

IFIB-ACT-SACT-22-121



NORTH ATLANTIC TREATY ORGANIZATION
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA 23551-2490

Description of Acquisition

Part 1 Bidding Instructions

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(Amendment #1)

Changes in Red

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding instructions in part 1 of subject solicitation.

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PART 1 BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price Level of Effort contract in accordance the General and Special Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is allowed.**

2. Classification

This IFIB is a NATO UNCLASSIFIED document.

3. Definitions

- (a) The “Prospective Bidder”, shall refer to the entity that has completed and returned the Enclosure of the transmittal letter of this IFIB, and has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (c) The term Contractor shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.
- (e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Supreme Headquarters Allied Commander Transformation.
- (g) The term “ACT” shall refer to Allied Command Transformation.
- (h) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23511.

4. Eligibility

This IFIB is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope,

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as described in this IFIB.

5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: Base Period is 1 January 2023 – 31 December 2023 with two possible 12-month option periods; 1 January – 31 December 2024, 1 January – 31 December 2025.

6. Exemption of Taxes

In accordance with the agreements, (Article VIII of the Paris Protocol dated, 25 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. Amendment or Cancellation

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 calendar days prior to the bid closing date.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit written technical questions not later than **15 October 2022**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral Interpretations shall not be binding.

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9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **14 November 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date.

10. Bid Validity

Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFIB. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity; HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical/Price) sent via e-mail as per the instructions. No hard copy proposals are required or will be accepted. E-mailed PDF documents shall be received no later than **14 November 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

A table of contents for the entire proposal (Checklist provided as Enclosure #1), with:

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site;
- (b) Compliance statement;
- (c) Provision of financial and technical volumes
- (d) Annex A
- (e) Past performance

12. Proposal Submission

- (a) Proposals shall be submitted in two separately e-mailed packages, one containing a single PDF document of the Technical volume and one containing a single PDF document of the Price volume. Multiple files that must be pieced together to form the technical proposal will be rejected. The e-mail subject and PDF files shall be clearly marked with the IFIB Solicitation reference number and indicate if it is the Technical or Price Volume.
- (b) Proposal packages must be received by the HQ SACT identified Contracting Officers prior to the 0900 deadline. Delays in receipt due to server processes either at the contractor's facility, HQ SACT or both do not constitute an acceptable delay to the deadline. Contractors should ensure there is sufficient

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time to transmit proposals and confirm receipt prior to the established deadline.

- (c) Price proposals shall be in U.S. Dollar currency. Contractor may request payment post award in alternate currency based on NATO published conversion rate for applicable year. Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (d) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission at www.act.nato.int/contracting.
- (e) No oral bids or oral modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. All late bids shall be returned to the offering company unopened. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.
- (b) A delay in a commercial courier service does not constitute a delay by NATO or government channels.

14. Bid Withdrawal

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the HQ SACT Contracting Officer. The proposal shall be returned unopened, at the expense of the company.

15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right to conduct pre-award discussions with proposed key personnel to

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- accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified in Annex A.
- (c) Proposals shall be evaluated and awarded based on best overall value to NATO. The following factors are considerations;
- Successful administrative submission of bid packages and requested documents.
 - Compliance with mandatory criteria identified on Annex A (Compliant / Non-Compliant)
 - Technical factors / pricing factors rated the following: Technical / Price = 70/30.
 - Acceptance of HQ SACT General and Special Terms and Conditions.
 - Proposals offering a core services provider arrangement including provision of all labour categories with well-qualified key personnel will be considered with priority. Only if a single core services provider solution is unavailable will bids be considered for split award.

16. Proposal Clarifications

During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of non-compliance.

17. Award

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best overall value to NATO. Partial Awards are authorised but shall only be considered if a single provider solution cannot be achieved. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references. HQ SACT reserves the right to negotiate minor deviations to the listed General and Special Terms and Conditions to this IFIB.

18. Communications

All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. Organizational Conflict of Interest

Organizational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work

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performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.

Contractors must implement a program to monitor, detect, and mitigate/remediate organizational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest are identified, the primary burden of detecting, identifying and disclosing organizational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.

The two underlying principles regarding organizational conflicts of interest are: Preventing the existence of conflicting roles that might bias a contractor's judgment; and Preventing unfair competitive advantage.

An unfair competitive advantage exists where a contractor competing for award of any Federal contract possesses:

Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorization; or

Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract. Contracting officers and potential bidders shall analyze planned acquisitions in order to:

Identify and evaluate potential organizational conflicts of interest as early in the acquisition process as possible; and

Avoid, neutralize, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.

The contracting officer shall award the contract to the apparent successful offeror unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of NATO to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organizational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.

Obligations of the Parties.

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When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organizational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organizational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential organizational conflict of interest.

If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

20. Point of Contact Information For Submission:

techproposal@act.nato.int – Technical Proposal Submission

priceproposal@act.nato.int – Price Proposal Submission

21. Point of Contact is:

LCDR Brandon Stewart, ACT Contracting Officer 757-747-3977;

Brandon.Stewart@act.nato.int

Mrs. Kellie Hagen, ACT Contracting Officer 757-747-4180;

Kellie.Hagen@act.nato.int

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Enclosure 1 (Proposal Content / Checklist)

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past Performance (including References).
- List of Key Personnel.
- Technical Proposal.
- Price Proposal.

