



**NATO SUPPORT AND PROCUREMENT AGENCY**  
**AGENCE OTAN DE SOUTIEN ET D'ACQUISITION**

**NATO UNCLASSIFIED**

**REQUEST FOR PROPOSAL (RFP) N°:**  
**HTH21001 /PD-RS-6000859293**  
**of 30 Mar 2021**

INTERNET VENDOR  
L-

(Please refer to this number in all further correspondence)

**Contact Point**

Thibault HULET

Tel: +352 3063 5683

Fax: +352 3063 4300

**Offer Closing date:** 17 May 2021

**Offer Validity** : 04 Aug 2021

**Vendor No:** RFPWEB

**Fax No** : 30634300

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BIDDING INSTRUCTIONS

DRAFT PURCHASE ORDER

SOW NSN-SAP identifier

SOW Additive Mfg

Annex 1a "Technical Compliance Form NSN-SAP identifier"

Annex 2a "Technical Compliance Matrix NSN-SAP identifier"

Annex 1b "Technical Compliance Form Additive Mfg"

Annex 2b "Technical Compliance Matrix Additive Mfg"

List of Services

All faxed Quotations must be sent to the following number: +352 3063 4300

All offers sent by e-mail must be addressed to "PROCUREMENT@nspa.nato.int"

Yours faithfully,

Thibault HULET  
Buyer

Dear Sir/Madam,

The NATO Support and Procurement Agency has a requirement for NATO Codification System. Consultancy services for the delivery of two studies on codification related topics.

You are invited to submit a proposal to provide to NSPA the services listed in this Request for Proposal (RFP). A firm fixed price is required as a result of the Request for Proposal (RFP).

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## **1. TAX EXEMPTION**

All prices and rates quoted shall be exclusive of any taxes and duties from which NSPA is exempt pursuant to the provisions of the Ottawa Agreement of 20 September 1951 and the *Agreement between NAMSA and the Government of Luxembourg, dated 19 June 1968, entitled 'Agreement regarding exemption from taxes, duties and rates granted to NAMSO (NATO Maintenance and Supply Organization) by the Luxembourg Authorities.*

## **2. CONSIDERATION OF ALL INFORMATION**

Your proposal must be prepared after careful consideration of all information provided in this RFP. In order for your proposal to receive an accurate evaluation it must conform to the terms of this RFP. Non-conforming or incomplete proposals may be refused consideration for award of a contract. All blank spaces in the attached exhibit: PROPOSAL FORM AND INSTRUCTIONS / GUIDANCE FOR PREPARATION OF PROPOSALS must be completed and the exhibit returned before the bid closing date.

## **3. CONTRACTOR'S RESPONSIBILITY**

With the submission of his proposal the bidder guarantees that he is in possession of all the necessary intellectual property rights in force in the countries where the items will be manufactured and / or services will be performed, under the resulting contract and in other countries where the intellectual property rights are in force. It is the sole responsibility of the bidder to obtain any licenses necessary for the performance of this contract and for making any other arrangements required to protect NSPA from any liability for intellectual property rights infringement in said countries. The bidder will at his expense hold NSPA harmless and fully indemnify NSPA against all damages, costs, charges, expenses and the like arising from or incurred by any reason of any infringement or alleged infringement of intellectual property rights in consequence of the provision of the service and / or materiel.

You will be solely responsible for the performance of the purchase order resulting from this RFP. The fact that NSPA allows to subcontract or to call upon a third party for the performance of any part of the purchase order does not relieve you of your responsibility.

### **3.1 FORMER NSPA STAFF**

Any bidder who proposes to employ former NSPA staff member(s) in the performance of this contract shall specifically identify the individual(s) and the position for which they will be hired. If NSPA determines that the former NSPA staff members will be employed in supporting a requirement for which they were personally and substantially involved while a NSPA employee, the bidder's proposal may be removed from further consideration for award. Failure to disclose such employment shall result in the immediate removal of the bidder's proposal from further consideration for award. This restriction shall be in effect for a period of two years after the former NSPA employee concludes their employment with the Agency, unless authorized in writing by the NSPA General Manager or his authorized representative.

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#### 4. BALANCING OF PRODUCTION

For contracts amounting to EUR 80,000.- or more, or equivalent in another currency, NSPA takes into account a “balanced production” policy. Under this policy, when offers from firms of different participating NSPO member states are otherwise similar, contract award is made to that bidder whose country, at time of award, is poorly placed in terms of balance, provided that his offer does not exceed the lowest offer by more than a certain percentage (10 % or 20 % depending on the relative position of the countries in terms of balancing) and he agrees to match such lowest offer. Relative positions of the countries in terms of production balancing are determined by using the ratio “R”; value of the contracts placed by NSPA in a country compared with the value of sales made to the same country. The three categories in the NSPA scale of balancing are well-placed, less well-placed and poorly-placed, the latter category having the lowest ratio.

#### 5. GEOGRAPHICAL LIMITATIONS

NOT APPLICABLE

#### 6. EVALUATION CRITERIA

The criteria which NSPA will employ in selecting the successful bidder will be by order of importance:

- a. responsiveness and compliance with the conditions of the RFP;
- b. provision to NSPA (as part of the tender) of:
  - (i) an acceptable complete TECHNICAL PROPOSAL
- c. total price;
- d. delivery period (turn-around-time)

Please notice that NSPA reserves the right to reject proposals not respecting THE INSTRUCTIONS FOR PROPOSAL FORWARDING (Part 15).

**The proposals received for the two different studies requested will be evaluated separately, and depending on the results of the technical and financial evaluation, the respective purchase orders could be awarded to two different bidders.**

#### 7. ALTERNATIVE PROPOSAL(S)

If you desire to submit an alternative proposal or to submit suggestions for the accomplishment of this work, you may do so in addition to the proposal submitted in response to this Request for Proposal. If the only offer that you submit is an alternative, you take the risk to be declared technically non-compliant. Your alternative proposal will **ONLY** be considered if your proposal submitted in response to this Request for Proposal is the lowest technically compliant offer.

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**8. AUTHORISED SIGNATURE**

Your proposal must be signed by an official authorized to bind your firm to a contract. If your proposal is submitted electronically the authorized signature should be scanned. Proposals submitted in response to this RFP are binding offers and, on acceptance by NSPA, constitutes a binding contract.

**9. VALIDITY**

Your proposal shall be valid until the "Offer Validity" date indicated on the first page of this RFP. The proposal must be submitted in the English or French language. If not sent by fax or email, the proposal must be submitted in duplicate.

**10. BIDDERS CONFERENCE**

NOT APPLICABLE

**11. PRICES, CURRENCY AND PAYMENT**

Prices may be quoted in the currency of any NSPO member state. However, all the prices must be quoted in the same currency and this currency will be reflected in the resulting contract and used for payments made thereunder.

Comparison of the price quotations will be made in euro; the exchange rates to be used for the purposes of such price comparison will be the medians between buying and selling rates of the Brussels "Marché Réglementé" on the first banking day of the week of the bid closing date, as reported by the Banque et Caisse d'Epargne de l'Etat, Luxembourg.

NSPA payment terms are 30 days net upon receipt of Contractor's invoices duly documented as contractually provided for. Discount for early payment shall be indicated in your proposal.

