of committees and response teams (at various levels), the initiation of secure, robust means and platforms for communication, possibly the assembly of a crisis cell, and the involvement of different actors from the private sector(s) that have predefined roles during the crisis response.

Managing large-scale cyber incidents (leading to crisis situations) within a country, but most importantly cross-country, it is necessary to evolve the area of international cyber crisis cooperation. Such cooperation entails various aspects and must be activated at all levels, from the technical, to the operational/tactical, to the strategic/political.

In this context ENISA organised the 1st International Conference on Cyber Crisis Cooperation in 2012, with a focus on the cyber crisis cooperation topic of Cyber Exercises⁹ and published its findings as a report¹⁰.

In 2013 ENISA would like to organise the 2nd International Conference on Cyber Crisis Cooperation, with a focus on other cyber crisis cooperation topics, such as information gathering and common situational awareness, escalation processes and procedures, the cyber crisis management in the general crisis management context, cross-country cyber exercises, means and tools of information exchange and communication etc. Similarly to 2012 the findings from the conference will be complemented by a state of the art survey and analysis and will be published as a report explaining the major topics on cross-country cyber crisis cooperation, the challenges and recommendations for future work in each area.

2.2 OBJECTIVES AND TASKS

The objective of this tender is twofold. The first part is support ENISA in organising the 2nd International Conference on Cyber Crisis Cooperation. The second part is based on the findings from that Conference and additional state of the art research and analysis, to perform a study for ENISA on the topics of the Conference (such as information gathering, common situational awareness, escalation processes and procedures, the cyber crisis management in the general crisis management context, cross-country cyber exercises, means and tools of communication etc.).

⁷ <http://www.enisa.europa.eu/activities/Resilience-and-CIIP/cyber-crisis-cooperation>

⁸ Available upon request.

⁹ <http://www.enisa.europa.eu/activities/Resilience-and-CIIP/cyber-crisis-cooperation/cyber-exercises/cyber-exercise-conference>

¹⁰ <http://www.enisa.europa.eu/activities/Resilience-and-CIIP/cyber-crisis-cooperation/cyber-exercises/exercise-survey2012>

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

- Task 1: Prepare a report on the challenges related to Cyber Crisis Management & Cooperation
- Task 2: Support the organisation of the 2nd International Conference on Cyber Crisis Cooperation
- Task 3: Project Management

Details of the tasks are given below.

2.2.1 TASK 1: Report on Challenges on Cyber Crisis Management and Cooperation

This task is expected to take stock of the challenges around the cyber crisis management and cooperation. It will result in a stock taking guide on challenges, analysis and recommendations for future actions. More specifically the contractor must perform the following subtasks:

1. Identify the topics/areas that are most relevant to cyber crisis cooperation and management
2. Perform a literature and state of the art review on the identified topics of cyber crisis cooperation
3. Analyse the gathered information and consolidating it with the outcomes of the 2nd International Conference on Cyber Crisis Cooperation, drawing conclusions on the EU and identified topics
4. Present the analysis in a form of a report with challenges and recommendations.

The proposers must identify a more detailed approach and steps needed towards preparing the report of task 1, including the list of relevant topics.

The contractor is expected to prepare and agree with ENISA on the exact approach to handle the topics and areas. The state of the art review and analysis shall be relatively exhaustive. The exact methodology used should be proposed by the contractor. This methodology shall include a quality assurance process.

In their proposal the tenderer could propose to utilise ENISA's network of contacts which has been built over the last years, but not limited to it, with a questionnaire or a survey, on the subject of the study.

The outcome of this task will be a report with the identification of topics and the analysis of the challenges and recommendations in these topics.. Complementary to the report the contractor must provide a set of slides that is describing its contents

2.2.2 TASK 2: Support the organisation of an International Conference on Cyber Crisis Cooperation and Management

In this task the contractor is expected to

- support ENISA in organising an International Conference in Cyber Crisis Cooperation and Management
- report on the main outcomes/conclusions of the Conference

In the first subtask the contractor shall support ENISA to organise an International Conference on Crisis Cooperation and Management. This would be a no fee Conference. The contractor will have to help and support ENISA in the following tasks:

- set the concrete objectives the Conference,
- identify the right location and timing for the Conference,
- set the agenda and structure of the Conference,
- identify and invite the speakers,
- invite potential participants,
- prepare marketing material for event (leaflets, brochures, web page),
- prepare slides where needed,
- moderate sessions/panels when needed, etc.