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ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-22-121

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-22-121. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-22-121 and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation.</u>
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If applicable, add another

page) Company: _____

Signature: _____

Name & Title: _____

Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In

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case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

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Enclosure 3

PAST PERFORMANCE INFORMATION FORM

- (a) Contracting Agency:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition
(Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar Amount:
- (g) Period of Performance:
- (h) Name, Address, Fax and Telephone No. of Reference:
- (i) Indicate Whether Reference Acted as Prime or Sub-contractor:
- (j) Comments regarding compliance with contract terms and conditions:
- (k) Complete Contact Information for client:
- (l) Permission to contact client for reference:

Yes/ No Name/Signature of Authorized

Company Official

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Enclosure 4

IFIB-ACT-SACT-22-121 SEALED BID PRICE PROPOSAL

COMPANY NAME: **ABC, Inc**

ADDRESS: **Street,**

CITY, POST CODE

TO: Chairman of Supreme Allied
Commander Transformation, (HQ
SACT)Contracts Award Committee.
ATTN: LCDR Brandon Stewart
7857 Blandy Road, Suite 100
Norfolk, VA 23551

Please verify and acknowledge propriety of above, by duly
completing signatures below. Authorizing Company Official:

Printed _____ Name: _____
Position: _____ Title: _____

Authorizing Company (Signature): _____, Date: _____.

Company name Witness Official:

Printed _____ Name: _____
Position: _____ Title: _____

Witness Signature: _____

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Enclosure 5 (Mandatory Price Proposal Format)

SEALED BID PRICE PROPOSAL

Please find on behalf of **(Company Name)** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-22-121 and the **(Company Name)** Technical proposal”, submitted in accordance with solicitation provisions.

Service Area	Base Period 01Jan2023– 31Dec2023	Option Period 1 01Jan2024 – 31Dec2024	Option Period 2 01Jan2025 –31Dec2025
HQ SACT	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)
Project Manager/ Deputy Game Director	\$	\$	\$
Event Manager	\$	\$	\$
Wargame Designer/ Developer	\$	\$	\$
Wargame Analyst and Analysis Coordinator	\$	\$	\$
Scenario Designer/ Red Cell Lead	\$	\$	\$
Wargame Adjudicator	\$	\$	\$

Total Contract Value (Base + Option Periods) \$ _____

Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

Printed Name: _____

Position: _____

Title: _____

Authorizing Company (Signature): _____, Date: _____.

Company name Witness Official:

Printed Name: _____

Position: _____

Title: _____

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Witness Signature: -----, Date -----

NOTE: Proposed rates must be fully “loaded” [G&A, O/H etc.], however they must not include per diem (meals & lodging) and travel. Travel (and related expenses) will not be covered under this contract, but handled separately in accordance with the ACT Financial Manual.

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Enclosure 6 (Statement of Work)

1. Introduction

Allied Command Transformation (ACT)'s Experimentation and Wargaming Branch (EWB) has been directed to lead NATO's Audacious Wargaming effort. Audacious wargaming enables NATO's competitive edge today and into the future with an ethos of creation, discovery, and exploitation of opportunities in a safe-to-fail environment. These efforts require analytical rigor to inform decision-making at all levels. Historically, NATO wargaming has consisted of uncoordinated individual events conducted by ad-hoc teams. Nations and key leaders now recognize the importance of a coordinated and professional NATO wargaming capability as a critical enabler for future warfare development. Development of the Audacious Wargaming capability will facilitate the cultivation of a mind-set of challenging assumptions, determining risk, and encouraging decisive action at all levels of war through the practical application of wargaming in a safe-to-fail environment. Fostering this mindset will enable NATO to maintain a competitive advantage now and support transformation of the alliance in the future.

2. Background

EWB has been directed to manage the creation and delivery of a wargaming capability within NATO, to include doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI). At the same time, EWB has also been directed to immediately support and deliver discrete wargames to a variety of customers at the operational to strategic levels. While the capability development work strand is a scalable midterm effort on the timeline, the delivery of wargames is an immediate need. While some assistance will come through the careful creation and management of a wargaming network across a variety of organizations within NATO and the NATO member states, EWB will require additional dedicated wargame support to deliver quality wargames to the intended customers. Because of the unique restrictions on adding additional military and civilian personnel structure within NATO, EWB is requesting a firm-fixed-price, level-of-effort contract for a team of professionals to assist EWB in the design, development, management, execution and analysis of the EWB wargaming programme of work.