NSPA payments will be made to the bank account provided by the Contractor at time of registration to the NSPA source file or to the bank account identified by the Contractor at time of contract award. NSPA will only accept to make payments on an account in a bank located in a NATO Nation.

**12. LATE OFFERS**

Proposals received after the "Offer Closing Date – 24:00 hrs Luxembourg time" indicated on the first page of this RFP shall, as far as a contract award is concerned, be rejected without consideration. However proposals posted prior to the Offer Closing Date (valid postal stamp) will be considered as long as they are received before an award is made. If only one offer is received and it is received after the closing date, NSPA reserves the right to consider such offer.

**13. NO NSPA COMMITMENT**

NOT APPLICABLE

**14. PRE-AWARD SURVEY**

NOT APPLICABLE

## 15. NOT APPLICABLE INSTRUCTIONS FOR PROPOSAL FORWARDING

The means of transmitting your proposal are left to your discretion, by post, by private mail service, by email, by fax, or by a bid application using a secure protocol (https). **However, NSPA favour proposals submitted electronically.** Proposals submitted electronically (email or secure protocol) must conform to currently supported Microsoft-Office versions (preferably MS-Word, MS-Excel) or PDF.

Email: Your offer must be sent to the following address: [procurement@nspa.nato.int](mailto:procurement@nspa.nato.int) and make reference to the RFP Collective Number. Please submit it in three different files, containing:

- First file named : Cover letter
- Second file : Part A - Technical proposal
- Third file : Part B - Commercial and pricing proposal

Please notice that NSPA reserves the right to reject proposals not respecting the required three files structure.

Please be aware that the maximum capacity for incoming mail at NSPA is 10 MB. In case that your offer is larger it must be compressed to fit the 10 MB limit or sent in several parts.

Secure protocol: Your offer can also be submitted using a secure protocol (https) into the NSPA system. For this purpose select the button "Bid" when you display the details of the RFP in the Internet and follow the instructions.

A proposal that is received "incomplete" when the closing date deadline is reached, cannot be accepted. In case the proposal is mailed it has to be submitted to the following address and should mention:

NATO SUPPORT AND PROCUREMENT AGENCY (NSPA)  
 Procurement Division, Attn.: PP-A  
 RFP Collective n°: **HTH21001**  
 L-8302 CAPELLEN (Luxembourg)

## 16. INFORMATION ON BIDDING

If your proposal did not result in an award, you will be informed as soon as the award decision has been made.

Upon receipt of the notification, if the value of your proposal exceeds EUR 320,000.-, you may request additional general information from the NSPA Point of Contact indicated in this RFP, as to the reasons why your company failed to win the competition.

Your company's name will remain in the NSPA Source File and will be considered for invitation for any future competitions in this field.

## 17. BID OPENING

NOT APPLICABLE

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**18. NSPO PROCUREMENT REGULATIONS / NSPA OPERATING INSTRUCTION**

The NSPO Procurement Regulations and the NSPA Operating Instruction are available on NSPA's website under <https://www.nspa.nato.int/business/procurement/general-information>

If you do not wish to respond to this RFP, please notify this office and return all documentation received promptly or destroy it.

**19. PUBLICATION OF CONTRACT AWARDS**

In accordance with the Procurement Operating Instruction, NSPA periodically publishes high value contracts (except classified ones), indicating the contractor's name and country, as well as the purpose, total amount and issue date of the contract.

This information is to be found on the NSPA website under <https://www.nspa.nato.int/business/procurement/bid-awards>

Enclosure

Exhibit: Proposal Form and Instruction/Guidance for Preparation of Proposals

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<b>EXHIBIT: PROPOSAL FORM AND INSTRUCTION / GUIDANCE FOR PREPARATION OF PROPOSALS</b>
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NSPA has prepared this two-part proposal form for the purpose of providing a standard format by which the bidders submit cost data and supporting information suitable for a detailed and accurate analysis and evaluation of their proposals.

It is not essential that this said form be used by the bidders, however the bidders are requested to maintain the sequence and suitably index the proposal to enable rapid analysis by NSPA. This form must be completed and returned not later than the offer closing date.

An electronic copy of this form can be provided upon request.

**Part A - TECHNICAL PROPOSAL / CAPABILITY AND QUALIFICATION FORM**

This part when duly completed and supplemented with any information as deemed appropriate will constitute the bidder's Technical Proposal and contain all non-pricing details.

**Part B - PRICE PROPOSAL**

This part when duly completed and supplemented with any information as deemed appropriate, will constitute the bidder's Price Proposal.

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**PART A - TECHNICAL PROPOSAL/CAPABILITY AND QUALIFICATION FORM**

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1. THE TECHNICAL PROPOSAL SHALL BE PREPARED IN ACCORDANCE WITH THE INSTRUCTIONS PROVIDED IN ANNEXES 1A AND 1B TO THE BIDDING INSTRUCTIONS "TECHNICAL COMPLIANCE FORM".
  
2. IN ADDITION, THE BIDDER SHALL COMPLETE AND PROVIDE, AS A PART OF HIS OFFER, THE FORM PROVIDED IN ANNEXES 2A AND 2B: TECHNICAL COMPLIANCE MATRIX".

**3. CONTRACT ADMINISTRATION**

The names of the officials designated by the Contractor to administer this contract are:

**Contractual matters:**

Company name: \_\_\_\_\_

Address: \_\_\_\_\_

Attn: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

email: \_\_\_\_\_

**Technical matters:**

Company name: \_\_\_\_\_

Address: \_\_\_\_\_

Attn: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

email: \_\_\_\_\_

**Part B - PRICE PROPOSAL****PRICES:**

Please indicate your best prices in attached document entitled "List of services"

Please consider "Item" and "Line" n° as follows: 10 = 1, 20 = 2 etc.

**ACCEPTANCE OF NSPA TERMS & CONDITIONS:**

Bidder to confirm acceptance of NSPA Terms and Conditions:

☐ YES, the bidder **fully accepts** the terms and conditions provided in the draft Terms and Conditions, General Provisions and Termination for Convenience.

**PROMPT PAYMENT DISCOUNT:**

NSPA standard payment term is 30 days net following receipt by NSPA of invoices duly certified, supported and substantiated as specified in the PO Terms and Conditions.

Bidder to provide Prompt Payment Discount offered for payment at \_\_\_\_ (Bidder to complete) days following receipt by NSPA of invoices duly certified, supported and substantiated:

..... %(Bidder to complete)

**VALIDITY:**

This price proposal, when associated with the TECHNICAL PROPOSAL, constitutes the bidder's tender against this RFP and is valid until the specified offer validity date.

NAME OF COMPANY: \_\_\_\_\_

NAME OF REPRESENTATIVE: \_\_\_\_\_

TITLE OF REPRESENTATIVE: \_\_\_\_\_

DATE OF PROPOSAL: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

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DRAFT PURCHASE ORDER

SCOPE OF PURCHASE ORDER: NATO Codification System. Consultancy services for the delivery of two studies on codification related topics.

The Contractor represents that he operates as ☐ an individual ☐ a non-profit organization ☐ a corporation incorporated in .....

The Contractor agrees to perform all the services set forth in the list of services attached to the Terms and Conditions for the consideration stated herein. The rights and obligations of the parties to this Purchase Order shall be subject to and governed by the Terms and Conditions and the General Provisions. To the extent of any inconsistency between the Terms and Conditions or the General Provisions and any specifications or other provisions which are made a part of this purchase order, by reference or otherwise, the Terms and Conditions and the General Provisions shall control. To the extent of any inconsistency between the Terms and Conditions and the General Provisions, the Terms and Conditions shall control.