ENISA will cover the logistics of the Conference, i.e., venue, meals. The contractor shall pay their own travel expenses to participate in the Conference location. The Conference would be one or maximum two days in a major European city/capital, e.g., Brussels, Rome, Barcelona, Athens. ENISA, together with the contractor will decide on the final location and duration.

In the second subtask the contractor must keep notes and minutes from the Conference sessions, including any breakout sessions. They shall prepare a short report based on the outcomes of the Conference with clear lines when it comes to way forward in International Cooperation on Cyber Crisis Cooperation and Management

2.2.3 TASK (on-going): 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.

The contractor is expected to submit to the Agency, prior to the Kick Off meeting, detailed Gantt Charts. 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 subcontractors
- 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
- Two-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 data gathering, modelling, representation and analysis;
- Excellent knowledge of data collection and validation methods including the ability to produce clear and comprehensible text with extended use of illustrations;
- Excellent network of international contacts;
- Excellent experience in organising Conferences and Events;
- Excellent professional experience in analysing results and producing reports, identifying shortcomings and lessons learned in processes, routines, procedures and tools;
- Good experience in cyber incident management and cooperation;
- Good 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

2.4 DURATION

The duration of this work is foreseen between mid-March 2013 and 15 September 2013.

More specifically:

Task 1 should start by mid-March 2013 and finish not later than 15 September 2013

Task 2 should start by mid-March 2013 and finish not later than 30 July 2013

Task 3 should start by mid-March 2013 and finish not later than 15 September 2013

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.

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

2.5 LIST OF OUTPUTS/DELIVERABLES

The following deliverables/outputs are required from the contractor:

Task 1 - Report on Challenges on Cyber Crisis Cooperation and Management– Delivery date 30th Aug 2013

- List of topics related to cyber crisis/incident cooperation and management – 30th March 2013
- Questionnaire/survey on the identified topics – 15th April 2013
- State of the art review on the identified topics, including preliminary findings from the surveys – 15th May 2013
- A draft report with the analysis of the collected data (state of the art and surveys) – 30th July 2013
- A final report with the analysis of the collected data (state of the art and surveys) – 30th August 2013
- A presentation (PowerPoint slides) on the report and analysis – 15th September 2013

Task 2 - Support the organisation of an International Conference on Cyber Crisis Cooperation and Management - Delivery date no later than 30th July 2013

- Paper on the concept of the Conference: style and set up, agenda, dates, potential speakers, location, potential participants, etc. – no later than 30th March 2013
- Conference management support – no later than 30th June 2013
- Report on findings from the Conference – no later than 30th July 2013

Task 3 – Project Management - Delivery date 15th September 2013

- 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 two-weekly teleconferences with ENISA staff on the progress of the project and its tasks – 1 working day after each teleconference

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 Athens (one day)
- Participation in the Conference, in a central location in Europe, e.g., Brussels, Rome, Athens (1 or maximum 2 days, c.f. Task 2)

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 will be the awarding of a Service Contract for Lot 2. The total estimated budget cannot exceed **25,000.00 Euros (twenty five thousand Euros)**¹¹ covering all tasks executed and including all costs (e.g. travelling expenses of the contractor to and from ENISA's premises/conference locations, use of conferencing equipment, telephone calls, etc.).

2.9 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

¹¹ Please note that following implementation of the contract with the successful contractor and depending on the further needs of the contracting authority specifically in the field of endeavour the subject of this contract, the maximum amount contracted may be increased by up to 50% - subject to budget availability.

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 undertaken 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 prospective contractor 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.
- If applicable, the contractor should also provide justification for subcontracting, interact with ENISA staff and external experts, and provide regular management reporting. These will ensure the punctual delivery of good quality results of this project and on budget.

The following specifications are common to BOTH LOTS:

3. CONTENT AND PRESENTATION OF THE PRICE OFFER

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

4. 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.

5. PRICE REVISION

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

6. 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.

7. 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.

8. 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.

9. 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.

10. 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 **25th January 2013** 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 **25th January 2013** 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 The Procurement Officer Science and Technology Park of Crete (ITE) Vassilika Vouton 700 13 Heraklion Greece

Please note that late despatch 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 addressed as follows:

<p>OPEN CALL FOR TENDER NO. ENISA P/25/12/TCD</p> <p>“Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation” (LOT 1 and/or LOT 2)</p> <p>NOT TO BE OPENED BY THE MESSENGER/COURIER SERVICE</p> <p>NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 6th FEB 2013 TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY></p>

The **inner envelope** should be addressed as follows:

<p>OPEN CALL FOR TENDER NO. ENISA P/25/12/TCD</p> <p>“Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation” (LOT 1 and/or LOT 2)</p> <p>NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 6th FEB 2013 TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY></p>
--

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 **6th February 2013 at 10:00am** at ENISA Building, Science and Technology Park of Crete, GR - 70013 Heraklion, Greece.