3. Scope of Work

A. The delivery of successful wargaming events involves several factors that EWB, with the assistance of the wargame support and delivery team, would be responsible for:

- 1) **Project management.** The wargame director is a NATO military or civilian member. This member serves as a project manager who manages all aspects of the wargame from initial concept development through the delivery of final reports, including all events and support products. An assistant wargame director will assist with all elements of project management related

- to wargame delivery. For large wargames, it will be necessary to coordinate with and manage teams of personnel within the required wargame construct.
- 2) **Event management.** Wargames and their associated planning efforts are events that require extensive attention related to facilities, information technology, physical and information security, administration, transportation, and logistics. HQ ACT does not have dedicated facilities or support structures in place for wargaming. Wargames are routinely conducted in Europe, which creates significant demand for infrastructure and logistic support to wargame planning and execution.
 - 3) **Wargame design and development.** Wargames require the careful design and development of the game in order to accurately support the aim and objectives of the wargame sponsor. Wargame design includes the creation of concepts, rules and core mechanics based on the sponsor's aim and objectives. Wargame development includes refining, testing, and producing the final wargame products for execution. Support to larger wargaming centres will require the separation of these roles to support the size and scope of the game.
 - 4) **Analysis.** Professional wargames are primarily designed to generate insight and analysis; all of the EWB wargames will have research questions or problems to be assessed against a carefully crafted data collection and analysis plan (DCAP) by a coordinated team of analysts. The output of the DCAP includes detailed products and reports for sponsor organizations at the conclusion of the wargame.
 - 5) **Scenario development.** Wargames require a realistic scenario that supports the wargame's aim and objectives. EWB-delivered wargames are based on a current or future real-world environment at the high operational to strategic level. Therefore scenario developers must be knowledgeable of NATO's area of responsibility and interest (AOR and AOI) to include recognized threats across the diplomatic, information, military, and economic (DIME) instruments of power. This will often require coordination with subject matter experts (SME) in a variety of areas to insure that the scenarios are valid and believable. Development of credible "red" or adversary forces, actions, and motivations are included in scenario development and execution of the wargame through effective red cell management.
 - 6) **Wargame adjudication and facilitation.** Wargame adjudication is conducted in numerous ways, by expert opinion, player consensus, rules based, modelling and simulation (M&S), or a combination of these. Regardless of the method, a dedicated member of the wargame team will manage the adjudication process and the delivery of adjudicated results back to the players. Wargame facilitation is the careful management of players, time, information, and resources necessary to keep the game on-track and meet its objectives. Facilitation activities include knowledge management tasks related to the storage, organization, and access to all of the knowledge necessary for the successful execution of the wargame and include coordination of all wargame team member's support to wargame facilitation.

B. This contract would be for 6 positions for the areas outlined above, as follows:

- 1) Project manager/ deputy game director
- 2) Event manager
- 3) Wargame designer/developer
- 4) Wargame analyst and analysis coordinator
- 5) Scenario designer/ red cell lead
- 6) Wargame adjudicator.

C. The exact number, scope, and form of each wargame and wargame event each year is unknown and unique to each individual event. EWB anticipates fully and directly supporting 3-4 wargames each year with all of the supporting events required to design and develop each wargame. Additionally, EWB will likely be providing indirect and reinforcing support to other wargaming efforts within NATO as well as providing demonstration wargames to senior individuals within NATO and NATO-member states. Each EWB-supported wargame will require, at a minimum, the following products to be coordinated by the project manager and approved by the game director:

- 1) A design brief in a format agreed upon by the game director and sponsor.
- 2) A wargame development brief that includes the final agreed upon wargame parameters and rules.
- 3) A data collection and analysis plan (DCAP).
- 4) A calling message (formal invitation) and administrative instructions for all hosted events to include the wargame.
- 5) A final report on the outcomes of the wargame as assessed through the DCAP and other relevant inputs.
- 6) This list is not exclusive and may require the inputs from all of the team members for various products.

4. Type of Contract and Period of Performance

A. **Type of Contract:** This is a level-of-effort, firm-fixed-price contract with a maximum limit of 1800 hours per person per calendar year. All employer responsibilities for the contractors performing under this contract shall lie with the contractor company.

B. **Period of Performance:** The requirement is for a period of January 2023 to 31 December 2023 with 2 option years.

C. **Place of Performance:** HQ SACT shall serve as the habitual residence for performance under this contract. The Contractor is expected to perform the majority of the required work at HQ SACT in Norfolk, Virginia or in alternate locations as per travel requirements at locations specified by the Contracting Officer's Technical Representative (COTR). It is anticipated the contractor may travel numerous times per year to and from Europe/USA in support of this contract for durations of up to 30 days. NATO travel regulations and reimbursements are covered in Chapter 10 of the approved version of the Allied Command Transformation (ACT) Financial Manual, and are available at:

<http://www.act.nato.int/forms-contractor-travel>. The COTR and Contracting Officer must approve trips and per diem in advance of all travel.

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D. Surge Capability: A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request. HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

5. Tasks: As directed by the COTR (within scope) the contractors shall execute the following tasks:

A. Project manager/ deputy game director

- 1) Coordinate and manage all aspects of wargame support, design, analysis, and execution using industry standard project management methodology.
- 2) Serve as the deputy game director for all EWBSupported wargames, including coordination with the game sponsors, briefing ACT leadership on the each wargame, and overseeing the execution of each wargame in conjunction with the game director.
- 3) Serve as member of the wargame facilitation team during wargame execution.
- 4) Gather requirements, aims, objectives, and other special considerations from the wargame sponsors and accurately incorporate those into the design, development, analysis, and all other aspects of producing the wargame by the wargame support and delivery team.
- 5) Any other tasks required to support the wargame throughout the process as required by the COTR and wargame director outlined in the scope of work above.