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This purchase order consists of:

- Terms and Conditions containing 28 parts
- NSPA General Provisions for Fixed Price Contracts (Services)
- Termination for Convenience of NSPA
- Request for exemption of value added tax
- Appendix "A": Statement of Work NSPA ref. LD – ED-01-2021 dated 20.01.2021
- Appendix "B": Statement of Work NSPA ref. LD – ED-02-2021 dated 20.01.2021
- List of services

all of which are hereby made a part of the Purchase Order and incorporated herein by reference.

The following documents are available in the Internet under:

<https://www.nspa.nato.int/business/procurement/general-information>

- **NSPA General Provisions for Fixed-Price Contracts (Services)**
- **Termination for Convenience of NSPA**
- **NSPA Materiel Inspection and Shipping Report (MISR) NSPA Form 194 with relevant distribution instructions**

If you have no Internet access, please contact the undersigned and a printed copy of these documents will be forwarded to you

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DRAFT

**Part 1 - Services to be furnished by the Contractor**

1. The Contractor shall furnish to NSPA the services listed and priced in the attached document entitled "List of services" and in accordance with Appendixes A and B (LD – ED-01-2021 and LD – ED-02-2021): Statement of Work dated 20.01.2021.
2. The pricing arrangements set forth in the "List of services" cover full and unconditional acceptance by the Contractor of all the requirements and conditions included in the purchase order. These pricing arrangements satisfy any and all expenses incurred by the Contractor for a satisfactory performance of the work required under the purchase order.

**Part 2 - Expenditure Limit**

NOT APPLICABLE

**Part 3 - Pricing Warrant**

NOT APPLICABLE

**Part 4 - Taxes and Duties**

Clause 7. "Taxes and Duties" of the NSPA General Provisions for Fixed- Price Contracts (Services) is amended as follows:

1. If not located in Luxembourg, the Contractor is specifically responsible for obtaining any documentation required to permit NSPA and its Customers to benefit from the fiscal regime applicable to exports.
2. NSPA is specifically exempt from all duties and taxes (and this includes Value Added Tax within the European Union). For the purchase of materiel or services in countries within the European Union, the Contractor may use the form attached hereto entitled " VAT AND/OR EXCISE DUTY EXEMPTION CERTIFICATE (\*)/(Directive 2006/112/EC - Article 151 and Directive 2008/118/EC - Article 13)". This form will be signed and stamped by a NSPA official for completion and processing by the Contractor as may be required by the national authorities concerned.
3. Contractors should note that NSPA has no VAT number and no VAT identification number.

4. Luxembourg Contractors are invited to note the special provisions for Luxembourg contained in the footnote to Taxes and Duties and Duties Clause of the NSPA General Provisions.

#### **Part 5 - Delivery Terms**

The Contractor shall complete all services ordered under this purchase order, including provision of all required deliverables within the contractual delivery date indicated in the Purchase Order.

Delivery terms must be in accordance with Appendixes A and B (LD – ED-01-2021 and LD – ED-02-2021): Part 9 “PROGRAMME MANAGEMENT”

#### **Part 6 - Place of Delivery**

NOT APPLICABLE

#### **Part 7 - Contractor Notice Regarding Late Delivery**

In the event that the Contractor encounters difficulty in meeting the time limits specified for any service, he shall immediately notify NSPA in writing, giving pertinent details. However, this data shall be for information only and shall not be construed as a waiver by NSPA of any time limit or of any rights or remedies provided under this Purchase Order.

#### **Part 8 - Invoicing and Payment**

1. One original invoice shall be submitted to the following address:

as PDF-document to :  
[CIMO@nspa.nato.int](mailto:CIMO@nspa.nato.int)

OR as Hardcopy to :

NSPA  
CIMO OFFICE  
11 rue de la Gare  
L-8302 CAPELLEN

accompanied by the NSPA MISR duly completed as contractually called for and an evidence of delivery. Each invoice submitted and the attached MISR shall bear the purchase order reference number, and shall refer to the line items delivered. Faxed invoices will not be accepted for payment.

2. The following certificates shall be affixed to each invoice submitted for services, repair parts and other reimbursable costs:

- a. All invoices:

*"I certify that this invoice is correct and just, that payment has not been received and that the price is exclusive of all taxes and duties from which NSPA is exempted."*

- b. In addition:

- i. For work done on a labour hour basis

*"I certify that the man hours of producing personnel as shown are true summaries of direct man hours actually used in the performance of the work as extracted from the company timekeeping records which are available to NSPA for verification and audit."*

- ii. For direct materials and spare parts:

*"I certify that the costs invoiced hereunder are equal to reimbursement of cost plus the allowable handling charges."*

3. Payment

Payment for services performed by the Contractor under the terms of this purchase order shall be made in ..... (bidder to specify currency) within ..... (...) days with ..... % prompt payment discount or ..... (...) days net following receipt by NSPA of invoices duly certified, supported and substantiated as specified above.

(This paragraph will be completed at time of award)

NSPA will pay the net invoice amount and support the charges of its bank. All other charges will be for the Contractor.

The payments will be made to the account identified by the Contractor at time of registration to the NSPA Source file.

OR

The payment will be made by NSPA as follows:

- a. Full name and address of banker(s)
- b. Detailed bank account information as follows:
- for EU countries: IBAN code plus BIC
  - for USA: bank account number(s) + ABA code (or SWIFT code)
  - for Canada: bank account number(s) + bank code (5 digits) and branch code (3 digits)
  - for any other country: bank account number(s) plus any country-specific codes, if applicable.

## **Part 9 - Liquidated Damages**

1. If the Contractor fails to deliver within the time specified in the purchase order, he shall pay NSPA liquidated damages at the rate of 1 % for each full week of such

delay but not more than a total of 10 % of the total price and/or total cost of the services not delivered on time.

2. Without prejudice to the final decision regarding the liquidated damages, NSPA shall be entitled to deduct imposed liquidated damages when paying invoices, even in the event that claims deriving from submitted invoices have been assigned or otherwise transferred to third parties. The total of the deductions made by NSPA pursuant to this clause will be considered as full and final satisfaction of all claims received out of late delivery of any service.
3. During a period of one year after delivery and acceptance of the services performed, NSPA shall have the right to claim liquidated damages even if such right is not reserved at the time when delivery is accepted.
4. The liquidated damages will not apply if the Contractor's failure to perform is due to causes beyond his control and without his fault or negligence.
5. Such causes may include but are not limited to: Acts of God or of the public enemy, acts of Government in its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, unusually severe weather and failure of sub-contractors to perform due to such causes. If the Contractor is responsible for obtaining necessary export licenses / permits / DSP forms, he has to ensure that such requests are made in a timely manner so as to not delay shipment. Failure to do so will NOT be considered Force Majeure.
6. The foregoing provisions of this part apply only to delinquencies in deliveries and do not prejudice NSPA's rights under the provisions of the clause entitled "Default" of the General Provisions for Fixed Price Purchase Orders (Services).

#### **Part 10 - Quality Assurance**

1. The Contractor shall comply with the quality assurance requirements stipulated Appendixes A and B (LD – ED-01-2021 and LD – ED-02-2021): Part 8 "QUALITY ASSURANCE".