A maximum of 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:

- a) Annual accounts, balance sheet or extracts from balance sheets for at least the last 2 years for which accounts have been closed, shall be presented where publication of the balance sheet is required under company law of the country in which the economic operator is established;

It is necessary that the extracts from balance sheets be dated, signed and stamped by the authorised representatives of the tenderer.

- b) 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.
- c) If tenderers will call on the competences of another entity (for example, a parent company), a written undertaking by the said entity certifying that it will make available to the tenderers the resources required to implement the contract.

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, following a request for clarification before the tender expiry date.

3.3 Technical and professional capacity

The following applies to LOTS 1 and 2 identically:

Evidence of the technical and professional capacity of the tenderers shall be furnished on the basis of the following documents:

- A curriculum vita 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, Art 2.3 for LOT 2 - 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).

4. AWARD CRITERIA

The following applies 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 1.7 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 – Study on National-level Risk Assessment and Threat Modelling for Critical Information Infrastructures
- LOT 2 – Cyber Crisis Cooperation report and Conference

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: **“Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation”**

ENISA P/25/12/TCD

Summary timetable comments

Launch of tender - Contract notice to the Official Journal of the European Union (OJEU)	11 December 2012	
Deadline for request of information from ENISA	19 January 2013	
Last date on which clarifications are issued by ENISA	21 January 2013	
Deadline for submission of offers	25 January 2013	in case of hand-delivery (17:00 local time. This deadline is fixed for the receipt of the tender in ENISA's premises)
Opening of offers	6 February 2013	At 10:00 Greek time
Date for evaluation of offers	6 February 2013	At 11:00 Greek time
Notification of award to the selected candidate	Mid February 2013	Estimated
14 day standstill period commences	Mid February 2013	Estimated
Contract signature	Early March 2013	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)

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/library/contracts_grants/info_contracts/privacy_statement_en.pdf
ACCOUNT NAME	
ACCOUNT NAME 	<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"/>
 <i>The name or title under which the account has been opened and not the name of the account holder</i>	
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 	<input type="text"/>
 <i>If the IBAN Code (International Bank Account Number) is applied in the country where your bank is situated</i>	
REMARKS:	<input type="text"/>
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (Both obligatory) 	DATE + SIGNATURE OF ACCOUNT HOLDER (Obligatory)

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:

“Practices and Challenges in National Risk Assessment and Cyber Crisis Cooperation”

ENISA P/25/12/TCD

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

LOT Description:	Number of 'Person days' required for completion of project.	Your OFFER
LOT 1 - Study on National-level Risk Assessment and Threat Modelling for Critical Information Infrastructures. <i>Please provide your lump sum price for the total deliverables.</i>	P/Days	€
LOT 2 – Cyber Crisis Cooperation report and Conference <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 2nd LEGAL REPRESENTATIVE (if applicable)	
<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) X

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 (for each LOT you bid for) | <input type="checkbox"/> |
| 2 | Professional information (see Part 3 – Article 3.1) | <input type="checkbox"/> |
| 3 | Proof of financial and economic capacity (see Part 3 – Article 3.2) | <input type="checkbox"/> |
| 4 | Proof of technical and professional capacity (see Part 3 – Article 3.3) | <input type="checkbox"/> |
| 5 | Legal Entity Form ¹² (Annex I) signed and dated | <input type="checkbox"/> |
| 6 | Financial Identification Form ¹³ (Annex II) signed and dated | <input type="checkbox"/> |
| 7 | Declaration on Honour on exclusion criteria (Annex III) signed and dated | <input type="checkbox"/> |
| 8 | Financial Offer (Annex IV) signed and dated | <input type="checkbox"/> |
| 9 | Declaration by Authorised Representative (Annex VI) signed and dated | <input type="checkbox"/> |
| 10 | Consortium form (Annex VII) signed and dated - if applicable | <input type="checkbox"/> |
| 11 | Sub-Contractors form (Annex VIII) signed and dated - if applicable | <input type="checkbox"/> |

****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)

¹² If you have provided a Legal Entity form to ENISA within the previous 12 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.

¹³ If you have provided a Financial Identification form to ENISA within the previous 12 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.