B. Event manager

- 1) Coordinate, manage, and supervise all administrative, information technology (IT), security, and real life support for all events related to the design, development, and execution of the wargame. This includes, but is not limited to:
 - a. The actual wargame
 - b. Wargame planning events

- c. Wargame results briefings to sponsors
- 2) Administrative duties:
 - a. Registration and tracking of all event participants.
 - b. Coordination for facility support – this might be government (NATO) facilities or commercial, as required.
 - c. Development and distribution of event calling messages (official invitations) and administrative instructions
 - d. Management and update of contact rosters and wargame stakeholder points of contact (POC) lists.
- 3) Coordinate with facility owners and NCIA for required IT support for wargaming related events to include:
 - a. Video Teleconference (VTC) support
 - b. Network support and access as required
 - c. Workstation delivery and access as required
 - d. Network security requirements as necessary
- 4) Security:
 - a. Coordinate with host facilities for facility access requirements and publish this as part of the administrative instructions
 - b. Coordinate with host facility owners for network access requirements and publish this as part of the administrative instructions
 - c. Coordinate with host facilities as required with access rosters for all participants and badging procedures and publish required instructions in the administrative instructions.
- 5) Real-life support and logistics:
 - a. If required, coordinate with wargame sponsors for reservation of lodging and event space.
 - b. If necessary, coordinate for the provision of transportation for event participants from the lodging area(s) to the event location and publish as part of the administrative instructions.
 - c. As required, arrange for meal service and refreshments at each hosted event including arranging for limited catering or coordinating with facility mess providers for participant access.
 - d. Arrange for transportation of any equipment or supplies that cannot be hand-carried by the wargaming support team through normal means.
- 6) Other administrative or logistics support requirements related to the execution of events of supported wargames as directed by the wargame director or COTR.

C. Wargame designer/developer

- 1) Properly scope the following items with the game sponsor and game directors:
 - a. Purpose (aim) and theme
 - b. Game objectives and/or research questions
 - c. Number of participants and at what level
 - d. Time constraints
 - e. Other constraints of the wargame design
- 2) Conduct research related to wargame design on the following items:

- a. Existing games, commercial or professional, that have a similar theme.
 - b. Existing wargames with relevant designs or mechanics.
 - c. Key academic or professional writings or doctrine on the wargame theme.
 - d. Any other relevant research related to proper design of the wargame.
- 3) Create (or adapt) the core rules and mechanics for the wargame.
- 4) Create any components or implements required to execute the wargame to include:
 - a. Maps and game boards.
 - b. Markers and pieces.
 - c. Adjudication tools and rules.
 - d. Any other physical or digital component necessary for game play.
- 5) Coordinate closely with the analyst, scenario developer, and game director throughout the process to ensure the wargame mechanics and rules will effectively meet the objectives of the sponsor.
- 6) Playtest and refine the mechanics and rules with at least one full playtest of the wargame prior to execution. Continue to refine as able prior to execution.
- 7) Prepare and present a detailed design and development brief as required by the game director that covers all of the above elements.
- 8) Assist with wargame facilitation during event execution as required.
- 9) Any other design or development related tasks related to the EWB supported wargames as directed by the game director or COTR and within the scope of the contract.

D. Wargame analyst and analysis coordinator

- 1) Develop (or coordinate with the designated lead analyst) the creation of the Data Collection and Analysis Plan (DCAP). It is essential that this plan be closely coordinated with the wargame and scenario designer from the initiation of the design process and should include the following elements:
 - a. Overarching issue or problem statement.
 - b. Issues to be considered by the wargame.
 - c. Sub-issues and questions to ask related to each issue.
 - d. Essential elements of analysis for each sub-issue.
 - e. Measures of merit used to measure these.
 - f. Detailed schedule of when each element will be collected on during the wargame and from what source.
 - g. For qualitative data and expert observations, determine the method and frequency for collecting data in respective venues.
 - h. Determine how the data will generate an analytical report for inclusion in the overall wargame reports in consultation with the wargame director.
- 2) Using the DCAP, coordinate and manage a suitable number of analysts to collect all relevant data from all of the players. Each distinct wargame player (or side) requires a dedicated analyst.
- 3) Coordinate and run analyst meetings as required during and after wargame execution. Analyst meetings will occur at least once daily during wargame

execution. If an outside analyst is designated as lead analyst for the wargame, assist them in the management of these meetings.

- 4) Serve as an analyst to collect against the DCAP. Ensure that this does not detract from the other duties as outlined above.
- 5) Coordinate or produce the final analysis report as required by the DCAP for inclusion in the final wargame report.
- 6) Any other analysis-related tasks or products related to EWB supported wargames as directed by the game director or COTR and within the scope of the contract.