#### **Part 11 - Permits and Customs Clearance Formalities**

1. The Contractor warrants that he has or will obtain at no cost to NSPA all necessary licenses and permits required in connection with the purchase order; also that he will fully comply with all laws, decrees and regulations of the country or countries concerned during the performance of the purchase order, including the observance of all applicable rules and regulations governing the site on which work is to be performed.

**Part 12 - Contractor Facilities and Capabilities**

1. The Contractor warrants that he has suitable facilities available and that he has all necessary license rights, skilled personnel, technical orders, data, specifications, drawings, standard and special test equipment and tooling to enable him to comply with the requirements of this purchase order.

**Part 13 - Security**

NOT APPLICABLE

**Part 14 - Safety and Accident Prevention**

NOT APPLICABLE

**Part 15 - Scrap Control**

NOT APPLICABLE

**Part 16 - NSPA Representatives and Verification**

NOT APPLICABLE

**Part 17 - NSPA Furnished Property**

NOT APPLICABLE

**Part 18 - NSPA Property upon which work is to be performed**

NOT APPLICABLE

**Part 19 - Warranty**

NOT APPLICABLE

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**Part 20 - Sub-contracts**

1. For the purpose of this clause, sub-contracts means orders to sub-contractors for the services required in the performance of this Purchase Order. The Contractor is solely responsible for the performance of the purchase order. No consent or approval by NSPA of any sub-contract or any provisions thereof shall be construed to be a determination of the acceptability of any sub-contract price or of any amount paid under any sub-contract or to relieve the Contractor of any responsibility for performing the purchase order in accordance with its terms and conditions, unless such approval or consent specifically provides otherwise.
2. The Contractor shall not enter into any sub-contract with firms located outside NATO countries or having their legal residence outside NATO countries without the written approval of NSPA - Contracting Officer. Only in exceptional cases would NSPA consider such approval.
3. In order to ensure NSPA's rights under this purchase order the Contractor shall flow down the relevant requirements. i.e. those for which the Contractor has an obligation towards NSPA to any subcontract he will conclude.
4. Paragraphs 2 and 3 above are critical elements in the performance under this purchase order.

**Part 21 - Intellectual Property Rights, Royalties and License Rights**

1. The Contractor guarantees that he is in possession of all the necessary intellectual property rights in force in the countries where the items will be manufactured and / or services will be performed, under this contract and in other countries where the intellectual property rights are in force. The Contractor possesses any licenses necessary for the performance of this contract and made any other arrangements required to protect NSPA from any liability for intellectual property rights infringement in said countries. The Contractor will at his expense hold NSPA harmless and fully indemnify NSPA against all damages, costs, charges, expenses and the like arising from or incurred by any reason of any infringement or alleged infringement of intellectual property rights in consequence of the provision of the service and / or materiel.
2. The Contractor agrees to assure himself that the Original Equipment Manufacturer(s) (OEM) or any entitled third party have not retained any intellectual property rights, before he provides services and / or manufactures items under the contract. NSPA shall not be liable for intellectual property rights infringements as may be caused by the Contractor.
3. The Contractor confirms that no payments of royalties or fees for intellectual property rights will be claimed by the OEM or any entitled third party for the services performed and / or materiel provided under this contract. In the event that such fees are claimed, the Contractor will bear any and all responsibility.

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**Part 22 - Termination for Convenience of NSPA**

The provisions applicable to “Termination for Convenience of NSPA” are available in the Internet.

**Part 23 - Reporting**

1. The Contractor shall furnish to NSPA the reports set forth in the SOWs - Appendixes A and B (LD – ED-01-2021 and LD – ED-02-2021), and any relevant information and data related to the performance of the purchase order that may be reasonably requested by NSPA.

**Part 24 - Notification of Changes**

1. If at any time during the performance of this purchase order, the Contractor considers that he has been directed to change or deviate from, in any way, the terms and conditions and/or the scope of this purchase order, he shall notify the contracting officer immediately. This notification shall as a minimum contain a cost breakdown of the additional costs to be incurred by the Contractor if he would implement the change/deviation and the related impacts on the terms and conditions. This information must be provided to such level of detail to allow the contracting officer to provide a comprehensive response within 14 days after receipt of the notification from the Contractor.
2. Following the submission of this notification, the Contractor shall diligently continue performance of this purchase order to the maximum extent possible in accordance with its terms and conditions as originally agreed.
3. NSPA shall not bear any responsibility for work performed by the Contractor outside the purchase order scope and NSPA shall not compensate the Contractor in either time or money for such work not specifically authorized or requested by the contracting officer in writing and subsequently included in the purchase order through a Supplemental Agreement.
4. Consequently, the Contractor cannot claim additional money and/or time for work performed during the performance of the purchase order, which has not been identified as part of the scope of this purchase order.

**Part 25 - Performance of the Contractor in Time of Alert or War**

The Contractor warrants that, on the basis of information available to him, he is not aware of any national law or regulation, or any circumstances that might prevent him from fulfilling his obligations under this purchase order in time of alert or war.

<b>Part 26 - Purchase Order Administration</b>
--

**By the Contractor:**

The names of the officials designated by the Contractor to administer this purchase order are:

Contractual matters:

Company name: .....  
 Address: .....  
 .....  
 Attn: .....  
 Phone: .....  
 Fax: .....  
 email: .....

Technical matters:

Company name: .....  
 Address: .....  
 .....  
 Attn: .....  
 Phone: .....  
 Fax: .....  
 email: .....

*(Will be completed at time of award)*

**By NSPA:**

All correspondence and communications pertaining to purchase order administration shall be sent to the following:

NATO SUPPORT AND PROCUREMENT AGENCY (NSPA)  
 L-8302 CAPELLEN, LUXEMBOURG  
 Attn: ..-MMC ( ..... )  
 Phone: (+352) 3063 ....  
 Fax: (+352) 3063 4300  
 email: .....

For all technical matters, the responsible technical authority is:

NATO SUPPORT AND PROCUREMENT AGENCY (NSPA)

L-8302 CAPELLEN, LUXEMBOURG  
Attn: ..-MMC ( ..... )  
Phone: (+352) 3063 ....  
Fax: +352) .....  
email: .....

*(Will be completed at time of award)*

The Contractor will acknowledge receipt of this Purchase Order or any amendment of this purchase order by signing the form provided to this effect.

#### **Part 27 - Publicity and Public Relations**

1. The Contractor shall not make any press release or public statement concerning this contract without the prior written approval of NSPA.
2. The Contractor agrees that, upon request NSPA may provide copies of the signed contract to officials of NSPA's customer nation who are or were directly involved in the procurement of the goods and / or services ordered hereunder.
3. The Contractor shall not use the name, emblem or official seal of NSPA / NSPO or any abbreviation of the name of NSPA / NSPO in connection with its business or otherwise, unless prior authorized in writing by NSPA.

#### **Part 28 - Integrity/ No Bribe**

1. NSPA draws the Contractors' attention to the fact that it is strictly forbidden to offer gifts or other advantages to Agency staff members. This also includes any so-called end-of-year gifts, which cannot be considered to be advertising presents.
2. The Contractor shall advise NSPA if any ex-NSPA employees are engaged in the work under this Contract. This only applies to employment with NSPA less than two years before the date of involvement in this Contract.
3. If the Agency establishes that any of the provisions of this Part is not complied with, NSPA may terminate this purchase order at no cost to NSPA and your firm may be removed from the Agency's source file after the Agency has informed the relevant national authorities.



**NATO SUPPORT AND PROCUREMENT AGENCY  
AGENCE OTAN DE SOUTIEN ET D'ACQUISITION**



**STATEMENT OF WORK  
AND TECHNICAL REQUIREMENTS  
FOR  
BUSINESS CASE ANALYSIS TO COMPARE THE USING  
NATO STOCK NUMBER VERSUS PART NUMBER  
WITHIN ERP SYSTEMS (PRIMARILY SAP)**

(NSPA/LD – [xx xxxxxxxx 2020](#))

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## **1. OBJECTIVE AND SCOPE**

The NATO Codification System (NCS) is the global language of logistics providing a unique capability in determining equivalence between form, fit and function of items available from different manufacturers (items of production), and creating an association within items of supply. The NATO Stock Number (NSN) is a key identifier of this capability. Each NSN corresponds to one individual item of supply, which is a specification of required form, fit and function to satisfy the logistics' need. The fundamental consequence of the NSN is that the defense community can perform logistics processes while referring to items of supply rather than specific items of production. In addition, multiple manufacturers can provide items of production to fulfil the requirements of the individual NSN.

In this SOW, the term Codification specifically refers to the use of the NSN as a means of identification of an item of equipment.

The work shall accomplish the following:

- Establish a comparative analysis expanding on the application of NSN, manufacturer's part number, SAP material master, and other most common identifiers within contemporary ERP systems;
- Provide a comparative case study on the application of NSN, manufacturer's part number, SAP material master and other most common identifiers in the management of the inventory supporting an military system where multiple manufacturers exist for the supply of independent items of equipment; the study shall include a cost-benefit analysis where multiple options exist for individual items and the penalties (if any) of choosing to only use the Original Equipment Manufacturers (OEM) spare parts;
- Provide a barrier analysis to determine factors influencing business decisions regarding the means of item identification between the use of NSC codification data versus other options in order to cover all identification requirements;
- Provide a document highlighting the advantages versus disadvantages in realization of logistic support by codification or other examined identifiers.

## **2. REFERENCE DOCUMENTS**

The following is a non-exhaustive list of documents which, in their most current version/revision, are relevant in whole or in part to the object of this SoW. They do not in principle constitute requirements unless explicitly referred in other parts of this SoW. If there is a conflict between the requirements of this SoW and any of the listed reference documents, the SoW shall prevail.

**(R1)** The Contractor shall be responsible for ensuring that the outcomes of this comply with all national and international applicable legal requirements.

### **1.1. NATO Standards and Publications**

1. Allied Codification Publication No. 1 (ACodP-1) : ref: [www.nato.int/codification](http://www.nato.int/codification)
2. Allied Codification Publication No. 2 (ACodP-2)
3. Allied Codification Publication No. 3 (ACodP-3)
4. STANAG 3150 Codification – Uniform System of Supply Classification.
5. STANAG 3151 Codification – Uniform System of Item Identification.
6. STANAG 4177 Codification – Uniform System of Data Acquisition.

7. STANAG 4199 Codification – Uniform System of Exchange of Material Management Data.
8. STANAG 4438 Codification – Uniform System of Dissemination of Data associated with NATO Stock Numbers.)
9. NATO Master Catalogue of References for Logistics NMCRL ref: [www.nato.int/nmcrl](http://www.nato.int/nmcrl)

### **3. CURRENT NATO CODIFICATION SYSTEM**

A basic principle of the NCS is that an item produced by a manufacturer must be uniquely identifiable and are issued with a unique NSN. The alternative items manufactured to conform to the Original Equipment Manufacturer's (OEMs) engineering drawing or specification requirements are also allocated that same NSN where the items Form, Fit and Function (FFF) are identical.

The process starts when the original manufacturer produces an item of equipment, assigns a part number (PN) and sells or provides this equipment to a defence user (or nominated party) within the NCS. The receiving nation's NCB reviews the part to ensure whether it is either identical in terms of form, fit, and function to a currently identified item (and if there is a match the item is issued with the already generated NSN) and if not then codifies the part under a NSN. This capability is the basis for achieving the inventory rationalization from which defense benefits, unlike many commercial organizations that do not operate an equivalent system. This international system generates names, classification, characterization and identifiers for the materiel within the military inventory of the participating nations.

### **4. OVERVIEW OF PROJECT DEVELOPMENT AND CONTRACTOR's TASKS**

The aim of this project is to provide the AC/135 with an all-inclusive arguments in support of the use of selective codification when compared with other alternative forms of identification within a defense environment. The work shall perform a comparative Business Case Analysis of role, cost and benefits of item identifiers e.g. NATO Stock Number, part number, SAP material master in the ERP systems.

#### **4.1. Conflict of Interest**

It is critical that the outcomes of this study are considered to be objective rather than subjective, by the reader in order for it to maintain credibility when considered by members of a country's military and industrial when considering the methodology for item identification. The successful bidder must be able to demonstrate impartiality and objectivity when looking at benefits and possible downfalls when comparing NSN vs Part Number utilization vs other methodology. It is therefore mandated that a bidder provides full disclosure of any previous, current or future interests in both codification and part numbering which could be perceived as damaging the credibility of the completed report.

The contractor shall be the final executor. Where a third party shall is involved all details are subject to full disclosure and all matters of COI must be reported. The contractor is responsible for the administrative, technical, and financial management tasks related to the scope of the work. For the duration of the contract, the contractor should maintain a current record of its efforts toward achieving the functional requirements, critical milestones, and objectives.

### **5. TECHNICAL AND INTEGRATION REQUIREMENTS**

**(R.T1)** Any intellectual property developed in this work shall be the property of the contracting authority (NSPA on behalf of AC/135).

**(R.T2)** Equipment and software requirements: Commercial Off-The-Shelf Software shall be used.

**(R.T3)** Security: All tasks described in this SOW shall be performed in accordance with applicable security requirements. This task is classified as UNCLASSIFIED.

**(R.T4)** Place of performance: The contractor shall perform the requirements of this SOW at its facilities and/or at other locations subject to mutual agreement.

**(R.T5)** Completion date: All deliverables shall be completed within a maximum period of seven months from the date of contract signature.

**(R.T6)** Contract technical point of contact.

NATO Supply and Procurement Agency | Codification Support  
L8325 Capellen | LUXEMBOURG  
Phone: +352.3063.6999 | E-Mail [piotr.piotrkowski@nspa.nato.int](mailto:piotr.piotrkowski@nspa.nato.int)

## **6. PROJECT DEVELOPMENT AND IMPLEMENTATION**

### **6.1. Problem definition, research design and data collection techniques**

**(D1)** The Contractor shall develop a business model with business process activities to measure effectiveness and cost of applying concerned identifiers (NSN, part number, SAP material master and others methods of equipment identification and codification in contemporary use).

The Contractor shall present the Research Design and data collection techniques to NSPA during the first PMR.

**(R.D1.1)** The contractor shall develop a Project Management Plan that shall include as a minimum:

- Master Schedule
- Summary of the overall technical approach and tasks that shall be performed throughout the project
- Risk Assessment and Mitigation Plan
- Plan of Action and Milestones
- List of deliverables.