E. Scenario designer/ red cell lead

- 1) In close coordination with the game director, wargame designer, and wargame analyst, develop a scenario to achieve all approved aims and objectives of the wargame. Depending on the level of wargame, the scenario may include, but is not limited to the following items:
 - a. The area of responsibility (AOR) and area of interest for all official player teams.
 - b. All diplomatic, information, military, and economic (DIME) conditions that are relevant to the problem(s) explored in the wargame.
 - c. The relevant actors with sufficient background to achieve the aim, objectives, and problem/issue exploration within the wargame. This may include detailed orders of battle (OOB) of each side in the game to include non-military actors.
 - d. A logical lead up (also known as a road to crisis or road to war) that explains the current situation.
 - e. Guidance for players representing oppositional forces (OPFOR), consistent with current oppositional doctrine and likely courses of action during the wargame.
 - f. Professional and succinct products to effectively communicate the scenario to the players that may include, but is not limited to:
 - i. Narratives;
 - ii. Graphics, to include OOB depictions;
 - iii. Topographic references.
- 2) In addition to scenario creation, must be capable of filling one of the following roles during execution:
 - a. Red cell lead/advisor. Depending on the level of the wargame and the experience of the participants, potentially serve as the red cell lead or as a red cell advisor/facilitator during game execution. Create a realistic and thoughtful depiction of adversary actions.
 - b. Be prepared to act as part of the adjudication team for any player actions, with a need to determine the effectiveness of player actions based on the scenario.
 - c. General facilitation to ensure the wargame's timely execution within the expected parameters for success according to the desired aim and objectives.

- 3) Provide input to both the DCAP and final reports (as required) with a focus on the effectiveness of player actions when measured against opposition forces or the scenario injects.
- 4) Any other scenario development-related task or red cell-related tasks as directed by the game director and within the scope of the contract.

F. Wargame adjudicator

- 1) During wargame execution, the role of the adjudicator may take many different forms, all of which are necessary to determine the results of the player decisions and actions while effectively communicating those results back to the players.
 - a. For simple seminar and matrix-style games, the adjudicator will serve as the primary arbiter between the different teams and will adjudicate based on agreed-upon standards as determined by the game designer, game director, and game sponsors. This may include the use of simple adjudication methods utilizing dice or other random number-generating methods.
 - b. For larger seminar or matrix-style games that may include an adjudication panel of experts and/or senior leaders, the adjudicator's job will be to manage these panels and their deliberations to keep the wargame on time and within the agreed upon parameters necessary to meet the wargame's aim and objectives.
 - c. For rules-based games or games that are utilizing modelling and simulation (M&S) based adjudication, the adjudicator's role will be to ensure that player decisions are properly communicated and the results of their decisions are properly communicated in an efficient and effective manner.
- 2) During the wargame design and development phase, provide expert guidance to the designer and analyst on the suitability of the design decisions to enable proper adjudication. If the wargame is rules-based or partially rules-based, the adjudicator will assist the designer/developer in determining if the rules fairly and accurately determine the results of player decisions (most commercial wargames are rules-based for reference). The adjudicator is expected to assist with the wargame design, development, and testing throughout the process.
- 3) The adjudicator should provide the analyst and wargame director their observations and feedback as part of the DCAP and final reports. Reports should primarily be focused on insights into player decision-making and the rationale behind the adjudicated results of the players.
- 4) Other design/development, adjudication, facilitation of analytical tasks as directed by the game director and within the scope of the contract and the expertise of the adjudicator.

6. Mandatory Requirements:

A. Project manager/ deputy game director

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- 1) Nationality of one of the NATO member countries.
- 2) A 4-Year University baccalaureate degree in a relevant discipline.
- 3) Demonstrated coordination and management experience in the past five (5) years preferably within a military environment.
- 4) Demonstrated experience working in multinational teams.
- 5) Demonstrated experience in project management to include complex stakeholder management tasks. A project management certification like PMP or its equivalent is preferred.
- 6) Proven proficiency in oral and written communication.
- 7) Demonstrated participation in military and/or political wargames. Leadership experience in the wargames is preferred.
- 8) Understanding of NATO and its unique structure and work environment.
- 9) NATO Secret Security Clearance or national equivalent.
- 10) Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- 11) Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.

B. Event manager

- 1) Nationality of one of the NATO member countries.
- 2) A 4-Year University baccalaureate degree.
- 3) Demonstrated professional event coordination and management experience in the past five (5) years for events hosting at least 50 people.
- 4) Demonstrated experience working in multinational teams.
- 5) Demonstrated experience in stakeholder management.
- 6) Proven proficiency in oral and written communication.
- 7) Demonstrated understanding of all elements of event management to include: facilities, transportation, administrative tasks, security, IT, and logistics.
- 8) Demonstrated familiarity with the nuances of coordinating events in Europe.
- 9) NATO Secret Security Clearance or national equivalent.
- 10) Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- 11) Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.