### **6.2. Data Collection**

**(D2)** The Contractor shall, as well as a general equipment review, select a current military system that are supported logistically by the NATO Codification System as a subject for conducting case studies. The military system or integral parts of the military system, must

contain elements where multiple vendors of equipment with the same FFF are in use and must be a representative of mainstream defense activity rather than an isolated specialist system. It is preferred that the study shall examine a minimum of 1000 NSNs. The military systems selected have also to be maintained/supported by an ERP system, in particular SAP.

**(R.D2.1)** Data range shall include at minimum: the Personnel cost of creating records, Information Technology (IT) operating cost, IT licenses, data dissemination, data maintenance, count of stakeholders using item records, cost of creating data records associated with item identification of parts, inventory costs of holding duplicate versions of equipment with the same FFF but held under different part numbers both utilizing and non-utilizing the NCS methodology.

**(R.D2.2)** The equipment Data origins. The data shall concern military systems codified by NATO or Tier 2 countries ref. <https://www.nato.int/structur/AC/135/main/links/contacts.htm> and used currently by more than one of these countries.

### **6.3. Analysis and comparative evaluation**

**(D3)** The comparative evaluation shall address the comparative costs and benefits in using either the NSN or alternative identification methods in lieu of the NATO Stock Number. In particular:

- advantages/ disadvantages;
- gap analysis;
- cost benefit;
- risks associated;
- system demands;
- complementariness;
- barriers to adoption;
- other factors relevant to comparative evaluation..

**(R.D3.1)** The Contractor shall undertake a rigorous, analytical study to assess and quantify the financial, cost benefit and risk mitigation benefits to be gained from applying a selected identifier and compare these with the same assessment utilizing the NSN.

### **6.4. Final report**

**(D4)** The contractor shall deliver a final report covering all the above mentioned tasks along with supporting documentation for presentation to AC/135. The final report shall include a comparative table that shows a cross reference of the NSN technical information to key Standard SAP functionality fields, and information of other selected identifiers. This also includes a standard PowerPoint briefing along with a proposed script to be used by AC/135

member nations and other NCBs that participate in AC/135 for their use. The final document and briefing should also include recommendations.

**(R.D4.1)** Supporting documentation is to be provided as deliverables for this project that include examples of proposed processes and strategies, examples of proposed literature or plans and a full written report outlining all findings and where necessary details the necessary actions to be taken in order to facilitate the implementation of these findings.

**(R.D4.2)** The final report and supporting documentation shall be written in English language and presented in both hard copy and soft (Utilizing MS Word 13 or above).

## **7. ACCEPTANCE MILESTONES**

**(R2)** There shall be 2 major acceptance milestones: Data Accessibility Acceptance, and Final Acceptance (FA).

### **7.1. Data Accessibility Acceptance**

**(R.T7)** The contractor is responsible of obtaining the data required in the Clause “3.2 Task 2 – Data Collection”.

### **7.2. Final Acceptance (FA)**

FA is the act whereby NSPA will definitively accept all delivered products and services in this SOW for each site as complying with the contractual requirements.

Once all conditions for FA have been achieved, NSPA shall issue a notification to the Contractor with the confirmation of FA.

## **8. QUALITY ASSURANCE**

**(R.Q1)** The Contractor shall conduct quality management activities in this project in accordance with an internationally recognized standard for quality management systems (e.g. ISO 9001).

## **9. PROGRAMME MANAGEMENT**

**(D5)** Not later than two weeks after Contract Award, the Contractor shall deliver a **Master Schedule**<sup>1</sup> for the delivery of all products and services in this contract. Within two weeks of reception, NSPA shall approve the Master Schedule or provide requirements for change or clarification. The Contractor shall implement the changes required by NSPA for final agreement.

**(R.5.1)** The Master Schedule shall indicate the planned dates for all events and intermediate milestones described in this SoW in order to achieve the Final Acceptance not later than seven months after Contract Award.

**(R.D5.2)** In case of programme changes, the Contractor shall update the Master Schedule accordingly and submit for NSPA approval.

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<sup>1</sup> The Contractor’s Proposal shall include a high level overview of the Project Schedule including the major milestones to achieve FA NLT (7) months after Contract Award.

**(R.D5.3)** At any point during the execution of the Contract, where the Contractor foresees any significant risk to the schedule or circumstance creating a risk to any of the requirements in this document, he/she shall inform NSPA immediately in writing and will seek agreement in the way ahead.

**(D6)** There shall be four Programme Management Reviews / Technical Interchange Meetings (PMR/TIM) during the execution of the contract:

- PMR/TIM 1 - upon completion of the research design, which shall cover at least the following:
  - Design and Requirements Review;
  - Master schedule;
  - Risk Review;
  - Documentation deliverables - preliminary elements on scope of documentation to be delivered.
- PMR/TIM 2 - before commencement of the data collection, covering:
  - Detailed review of the research design;
  - Range and data accessibility;
  - Risk Review;
- PMR/TIM 3 - before commencement of the comparative evaluation, covering:
  - Detailed review of the range of analysis;
  - Risk Review;
  - Documentation deliverables;
- PMR/TIM 4 - before commencement of the final report, covering:
  - Detailed review of the analysis performed;
  - Risk Review;
  - Documentation deliverables;

Additionally, if at any point during the execution of this contract, NSPA or the Contractor deems necessary an extraordinary review, this shall be called by the requesting party. If the meeting is called by NSPA, any cost incurred by the Contractor shall be considered as a modification to this contract.

**(R.D6.1)** The Contractor shall record the minutes of all formal meetings. Meeting minutes shall be provided to NSPA for approval.

## ANNEX 1: SUMMARY OF DELIVERABLE DATA, PRODUCT AND SERVICES

In case of any inconsistency between this table and the Text in the SoW document body, the text in the document body shall prevail.

Serial	Deliverable	Type	Requirements	When
D1	Research Design	Data (Documents)	Best Practice, R.D1.1	During the first PMR/TIM
D2	Data Collection	Data (Documents)	R.D2.1, R.D2.2, R.T7	During the second PMR/TIM
D3	Analysis and comparative evaluation	Data (Documents)	R.D3.1	During the third PMR/TIM
D4	Final report	Services (Documents)	R.D4.1, R.D4.2; R.T1, R.T2, R.T3, R.T4, R.T.5; R.1	During the fourth PMR/TIM
D5	Master Schedule	Data (Documents)	R.D5.1, R.D5.2, R.D5.3, R.Q1	First PMR 01MAC
D6	four PMR/TIMs	Services (Documents)	R.D6.1 , R.T6	First PMR 01MAC, second PMR 03 MAC, third PMR 04MAC, fourth PMR 05MAC

Note A1: For Program Management purposes all the deliverables that require delivery of certain documents are noted in the column “Type” with mentioning “(Documents)”.

Note A2: Whilst timing for some of the intermediate milestones is not specified in this SoW, the Master Schedule shall be such that FA is achieved not later than seven months after Contract Award.

## **ANNEX 2: ABBREVIATIONS AND ACRONYMS**

<b>AQAP</b>	Allied Quality Assurance Publication
<b>AC/135</b>	Allied Committee 135
<b>BA</b>	Baseline Assessment
<b>FA</b>	Final Acceptance
<b>NCS</b>	NATO Codification System
<b>MAC</b>	Months After Contract
<b>NLT</b>	No Later Than
<b>NSN</b>	NATO Stock Number
<b>OEM</b>	Original Equipment Manufacturer
<b>SOW</b>	Statement of Work



**NATO SUPPORT AND PROCUREMENT AGENCY  
AGENCE OTAN DE SOUTIEN ET D'ACQUISITION**



**STATEMENT OF WORK  
AND TECHNICAL REQUIREMENTS  
FOR  
BUSINESS CASE ANALYSIS OF ADDITIVE  
MANUFACTURING IN REGARDS TO THE NATO  
CODIFICATION SYSTEM (NCS)**

(NSPA/LD – [xx xxxxxxxx 2020](#))

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## **1. OBJECTIVE AND SCOPE**

Additive Manufacturing (AM) is unlike the traditional subtractive manufacturing in that material is added or built up to create products with the goal of production for use instead of milling or machining away material from stock. From a codification perspective, if the form, fit and function are the same and the specifications required for the part are met, it does not matter whether the part is subtractive or additive-manufactured by the Original Equipment Manufacturer (OEM). However, the introduction of additive manufacturing brings a number of questions. Is there a requirement for Additive Manufacturing to be recognized and recorded as an NATO Stock Number (NSN)? Should it be a separate NSN or added to an existing NSN? If so, how (NSN level? Part number? Country or by printer type?)? If not, what options should be considered and how to share the data within the NATO Codification System (NCS). Should the data required in order to adequately create a part be stored within the NCS or separately? Will multiple sets of data be required based on the printer type? What other issues shall be consider?

An additional aspect is with regards to an item of equipment which is produced by the armed force from its own AM resources either using data supplied by the OEM or else as a result of the original item of supply being reverse engineered. In such a situation, should the item of equipment be codified and if so how, should it use the OEM manufacturers equipment's NSN or should this be classed as an entirely different item. Should the item only be domestically codified or should this data be made available to all users of the NCS.

The project shall accomplish the following:

- Establish comparative analysis of an existing NSN against the Additive Manufacturing data required to record a new NSN;
- Provide a comparative case study on the additional data elements required to successfully create an AM part (dimensions, printer information, materials etc.);
- Determine if the NSN should include sufficient data to conduct additive manufacturing; establish a new field in the NSN as an indicator; or an alternative solution to be considered;
- Provide a document highlighting the advantages versus disadvantages in using the NSN as a repository for all data or just the indicator or other required data;
- Identify the Intellectual property (IP) risks associated with the use of AM within a defense organization with regards to:
  - Original IP,
  - Copyright, trademarking and patent issues,
  - Warranties,
  - part numbering,
  - legal liabilities.

Any intellectual property developed in this work shall be the property of the contracting authority (NSPA on behalf of AC/135).

## **2. REFERENCE DOCUMENTS**

The following is a non-exhaustive list of documents which, in their most current version/revision, are relevant in whole or in part to the object of this SoW. They do not in principle constitute requirements unless explicitly referred in other parts of this SoW. If

there is a conflict between the requirements of this SoW and any of the listed reference documents, the SoW shall prevail.

**(R1)** The Contractor shall be responsible for ensuring that the newly designed study complies with all national and international applicable legal requirements.

#### **1.1. NATO Standards and Publications**

1. Allied Codification Publication No. 1 (ACodP-1) : ref: [www.nato.int/codification](http://www.nato.int/codification)
2. Allied Codification Publication No. 2 (ACodP-2)
3. Allied Codification Publication No. 3 (ACodP-3)
4. STANAG 3150 Codification – Uniform System of Supply Classification.
5. STANAG 3151 Codification – Uniform System of Item Identification.
6. STANAG 4177 Codification – Uniform System of Data Acquisition.
7. STANAG 4199 Codification – Uniform System of Exchange of Material Management Data.
8. STANAG 4438 Codification – Uniform System of Dissemination of Data associated with NATO Stock Numbers.)
9. NATO Master Catalogue of References for Logistics NMCRL ref: [www.nato.int/ncmrl](http://www.nato.int/ncmrl)

### **3. CURRENT NATO CODIFICATION SYSTEM**

A basic principle of the NATO Codification System (NCS) is that an item produced by a manufacturer must conform to the NSNs Original Equipment Manufacture's (OEMs) engineering drawing or specification requirements. The process starts when the manufacturer assigns a part number (PN) and sells it to the government. The government reviews the part to ensure it is either identical in terms of form, fit, and codifies the part under an NATO Stock Number (NSN). This capability is the basis for achieving the inventory rationalization from which defense benefits, unlike many commercial organizations that do not operate an equivalent system. This international system generates names, classification, characterization and identifiers for the materiel within the military inventory of the participating nations. The allocated identifiers are the NATO Stock Numbers (NSN).

### **4. OVERVIEW OF PROJECT DEVELOPMENT AND CONTRACTOR's TASKS**

At the conclusion of this work, AC/135 alternatives for capturing and sharing information on Additive Manufacturing with a recommendation on the way forward shall be provided. It shall also identify opportunities and risks for collecting the data.

The work shall perform a comparative Business Case Analysis of role, cost, benefits and risks of capturing Additive Manufacturing data e.g. new or existing NATO Stock Number, used as indicator with data stored separately or with the NSN?

#### **4.1. Conflict of Interest**

It is important that the outcomes of this study are considered objective by the readership in order it has the due credibility of countries, military and industry. Any successful bidder should be able to demonstrate impartiality and objectivity when looking at benefits and possible downfalls when

comparing NSN vs Part Number utilization. It is therefore required that a bidder provides full disclosure of any previous, current or future interests in either codification and part numbering which could be perceived as damaging the credibility of the completed report.

The contractor will be the final executor. No third party shall be involved. The contractor should be responsible for the administrative, technical, and financial management tasks related to the scope of the work. For the duration of the contract, the contractor should maintain a current record of its efforts toward achieving the functional requirements, critical milestones, and objectives.

## **5. TECHNICAL AND INTEGRATION REQUIREMENTS**

**(R.T1)** Any intellectual property developed in this work shall be the property of the contracting authority (NSPA on behalf of AC/135).

**(R.T2)** Equipment and software requirements: Only Commercial Off-The-Shelf Software shall be used.

**(R.T3)** Security: All tasks described in this SOW shall be performed in accordance with applicable security requirements. This task is classified as UNCLASSIFIED.

**(R.T4)** Place of performance: The contractor shall perform the requirements of this SOW at its facilities and/or at other locations subject to mutual agreement.

**(R.T5)** Completion date: All deliverables shall be completed within a maximum period of seven months from the date of contract signature.

**(R.T6)** Contract technical point of contact.

NATO Supply and Procurement Agency | Codification Support  
L8325 Capellen | LUXEMBOURG  
Phone: +352.3063.6999 | E-Mail [piotr.piotrkowski@nspa.nato.int](mailto:piotr.piotrkowski@nspa.nato.int)

## **6. PROJECT DEVELOPMENT AND IMPLEMENTATION**

### **6.1. Problem definition, research design and data collection techniques**

**(D1)** The contractor shall develop a business model with business process activities to measure effectiveness and cost of identifying items which have an established NSN and could also be manufactured.

The Contractor shall present the Research Design and data collection techniques to NSPA during the first PMR.

**(R.D1.1)** The contractor shall develop a Project Management Plan that will include as a minimum:

- Master Schedule

- Summary of the overall technical approach and tasks that will be performed throughout the project
- Risk Assessment and Mitigation Plan
- Plan of Action and Milestones
- List of deliverables.