C. Wargame designer/developer

- Nationality of one of the NATO member countries.
- A 4-year University baccalaureate degree in a relevant discipline.
- Demonstrated experience in professional wargame design/development in the past five (5) years at the military strategic and operational level and across all elements of Diplomatic, Information, Military, and Economic (DIME) domains.

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- Demonstrated experience in the application of wargaming techniques that address specific analytic problems in the past five to ten (5-10) years.
- Proven track record in the successful delivery of wargaming projects in the past five (5) years.
- Proven proficiency in oral and written communication.
- Demonstrated experience working in multinational teams.
- Familiarity with NATO.
- NATO Secret Security Clearance or national equivalent.
- Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software as well as Microsoft Vizio.

D. Wargame analyst and analysis coordinator

- 1) Nationality of one of the NATO member countries.
- 2) A 4-year University baccalaureate degree.
- 3) Demonstrated experience in wargame or operational experimentation analysis in the past five (5) years in a military environment that might include all elements of DIME and which includes both quantitative and qualitative analytics.
- 4) Demonstrated analyst team management experience in the past five to ten (5-10) years.
- 5) Demonstrated experience in the field of data collection, analysis and assessment and the drafting of data collection plans and wargame reports in the past five (5) years.
- 6) Demonstrated expertise in preparing and delivering briefings for wargaming audiences on wargame results at the operational and strategic level in past five to ten (5) years.
- 7) Demonstrated experience working in multinational teams.
- 8) A sufficient understanding of NATO to make informed qualitative analysis assessments.
- 9) NATO Secret Security Clearance or national equivalent.
- 10) Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- 11) Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.

E. Scenario designer/ red cell lead

- 1) Nationality of one of the NATO member countries.
- 2) A 4-year University baccalaureate degree in a relevant discipline.
- 3) Demonstrated ability to conduct research necessary to create realistic scenarios for each wargame to include coordination with relevant experts in all areas required to meet the wargame objectives.

- 4) Demonstrated experience in scenario design in the past five (5) years within a military setting at the strategic and operational level and across all elements of DIME. This does not need to be specifically wargame related (i.e. exercises, studies, etc.)
- 5) Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of current threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI. This understanding should be deep enough to understand which experts and sources to consult when designing a scenario.
- 6) Demonstrated experience with OPFOR/ red cell execution.
- 7) Proven proficiency in oral and written communication.
- 8) Demonstrated experience working with and managing multinational teams.
- 9) NATO Secret Security Clearance or national equivalent.
- 10) Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- 11) Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.

F. Wargame adjudicator.

- 1) Nationality of one of the NATO member countries.
- 2) A 4-year University baccalaureate degree.
- 3) Leadership experience at the OF-3 or equivalent or higher.
- 4) Demonstrated experience in wargame adjudication and facilitation in the past five (5) years within a military environment at the strategic and operational level.
- 5) Proven ability to communicate effectively orally and in writing.
- 6) Demonstrated experience in working with and managing multinational teams.
- 7) Understanding of NATO structure and political environment as relevant to delivering wargame adjudication to a diverse and senior military and political audience.
- 8) NATO Secret Security Clearance or national equivalent.
- 9) Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
- 10) Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.

7. Proof of Past Performance

The Contractor must provide a minimum of one (1) past performance citation (for work within the past ten years) that shows successful completion of work related to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations. The citations/references shall include the following information at a minimum:

- A. Summary of similar work performed or directly related to this SOW in size, scope and value;
- B. Status of work (i.e. on-going, complete);
- C. Date of work performance;
- D. Name of client/reference;
- E. Complete contact information for client/reference; and
- F. Permission to contact client for reference.

8. Contractor Technical Evaluation / Contractor Supervision

Contractor personnel shall report to and receive technical guidance from the COTR while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope). The COTR shall:

- A. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW;
- B. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

The COTR shall review the Contractor's work at regular intervals as required. The COTR's written approval of work reported and deliverables submitted is mandatory for Contractor invoices to be successfully processed.

9. Contract Reporting

- A. The Contractor shall submit a monthly report to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:
 - 1) Summary of work (by contractor position) for tasking and deliverables for the reporting period;
 - 2) Contract hours expended showing a comparison with budgeted hours; and
 - 3) Current or anticipated problems/deficiencies and recommended solution.
- B. The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance. The Contractor is expected to work closely with ACT personnel, ACO staff, the user community and SMEs. Consequently, the Contractor is expected to promptly address all identified problems and deficiencies,

providing the COTR with written information on how problem shall be corrected and any impact to on-going work.

10. Intellectual Property Rights (IPR)

Specific information about IPR is articulated in the General Terms and Conditions that support this contract (see Annex C, esp. clauses #32 and #33).

11. Releasability

NATO nations have regulations and laws applying to the export of defence related goods by domestic commercial sources to outside entities (such as NATO). The products or services under this SOW will need to be releasable to entities identified under the statements made with regard to both the IPR and any applicable export control laws (see paragraph Export Control below and Annex C, esp. clause #21).