## 6.2. Data Collection

**(D2)** The Contractor The contractor shall select no less than 30 items of supply used by various AC/135 military organization to understand how the Additive Manufacturing could be identified as an alternative. Types of item of supply to be examined:

- Diminishing manufacturing or items that are no longer available for purchase;
- Items of high value that AM could replace at lower cost
- Critical and non-critical items

NCBs that are currently exploring the decisions related to NSNs should also be consulted. The contractor should also identify where items are being additively manufactured within an armed force in place of purchasing the said item from an OEM.

**(R.D2.1)** Data range shall include at minimum: the Personnel cost of creating records, Information Technology (IT) operating cost, IT licenses, data availability, data dissemination, data maintenance, count of stakeholders using item records.

**(R.D2.2)** The equipment Data origins. The data shall include items currently codified by and used currently by NATO or Tier 2 countries ref. <https://www.nato.int/structur/AC/135/main/links/contacts.htm>.

## 6.3. Analysis and comparative evaluation

**(D3)** The comparative evaluation shall address features for identifying Additive Manufacturing alternatives to include but not limited to:

- advantages/ disadvantages;
- gap analysis;
- cost benefit;
- risks associated;
- system demands;
- complementariness;
- barriers to adoption.

**(R.D3.1)** The Contractor shall undertake a rigorous, analytical study to assess and quantify the financial, cost benefit and risk mitigation benefits to be gained from the options proposed.

#### 6.4. Final report

**(D4)** The contractor shall deliver a final report covering all the above mentioned tasks along with supporting documentation for presentation to AC/135. The final report shall include a comparative analysis recording the Additive Manufacturing data of new or existing NSNs in accordance with the scope of work. This also includes a standard PowerPoint briefing along with a proposed script to be used by AC/135 member nations and other NCBs that participate in AC/135 for their use. The final document and briefing should also include recommendations.

**(R.D4.1)** Supporting documentation is to be provided as deliverables for this project that includes examples of proposed processes and strategies, examples of proposed literature or plans and a full written report outlining all findings and where necessary details the necessary actions to be taken in order to facilitate the implementation of these findings.

**(R.D4.2)** The final report and supporting documentation shall be written in English language.

### 7. ACCEPTANCE MILESTONES

**(R2)** There shall be one major acceptance milestones: Final Acceptance (FA).

#### 7.1. Final Acceptance (FA)

FA is the act whereby NSPA will definitively accept all delivered products and services in this SOW for each site as complying with the contractual requirements.

Once all conditions for FA have been achieved, NSPA shall issue a notification to the Contractor with the confirmation of FA.

### 8. QUALITY ASSURANCE

**(R.Q1)** The Contractor shall conduct quality management activities in this project in accordance with an internationally recognized standard for quality management systems (e.g. ISO 9001).

### 9. PROGRAMME MANAGEMENT

**(D5)** Not later than (2) weeks after Contract Award, the Contractor shall deliver a **Master Schedule**<sup>1</sup> for the delivery of all products and services in this contract. Within (2) weeks of reception, NSPA shall approve the Master Schedule or provide requirements for change or clarification. The Contractor shall implement the changes required by NSPA for final agreement.

**(R.5.1)** The Master Schedule shall indicate the planned dates for all events and intermediate milestones described in this SoW in order to achieve the Final Acceptance not later than seven months after Contract Award.

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<sup>1</sup> The Contractor's Proposal shall include a high level overview of the Project Schedule including the major milestones to achieve FA NLT (5) months after Contract Award.

**(R.D5.2)** In case of programme changes, the Contractor shall update the Master Schedule accordingly and submit for NSPA approval.

**(R.D5.3)** At any point during the execution of the Contract, where the Contractor foresees any significant risk to the schedule or circumstance creating a risk to any of the requirements in this document, he/she shall inform NSPA immediately in writing and will seek agreement in the way ahead.

**(D6)** There shall be (4) Programme Management Reviews / Technical Interchange Meetings (PMR/TIM) during the execution of the contract:

- PMR/TIM 1 - upon completion of the research design, which will cover at least the following:
  - Design and Requirements Review;
  - Master schedule;
  - Risk Review;
  - Documentation deliverables - preliminary elements on scope of documentation to be delivered.
- PMR/TIM 2 - before commencement of the data collection, covering:
  - Detailed review of the research design;
  - Risk Review;
  - Range of data access supporting comparative analysis;
- PMR/TIM 3 - before commencement of the comparative evaluation, covering:
  - Detailed review of the range of analysis;
  - Risk Review;
  - Documentation deliverables;
- PMR/TIM 4 - before commencement of the final report, covering:
  - Detailed review of the analysis performed;
  - Risk Review;
  - Documentation deliverables;

Additionally, if at any point during the execution of this contract, NSPA or the Contractor deems necessary an extraordinary review, this shall be called by the requesting party. If the meeting is called by NSPA, any cost incurred by the Contractor shall be considered as a modification to this contract.

**(R.D6.1)** The Contractor shall record the minutes of all formal meetings. Meeting minutes shall be provided to NSPA for approval.

## ANNEX 1: SUMMARY OF DELIVERABLE DATA, PRODUCT AND SERVICES

In case of any inconsistency between this table and the Text in the SoW document body, the text in the document body shall prevail.

Serial	Deliverable	Type	Requirements	When
D1	Research Design	Data (Documents)	Best Practice, R.D1.1	During the first PMR/TIM
D2	Data Collection	Data (Documents)	R.D2.1, R.D2.2, R.T7	During the second PMR/TIM
D3	Analysis and comparative evaluation	Data (Documents)	R.D3.1	During the third PMR/TIM
D4	Final report	Services (Documents)	R.D4.1, R.D4.2; R.T1, R.T2, R.T3, R.T4, R.T.5; R.1	During the fourth PMR/TIM
D5	Master Schedule	Data (Documents)	R.D5.1, R.D5.2, R.D5.3, R.Q1	First PMR 01MAC
D6	four PMR/TIMs	Services (Documents)	R.D6.1, R.T6	First PMR 01MAC, second PMR 03 MAC, third PMR 04MAC, fourth PMR 05MAC

Note A1: For Program Management purposes all the deliverables that require delivery of certain documents are noted in the column “Type” with mentioning “(Documents)”.

Note A2: Whilst timing for some of the intermediate milestones is not specified in this SoW, the Master Schedule shall be such that FA is achieved not later than seven months after Contract Award.

## **ANNEX 2: ABBREVIATIONS AND ACRONYMS**

<b>AQAP</b>	Allied Quality Assurance Publication
<b>AC/135</b>	Allied Committee 135
<b>BA</b>	Baseline Assessment
<b>FA</b>	Final Acceptance
<b>NCS</b>	NATO Codification System
<b>MAC</b>	Months After Contract
<b>NLT</b>	No Later Than
<b>NSN</b>	NATO Stock Number
<b>OEM</b>	Original Equipment Manufacturer
<b>SOW</b>	Statement of Work



NATO UNCLASSIFIED

List of Services

10 CODIFICATION STUDY

Line	Service No	Description	Unit of Issue	Qty
10	1187860		PU	1

20 CODIFICATION STUDY

Line	Service No	Description	Unit of Issue	Qty
10	1187861		PU	1