12. Working Materials

For on-site work, HQ SACT shall provide all necessary working space, office furniture, telephones, computers, software, peripherals, support equipment, office supplies, classified/unclassified storage space, and access to unclassified and classified NATO wide area networks (WAN), granted on an as needed basis to individuals with appropriate security clearances, and the Internet for work to be performed at all NATO sites. Contractor personnel are not authorized to make any permanent/semi-permanent physical modifications to the site facilities. Contractors shall have full access to the Microsoft Office Suite and other software products will be considered on a case by case basis.

13. Security

A. Personnel Clearances

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. The Contractor shall have a minimum of a SECRET security clearance as issued by NATO or the respective national Department of Defence (DOD). No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.

B. Security Conditions

The Contractors must adhere to current security conditions at HQ SACT and other work sites such as SHAPE. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required.

The possible security classification of the deliverables under this contract may range from not classified through NATO Secret.

C. Building / Installation Access

The Contractors are fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to the HQ SACT. In the first instance, the Contractor Company shall submit requests for site access to HQ SACT (Attention Security Office), 7857 Blandy Road, Suite 100, Norfolk, VA 23551-2490.

D. Electronic Devices

All Contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (e.g., laptops, cell phones) in HQ SACT. The Contractor shall be responsible for satisfying the necessary clearance from the HQ SACT Security Office before bringing any such device into the HQ SACT work environment.

E. Export Control

NATO nations have regulations and laws applying to the export of defence related goods and services originating from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign entity. The following requirements of this SOW are provided in order to allow the bidder/contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required, Ref.: Part One A, Special Terms & Conditions. The services provided under this SOW generically support requirements generation activities. The services will be rendered at a maximum in the following locations: NATO member nations and future NATO member nations. Persons exposed to the services performed under this SOW will be nationals of NATO member nations working for NATO nation governments.

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Annex A (Technical proposal Assessment) to Enclosure 6 (Statement of Work)

TECHNICAL PROPOSAL ASSESSMENT

Contractor’s technical proposals will be assessed on the qualifications of the individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately demonstrated that they possess the required qualifications. HQ SACT reserves the right to conduct interview of nominated candidate(s). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation.

The bids will be evaluated against the following criteria:

LABOUR CATEGORY PROJECT MANAGER/ DEPUTY GAME DIRECTOR – CONTRACTOR SUPPORT TO EXPERIMENTATION AND WARGAMING BRANCH (EWB) – JOINT FORCE DEVELOPMENT (JFD) WARGAMING SUPPORT				
Requirement		Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6A1	Nationality of one of the NATO member countries.	Y/N	N/A	
6A2	A 4-Year University degree in a relevant discipline.	N/A	5	

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6A3	Demonstrated coordination and management experience in the past five (5) years preferably within a military environment.	N/A	20 *Grade of zero is disqualifying.	
6A4	Demonstrated experience in working in multinational teams.	N/A	5	
6A5	Demonstrated experience in project management to include complex stakeholder management tasks. A project management certification like PMP or its equivalent is required.	N/A	Experience with PMP equivalent cert: 30 Experience without PMP equivalent cert: 10 *Grade of zero is disqualifying.	
6A6	Proven ability to communicate effectively orally and in writing.	N/A	15	
6A7	Demonstrated participation in military and/or political wargames. Leadership experience in the wargames is preferred.	N/A	15	

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6A8	Understanding of NATO and its unique structure and work environment.	N/A	5	
6A9	NATO Secret Security Clearance or national equivalent	Y/N	N/A	
6A10	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
6A11	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	Y/N	5	

**LABOUR CATEGORY EVENT MANAGER – CONTRACTOR SUPPORT TO EWB
– JOINT FORCE DEVELOPMENT (JFD)
WARGAMING SUPPORT**

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Requirement		Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6B1	Nationality of one of the NATO member countries.	Y/N	N/A	
6B2	A 4-Year University degree.	N/A	5	
6B3	Demonstrated professional event coordination and management experience in the past five (5) years for events hosting at least 50 people.	N/A	20 *Grade of zero is disqualifying.	
6B4	Demonstrated experience working in multinational teams.	N/A	10	
6B5	Demonstrated experience in stakeholder management.	N/A	5	

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6B6	Proven ability to communicate effectively orally and in writing.	N/A	10	
6B7	Demonstrated understanding of all elements of event management to include: facilities, transportation, administrative tasks, security, IT, and logistics.	N/A	40 *Grade of zero is disqualifying.	
6B8	Demonstrated familiarity with event coordination in Europe	N/A	5	
6B9	NATO Secret Security Clearance or national equivalent.	Y/N	N/A	
6B10	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	

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6B11	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	N/A	5	
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**LABOUR CATEGORY WARGAME DESIGNER/DEVELOPER – CONTRACTOR
SUPPORT TO EWB – JOINT FORCE DEVELOPMENT (JFD)
WARGAMING SUPPORT**

	Requirement	Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6C1	Nationality of one of the NATO member countries.	Y/N	N/A	
6C2	A 4-year University degree in a relevant discipline	N/A	5	
6C3	Demonstrated experience in professional wargame design/development in the past five (5) years at the military strategic and operational level and across all elements of Diplomatic, Information, Military, and Economic (DIME) domains.	N/A	35 *Grade of zero is disqualifying	
6C4	Demonstrated experience in the past five (5) years in the application of wargaming techniques that address specific analytic problems.	N/A	20 *Grade of zero is disqualifying	
6C5	Proven record of accomplishment in the successful delivery of wargaming projects in the past five (5) years.	N/A	10	
6C6	Proven ability to communicate effectively orally and in writing.	N/A	10	

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6C7	Demonstrated experience in working in multinational teams.	N/A	5	
6C8	Familiarity with NATO.	N/A	10	
6C9	NATO Secret Security Clearance or national equivalent.	Y/N	N/A	
6C10	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
6C11	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software as well as Microsoft Vizio.	N/A	5	

**LABOUR CATEGORY WARGAME ANALYST AND ANALYSIS COORDINATOR –
CONTRACTOR SUPPORT TO EWB – JOINT FORCE DEVELOPMENT (JFD)
WARGAMING SUPPORT**

Requirement	Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6D1	Nationality of one of the NATO member countries.	Y/N	N/A
6D2	A 4-Year University degree.	N/A	5
6D3	Demonstrated experience in wargame or operational experimentation analysis in the past five (5) years in a military environment that might include all elements of DIME and which includes both quantitative and qualitative analytics.	N/A	25 *Grade of zero is disqualifying
6D4	Demonstrated analyst team management experience in the past five (5) years.	N/A	20 *Grade of zero is disqualifying

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6D5	Demonstrated experience in the field of data collection, analysis and assessment and the drafting of data collection plans and wargame reports in the past five (5) years.	N/A	20 *Grade of zero is disqualifying	
6D6	Demonstrated expertise in preparing and delivering briefings for professional audiences on analytical outcomes in the past five (5) years.	N/A	10	
6D7	Demonstrated experience in working in multinational teams.	N/A	5	
6D8	A sufficient understanding of NATO to make informed qualitative analysis assessments.	N/A	10	
6D9	NATO Secret Security Clearance or national equivalent.	Y/N	N/A	
6D10	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
6D11	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	N/A	5	

**LABOUR CATEGORY SCENARIO DESIGNER/ RED CELL LEAD – CONTRACTOR
SUPPORT TO EWB – JOINT FORCE DEVELOPMENT (JFD)
WARGAMING SUPPORT**

Requirement	Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6E1	Y/N	N/A	

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6E2	A 4-Year University degree in a relevant discipline.	N/A	5	
6E3	Demonstrated ability to conduct research necessary to create realistic scenarios for each wargame to include coordination with relevant experts in all areas required to meet the wargame objectives.	N/A	20 *Grade of zero is disqualifying	
6E4	Demonstrated experience in scenario design in the past five (5) years within a military setting at the strategic and operational level and across all elements of DIME. This does not need to be specifically wargame related (i.e. exercises, studies, etc.)	N/A	20 *Grade of zero is disqualifying	
6E5	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of current threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI. This understanding should be deep enough to understand which experts and sources to consult when designing a scenario.	N/A	20 *Grade of zero is disqualifying	
6E6	Demonstrated experience with OPFOR/red cell execution.	N/A	20	
6E7	Proven ability to communicate effectively orally and in writing.	N/A	5	

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6E8	Demonstrated experience in working with multinational teams.	N/A	5	
6E9	NATO Secret Security Clearance or national equivalent.	Y/N	N/A	
6E10	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
6E11	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	N/A	5	

**LABOUR CATEGORY WARGAME ADJUDICATOR – CONTRACTOR SUPPORT TO EWB – JOINT FORCE DEVELOPMENT (JFD)
WARGAMING SUPPORT**

Requirement	Compliant	BV Score	Bidders Statement of compliance – (Bidder shall specifically reference the information within the proposal [page/para] that demonstrates compliance with the criteria
6F1	Nationality of one of the NATO member countries.	Y/N	N/A
6F2	A 4-year University degree.	N/A	5
6F3	Leadership experience at the OF-3 or equivalent or higher.	N/A	20 *Grade of zero is disqualifying
6F4	Demonstrated experience in wargame adjudication and facilitation in the past five (5) years within a military environment at the strategic and operational level.	N/A	30 *Grade of zero is disqualifying
6F5	Proven ability to communicate effectively orally and in writing.	N/A	10

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6F6	Demonstrated experience in working with and managing multinational teams.	N/A	15	
6F7	Demonstrated experience and understanding of NATO structure and political environment as relevant to wargame adjudication for a diverse and senior military and political audience.	N/A	15	
6F8	NATO Secret Security Clearance or national equivalent.	Y/N	N/A	
6F9	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
6F10	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	N/A	5	

*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number/paragraph/point cite from within their technical proposal that proves requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal. Discretion left to CAC board members.

**Grade of zero in the identified rows within each table may result in a non-compliant and disqualification from the bidding process. Discretion left to CAC board members.

Terms and Conditions

HQ SACT General Terms & Conditions dated 01/26/2022 apply to this contract and can be reviewed at www.act.nato.int/contracting under *Contractor Information*.